

CULTURAL FACILITIES CORPORATION

ANNUAL REPORT

2010-2011



CULTURAL FACILITIES CORPORATION

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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 2010-11 Annual Report of the Cultural Facilities Corporation, which has been prepared under Section 6 of the *Annual Reports (Government Agencies) Act 2004* and in accordance with the requirements referred to in the Chief Minister's Annual Report Directions, insofar as these directions can be complied with by the Corporation. The document has been prepared in conformity with other legislation applicable to the preparation of the Annual Report by the Corporation.

We hereby certify that the attached Annual Report is an honest and accurate account and that all material information on the operations of the Corporation during the period 1 July 2010 to 30 June 2011 has been included.

We also hereby 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.

In providing this Annual Report to you, we acknowledge that the Corporation's achievements in 2010-11 were only made possible through the efforts of many people. It is our great pleasure to recognise their efforts and express our appreciation for their contribution.

Firstly we thank our fellow Board members, who provided direction and guidance to the Corporation throughout the year. During the year Board member Christine Wallace completed her term of appointment, while Sandra Lambert was appointed as a new Board member.

As Acting Chair and Chief Executive Officer, we are ably supported by the very dedicated and skilled staff of the Corporation. 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 Corporation benefits from the generosity, assistance and support of many volunteers. These include the Corporation's three advisory committees: the Museum and Gallery Advisory Committee, Historic Places Advisory Committee and Performing Arts Advisory Committee. All three committees commenced the 2010-11 year with new memberships. We look forward to working with the committees in the years ahead.



The Corporation
is an agency of the
ACT Government

Other volunteers made a vital contribution to the work of Lanyon, Calthorpes' House and Mugga Mugga, including the National Trust volunteers at Lanyon. The work of all these volunteers is a major source of assistance to the organisation.

Finally, we are pleased to acknowledge the contribution of our principal funding agencies and our many sponsors and supporters. The Corporation receives its major funding from the ACT Government. This major funding is welcomed and appreciated. During the year, the Corporation 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 provided financial assistance for the management of the Nolan Collection.

Our sponsors again provided generous support for the Corporation's activities. The Canberra Labor Club was a major sponsor for the Canberra Theatre Centre. The Corporation was particularly grateful for the extent and generosity of donations to the Canberra Museum and Gallery, including donations by a number of senior artists and private individuals. These included a major and very generous donation of a collection of artworks, by Anne O'Dowd from the estate of Ruth Prowse. We were fortunate to enjoy the support of many other sponsors and supporters, too numerous to mention here but documented in full in an appendix to this report.

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

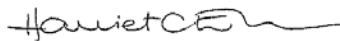
We commend this report to you and look forward to the year ahead.

Yours sincerely



Glenys Roper
Acting Chair
Cultural Facilities Corporation

23 August 2011



Harriet Elvin
Chief Executive Officer
Cultural Facilities Corporation

23 August 2011



Section A – Performance and Financial Management Reporting

Note : all references to ACT Government agencies in this report are to the titles and arrangements of these agencies as at 30 June 2011 i.e., recognising the changes that came into effect as at 17 May 2011.

A.1 The Organisation

A.1.1 Role, including functions and services provided

The Cultural Facilities Corporation 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 Corporation, 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 Corporation;
- to manage and develop Civic Square precinct as a cultural focus of the ACT;
- to undertake activities, in co-operation with other people if appropriate, to exercise its other functions; and
- to exercise other functions given to the Corporation under this Act or another Territory Law.

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

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

The Corporation is responsible for :

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

The Corporation'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 Corporation can be found at the following websites :

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

A.1.2 Mission and values of the Corporation

The Corporation's 2010-11 Corporate Plan identifies three goals for the organisation, relating to : cultural leadership excellence and innovation; community involvement; and a business-like approach. In 2010-11 the Corporation reported on progress against these goals in its Quarterly Reports. These reports are now consolidated and summarised in Section A.9 of this Annual Report.

Mission

During 2010-11, the Board of the Corporation undertook a new strategic planning process in order to identify more clearly future directions for the organisation as a whole and for its two program divisions, the Canberra Theatre Centre and ACT Museums and Galleries.

In particular, the Board wanted to identify the benefit that the Corporation itself provides by ensuring an efficient, effective structure within which its program divisions are freed up from corporate tasks in order to focus on direct service delivery to the community.

The strategic planning process involved a series of workshops for : the Board and senior managers; for staff of the Corporation; and for representatives of the Corporation's three advisory committees. The outcomes from these workshops were developed into a draft strategic plan that was provided to the Board for final approval at its June 2011 meeting.

The resulting new five-year strategic plan for the Corporation both sets its longer-term vision and provides the context for its annual corporate plans. The strategic plan includes mission or purpose statements for the Corporation itself and for its two main divisions. These mission or purpose statements are supported by statements of what the Corporation is seeking to achieve in a number of areas, as follows.

Mission/Purpose for the Corporation

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 cultural 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 Corporation has identified a set of values to support its goals 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 Corporation 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 Corporation'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 Corporation

The Corporation is organised into two program delivery sections, the Canberra Theatre Centre and ACT Museums and Galleries, together with a central finance/corporate section. An organisation chart is provided in Appendix 4.

A.1.4 Clients and stakeholders of the Corporation

As at 30 June 2011, the Corporation was part of the portfolio responsibilities of the Minister for the Arts and was within the co-ordination responsibilities of the Community Services Directorate.

Prior to 17 May 2011 the Corporation was part of the portfolio responsibilities of the Minister for the Arts and Heritage and was within the co-ordination responsibilities of the Chief Minister's Department.

The Corporation's other clients and stakeholders include :

- the community of the ACT and region;
- visitors to the ACT;
- the arts, cultural, heritage, education 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

The Corporation achieved good results against the business priorities for the year that were identified in its 2010-11 Corporate Plan, as reported in detail in Section A.9 of this report.

The Corporation experienced a number of difficulties during the year in relation to its operational environment, especially with regard to a downturn in theatre-related business. This matter is discussed under Section A 3.2 : Major Challenges. These difficulties are reflected in below-target performance for two of the Corporation's 2010-11 accountability indicators.

- The Corporation achieved a total of 259,480 estimated visitors and patrons to its facilities and programs, a figure 14% below the target for the year. This outcome reflected lower theatre patronage than expected, and reduced visitation resulting from extended site closures at Lanyon and Mugga Mugga due to storm damage.
- The Corporation achieved a total of 615 days of venue usage across the three venues of the Canberra Theatre Centre, a figure 11% below target and reflecting lower than expected hires of Centre venues. Despite this disappointing outcome, it was pleasing to see that 52% of total venue usage was by local companies, thus consolidating the Centre's role as an important venue for local productions.

However, the Corporation achieved or was above target for its other 2010-11 accountability indicators.

- The Corporation presented 19 exhibitions at its facilities, a figure 6% above target.
- The Corporation provided 502 education and community programs, a figure 14% above target.
- The Corporation achieved customer satisfaction rates of 96%, a figure 20% above target.

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

Financial results

Despite a disappointing year of theatre trading, the Corporation achieved a better than budget financial result for 2010-11, with an operating deficit of \$1.832m, which was 2.6% better than budget. This better than budget result can be attributed primarily to higher than anticipated donations to the Canberra Museum and Gallery and to a lower than budget cost of supplies and services.

It should be noted that due to its large assets holdings and consequent significant depreciation expenses, the Corporation always expects to have an operating deficit, since it is not funded for depreciation but receives capital injections through the capital works program.

The Corporation achieved an own-sourced revenue figure of 42.5% for 2010-11 against a target of 37.5%, mainly due to higher than budget theatre revenues (noting, however, that theatre expenditure was also higher than budget, leading to a worse than budget overall theatre trading outcome). It achieved an estimated cost to Government per visitor/patron of \$28.74 against a target of \$24.63, the worse than target result reflecting a below-target number of estimated visitors and patrons, for the reasons noted above.

A full analysis of the Corporation'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

The Corporation developed a 2010-11 Corporate Plan that identified the actions it intended to take during the year to work towards its three major goals, relating to cultural leadership, excellence and innovation; community involvement; and a business-like approach.

The Corporation's performance indicators and targets for 2010-11 were identified in the Corporation's 2010-11 Statement of Intent, which was tabled as one of the ACT Budget papers. The Corporation reported on the implementation of its 2010-11 Corporate Plan, and the achievement of its 2010-11 performance targets, in a series of quarterly reports that were tabled in the ACT Legislative Assembly and are summarised in this annual report.

As noted under Section A.1.2, the Corporation developed a new five-year strategic plan during 2010-11, which will set the context for its annual corporate plans from 2011-12 onwards. The Corporation's performance indicators and targets will continue to be identified in its annual Statements of Intent. The Corporation will continue to report on the implementation of its annual corporate plans, and the achievement of its performance targets, in its quarterly and annual reports.

A.2.3 The organisational environment and relationship to other agencies

During the reporting year, the Corporation had close working relationships with a number of ACT Government agencies including artsACT, ACT Heritage, the Treasury Directorate, Libraries ACT, Parks and City Services, the Education and Training Directorate and Australian Capital Tourism.

A.2.4 Identification and response to significant organisation change

The Corporation did not make any major changes to its organisation structure during 2010-11 but continued to introduce refinements to it, as required, in order to improve the allocation of resources and operational efficiency. For example, in order to ensure effective implementation of the Historic Places major project while also managing day-to-day operations at the historic sites, the Corporation put in place arrangements whereby a heritage architect is now employed solely to manage the project while a senior officer is managing the ongoing activities of the sites.

A.3 Highlights

A.3.1 Noteworthy operational achievements

Major conservation project at the Historic Places

During the year, the second stage of a four-year project of conservation works was undertaken at the three historic places managed by the Corporation : Lanyon, Calthorpes' House and Mugga Mugga. This \$3.7m project was originally funded through the 2009-10 ACT Budget and represents the single largest investment made in the historic sites since they came under government ownership.

Year 2 of the project included an extensive number of specialised works, such as : plaster conservation work; conservation of floor coverings, walls, windows, doors and collection items; disabled access works; road upgrades; external and internal painting; and electrical improvements. The project will bring the historic sites up to a sound condition and protect their structural integrity and heritage values into the future.

Opening of the Nolan Collection Gallery @ CMAG

The Nolan Collection Gallery @ CMAG was launched by the Chief Minister on 12 August 2010. This purpose-built new gallery within CMAG houses the Foundation Collection of 24 major works from within the wider Nolan Collection. The opening of this space followed the decision in October 2009 by the Commonwealth Government, as the owner of the Nolan Collection, to locate the collection permanently at CMAG, in order to ensure that the works could be cared for appropriately and made accessible to the community. In conjunction with the opening of the Nolan Collection Gallery @ CMAG, a series of new education and community programs was developed and presented, including onsite programs such as floor talks in the new gallery space, and education programs conducted both onsite and as outreach initiatives, such as *Every Picture Tells a Story*.

Centenary of Canberra

Each area of the Corporation participated in activities and planning for the celebration of the Centenary of Canberra. CMAG hosted the second in an annual series of *Canberra Gold* exhibitions, which profile a selection of recipients of the Canberra Gold Award, given to residents or organisations celebrating 50 years in the ACT. CMAG also joined with the ACT Office of Women in hosting the first in the *Canberra Stories : The Centenary Series* of programs, by presenting *10 x 10 Canberra Stories : Celebrating 100 Years of International Women's Day*. The program featured 10 prominent Canberra women, including Virginia Haussegger and Marie Coleman, who each spoke for 10 minutes, reflecting on their achievements and lives in Canberra. The program was attended by a capacity audience, and was broadcast on ABC 666, with a podcast available via the ABC website.

The Canberra Theatre Centre produced and presented *Blast!* As part of *You Are Here*, a Centenary of Canberra event featured during the 2011 Canberra Festival celebrations.

HVAC project at the Canberra Theatre Centre

Funding was provided in the 2010-11 ACT Budget for a project to replace elements of the Heating, Ventilation and Air Conditioning (HVAC) and hydraulics systems at the Canberra Theatre Centre. These works were completed during the year and were important in ensuring a continuing high level of comfort for patrons and performers, and a safe working environment for performers and staff.

Improvements at Canberra Museum and Gallery

During the year, the Corporation continued to implement a series of improvements to the presence and profile of CMAG in the North Building and its address to Civic Square. These works included reconfiguration of the foyer counter, reading corner and children's activity areas, and installing vinyl signage on the façade of the adjacent space occupied by Elections ACT. This new signage features items from the CMAG Collection that relate to electoral matters, providing a good means of showcasing the CMAG Collection and highlighting the role of Elections ACT. Close consultation was held with Elections ACT both on the design of the signage and on technical aspects, such as ensuring minimal blocking of daylight into office spaces.

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, in keeping with its mission statements. 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 own programming, including through its annual subscription seasons. During 2010-11 these included productions by the Royal New Zealand Ballet, Gua Nua Theatre Company from Ireland, Oz Opera, Sydney Theatre Company, Bell Shakespeare, Sydney Dance Company, Yirra Yaakin Corporation and Bangarra Dance Theatre. The Governor General attended the opening night of the Royal New Zealand's Ballet's production of *Romeo and Juliet*, and was hosted by the Chief Minister. Brink Productions' *When the Rain Stops Falling* by Andrew Bovell, part of the Centre's 2010 Subscription Season, was awarded a 2010 Canberra Critics' Circle award.

The range of performing arts experiences available to Canberra audiences was extended by commercial venue hire presentations and shared risk ventures, including shows such as *The Man in Black*, *David Helfgott in Recital*, *Aled Jones*, *Swan Lake on Ice*, *Mother Africa*, *Scotland the Brave*, *Rajaton*, *The Music of Andrew Lloyd Webber*, *The Last Emperor*, *The Bar at Buena Vista*, and *The Merry Widow*. Comedy was again very popular, with shows including Danny Bhoy, Arj Barker, Rhys Darby, Tommy Fleming, and the Melbourne International Comedy Festival Roadshow.

Younger audiences were able to attend high quality presentations such as Patch Theatre Company's *Special Delivery*, and *Fox*, a production by Monkey Baa in association with Siren Theatre Company. School and youth productions continued as regular users of the Canberra Theatre, with seasons of Ausdance Smokefree Youth Dance Festival, Wakakirri National Story Festival and Limelight. As in previous years, the Canberra Theatre fulfilled the function of Canberra's "town hall" with events and performances including a number of

school and university graduation ceremonies as well as many dance school end-of-year productions.

The Courtyard Studio hosted a number of smaller presentations and productions by local performing arts companies, including those by Free-Rain Theatre Company, Everyman Theatre Company and Jigsaw Theatre. During the year, the Centre introduced a new *What's On* brochure for the Courtyard Studio, highlighting the range of productions staged there and providing marketing support for hirers of the venue. As part of the program at the Courtyard Studio, the Centre 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 continued as a leader in access initiatives. Both its 2010 and 2011 Subscription Seasons included live captioning and audio description of selected performances, to assist patrons with hearing and vision impairments to enjoy live theatre. 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 continued its Social Capital program, which provides complimentary theatre tickets to those who might not otherwise have the opportunity to attend theatre performances. During 2010-11, 865 tickets to a total value of \$28,200 were made available under this scheme.

Canberra Museum and Gallery

CMAG continued to focus on the visual arts and social history of the Canberra region, including through a series of exhibitions with associated education and community programs. Exhibition highlights for the year included *Altered States : Lost, Salvaged and Repurposed Buildings in Canberra*; *Cotter : Watering the Garden City 1912-2011*; *Imitation of Life : Memory and Mimicry in Canberra Region Art*; and *Michael Le Grand : Sculpture*, a major survey exhibition that was accompanied by the installation of a number of the artist's sculptures in Civic Square and in CMAG's courtyard spaces. CMAG's curatorial expertise was recognised with a 2010 Canberra Critics Circle Award being awarded to a major exhibition that opened in June 2010 and continued until October 2010 : *Something in the Air: Collage and Assemblage in Canberra Region Art*, curated by Mark Van Veen and Deborah Clark.

The *Open Collection* series, featuring 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, including through exhibitions such as *Wattle*, featuring wattle memorabilia, and *Miss Piggy*, an exhibition showcasing a large collection of items depicting pigs.

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 2010-11 included *Sugar Town (dog days)* – Stephanie Jones; *Message in a Bottle : Tales from the Murrumbidgee River* – Marilyn Cintra; and *Deluge* - Scott Chaseling. These exhibitions continued to attract considerable interest, including through night-time viewing, and to activate the space in new ways.

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 to grow in popularity, accompanied this year by a new

version of the program designed for very young children, *T is for Toddler*. Community program highlights for the year included walking tours of public art in Civic, to accompany the Michael Le Grand exhibition and a series of floor talks conducted in the gallery spaces. ACT Museums and Galleries Members were treated to a series of special events including exhibition previews, an afternoon tea and an artist's studio tour.

Nolan Collection Gallery @ CMAG

The opening of the new gallery space in August 2010 was received positively by visitors and provided an impetus for a series of new programs and special activities. The new range of education programs has already been noted, while community programs included *Sidney Nolan and the Heide Circle* – a floor talk, lecture and morning tea inspired by recipes used at Heide, the home of Nolan's patrons John and Sunday Reed. The 2011 National Folk Festival was launched at CMAG, accompanied by a floor talk focusing on Nolan's *Kelly* series in the new gallery space.

While the Nolan Collection Gallery @ CMAG displays the Foundation Collection of 24 major works on an ongoing basis, other works from the Nolan Collection will feature in a series of temporary exhibitions at CMAG. As part of this series, during 2010-11 Gallery 5 was used for the exhibition *Selections from the Nolan Collection : Illuminations*.

Historic Places

Major events at the Historic Places included *The Great Lanyon Easter Egg Hunt the Lanyon Music Festival*, and the annual *Sylvia Curley Oration* at Mugga Mugga, held in honour of the remarkable woman who donated this property, her former family home, to the people of Canberra. The 2011 Oration was delivered by Dr Sarah Engledow, Historian at the National Portrait Gallery, who spoke about her love for Canberra.

At all three Historic Places, an active schedule of community and education programs was presented, focusing on topics as diverse as growing organic vegetables, cooking jams and preserves, paper-making, conservation, the convict life, kitchen work of the past, and children's rhymes and games. A new program introduced during the year was the series of three *Crafternoon Teas*, held in turn at each of the Historic Places and taking inspiration from them for a series of tours and guided craft sessions : embroidery at Lanyon, millinery at Calthorpes' House, and spinning at Mugga Mugga.

Collaborations with tertiary institutions continued to be an important aspect of the work of the Historic Places, including linkages with the Canberra Institute of Technology, University of Canberra and Australian National University. Through these partnerships, a number of specialised tours were provided to students of subjects such as design, museum studies, building conservation, and cultural heritage management.

Permanent exhibitions at all three sites assisted with their interpretation, and included *The Convict Years* at Lanyon and *Getting It Together* at Mugga Mugga.

Volunteers at the Historic Places

The Corporation continued its long-standing association with the National Trust through the valued services of National Trust volunteers, who provided 911 hours service at Lanyon throughout 2010-11. Volunteer programs also continued to operate at Mugga Mugga and at Calthorpes' House.

In total, volunteers provided 1,271 hours of service to the Historic Places throughout the year. The work of the volunteers is important in involving the wider community in conserving and interpreting these significant sites.

A.3.2 Major challenges

Despite a generally successful year, the Corporation experienced a range of challenges in seeking to achieve its 2010-11 corporate plan. The major challenges experienced during the year are identified below.

Storm damage at Lanyon and Mugga Mugga

Lanyon and Mugga Mugga were closed to the public for two months from early December 2010, due to damage from the severe storms in Canberra at that time. Very heavy rains led to tree falls, waterlogged grounds and damage to entry roads at both sites. These closures in turn led to the cancellation of certain programs, including the popular *Lanyon Christmas Carols and Picnic*. Information was provided to the public about the closures through media releases, newspaper advertisements and through the ACT Museums and Galleries website. The sites were reopened in mid February 2011 following comprehensive tree inspections, a program of remedial tree surgery works, and repairs to the entry roads. The re-opening weekend was marked with special activities including free entry and refreshments.

Vandalism at Lanyon

The convict barn at Lanyon was severely damaged by a fire lit by vandals in the early hours of 20 March 2011. The barn is in a paddock at a distance of approximately 300 metres from Lanyon homestead. The fire was attended by fire crews, who extinguished the fire, and police, who established a crime scene and collected forensic evidence.

The walls of the barn, which are the most significant part of the structure, remain standing but are charred, while the roof, which is a replacement structure dating from the late 1980s, was destroyed, as were the contents. The Corporation intends to rebuild the structure and install a replacement exhibition. Security at Lanyon has been increased, both through fixed security measures, such as movement-activated lights and cameras, and through additional patrols by the police and by a private security company.

Downturn in theatre business and budget pressures across the Corporation

As noted under Section A.2.1, 2010-11 was a difficult trading year for the Canberra Theatre Centre, which experienced a downturn in business that appeared to be linked to a general reduction in consumer spending, as reflected in the sluggish retail sector. As a result, a cost-cutting program was implemented across the organisation to address the impact of reduced theatre revenues.

Impact of Loxton review of the arts

The report of the Loxton review of the arts in Canberra was released in August 2010 and included recommendations to split the Corporation into a number of different entities in order to achieve administrative savings. The uncertainty created by these recommendations presented a number of challenges for the Corporation, including in relation to staff morale. The Corporation Board submitted a comprehensive response, indicating that, rather than achieving savings, the diseconomies of scale and scope that would result from replacing the Corporation with a number of separate organisations would lead to major cost increases.

The subsequent Hawke review of the ACT Public Service recommended that the Corporation's current governance and operational arrangements remain the same.

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

During the year, the Corporation delivered results against its key strategic outputs and service delivery priorities, as represented by its three corporate goals and its business priorities for 2010-11. A detailed analysis of its achievements against these goals and priorities is provided in Section A.9 of this report.

A.4 Outlook

A.4.1 Future priorities

Year 3 of the major conservation project at the Historic Places

A priority for the year ahead will be to implement the next stage of the multi-year project of conservation/upgrade works at the three historic places managed by the Corporation. In implementing the third year of this major project, the Corporation will continue with changes to the structure and staffing of the Historic Places that were introduced during 2010-11. These changes ensure the day-to-day operational needs of the sites are addressed whilst also ensuring that works associated with the major project are successfully implemented.

Canberra Theatre Centre improvement works

The Corporation will implement two capital works projects in 2011-12 at the Canberra Theatre Centre : replacement of The Playhouse chillers, and replacement of dimmers and wiring at the Canberra Theatre. Both projects are critical to ensure that the Centre can maintain the standards of a professional performing arts facility, by providing a comfortable environment for patrons and performers, and a safe working environment for staff.

Development of a theatre retained earnings fund and strategic opportunities in the performing arts

In the year ahead the Corporation will progress the establishment of a retained earnings fund whereby surpluses identified from theatre activities can be set aside and provide the financial backing for a more ambitious range of theatre programming in the future. The opportunity will also be taken to liaise with colleagues in the ACT Government Service, including in the tourism and events areas, to discuss opportunities for partnerships with regard to major performing arts productions and the ticketing of events.

Involvement in the Centenary of Canberra

During 2011-12 the Corporation will continue to pursue opportunities arising from Canberra's Centenary to celebrate and reinforce the importance of its venues, activities and programs for the community of the Canberra region. These efforts will build on the success of the Corporation's Centenary projects undertaken to date, as discussed in Section A.3.1. of this report. Specific projects include the season of the production *Namatijira* at The Playhouse, and a major social history exhibition about King O'Malley at CMAG. The Corporation will continue to work closely with the Creative Director for the Centenary and her team, to develop and present a program of activities leading up to and celebrating this major anniversary.

Participation in planning for the Government Office Building and Civic Square precinct

In the year ahead, the Corporation will continue to take an active role in planning for the Government Office Building, the Civic Square precinct, and in Civic more generally. Its involvement will seek to ensure that appropriate provision is made for reserving a site for a new lyric theatre for Canberra in the future, and that sufficient car parking is provided in the vicinity of the Canberra Theatre Centre, for the convenience of theatre patrons and to enable the Centre to attract a viable level of patronage. In terms of the Government Office Building, the Corporation will continue to work with officers of the Economic Development Directorate on such matters as parking availability, including during the construction phase; road access

for trucks delivering sets, scenery and costumes for productions; and the physical relationship between the new building and the Canberra Theatre Centre.

Initiatives at Lanyon

In 2011-12 the Corporation will explore further ways to welcome and assist visitors to Lanyon, including through such means as providing improved signage and information about the range of experiences available on this large and varied site. The opportunity will also be taken to examine the most appropriate use for the community of the former Nolan Gallery building at Lanyon, in the context of Lanyon's heritage setting and significance.

Ongoing provision of cultural leadership

Apart from these specific areas, the main ongoing priority of the Corporation is to provide cultural leadership through a high standard of service to the community. In keeping with this priority, the Corporation 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 Corporation in terms of its operating environment in the year ahead include the following :

- working with a new Minister for the Arts and under new administrative arrangements whereby the Corporation comes under the coordination responsibilities of the Community Services Directorate;
- continuing variability and unpredictability in the performing arts business, as discussed further in Section A.4.3. below;
- the ACT budgetary situation and implementation of a whole-of government Efficiency Dividend and Savings Initiative, as also discussed under Section A.4.3; and
- the forthcoming ACT election in October 2012, and impacts arising from this.

A.4.3 Significant risks and issues in the immediate future

During the year, the Corporation undertook a further comprehensive review and update of its Strategic Risk Management Plan, which assesses and identifies treatment options for risks facing the organisation. The key risk facing the Corporation for the year ahead, as in previous years, is the ongoing variability and unpredictability of the performing arts business, which impacts directly on the Corporation'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. This risk was highlighted by the difficult trading year for the Canberra Theatre Centre in 2010-11, which appeared to be linked to a more general downturn in consumer spending and in business confidence.

The Corporation 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.

A further key risk for the Corporation, as for other government agencies, is that of unexpected reductions in its funding from government, which represent the main source of its income. This risk eventuated in the 2011-12 ACT Budget process, with a reduction in the Corporation's funding being applied under the whole-of-government Savings Initiative, in addition to the 2011-12 Efficiency Dividend. The Corporation will seek to manage this risk in the year ahead by implementing a comprehensive program of initiatives to cut costs and raise revenues across the organisation.

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 Corporation's 2010-11 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 Corporation's 2010-11 Financial Statements are set out in Attachment 1 to this report.

A.7 Statement of Performance

The Corporation's 2010-11 Statement of Performance is set out in Attachment 1 to this report.

A.8 Strategic Indicators

The Corporation's 2010-11 Strategic Indicators are included in its 2010-11 Statement of Performance at Attachment 1 to this report.

Since the Strategic Indicators reflect the corporate goals that the Corporation has identified, detailed information relating to the Indicators is also provided under each goal in Section A.9 : Analysis of Agency Performance.

A.9 Analysis of Agency Performance

Section A.9 analyses the Corporation's performance against the goals and business priorities set out in the Corporation's 2010-11 Corporate Plan.

The business priorities for each business area are identified against the Corporation's three goals :

- **GOAL 1** : To provide cultural leadership, excellence and innovation
Great activities – at great venues
- **GOAL 2** : To promote community involvement in activities at Corporation facilities
More people, visiting more often – and leaving satisfied
- **GOAL 3** : To ensure a business-like approach
A successful and well-managed business – proudly supported by our patrons, sponsors and donors

Where there is overlap between the three goals, reporting has been consolidated against one goal to provide a more cohesive picture of performance during the year.

Under each goal, performance is analysed in relation to business priorities for the Corporation's five business areas, namely :

- Canberra Theatre Centre;
- Canberra Museum and Gallery (CMAG);
- Nolan Collection;
- Historic Places; and
- Whole of Corporation.

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 the Canberra Museum and Gallery and the Historic Places during the year.

The Corporation's overall progress in achieving its goals is measured against performance targets, as recorded in the Statement of Performance at Attachment 1.

**Goal 1 : To provide cultural leadership, excellence and innovation :
great activities – at great venues.**

**CANBERRA THEATRE CENTRE
BUSINESS PRIORITIES FOR 2010-11 TO ADDRESS GOAL 1**

A.9.1 Provide high quality programming, including through the Centre's annual subscription seasons, in order to keep the venue active and to develop a strong "artistic footprint" within the Canberra Community.

Remaining productions in the 2010 Subscription Season

- A total of 2,603 2010 Subscription Season packages were sold – the Centre successfully concluded its 2010 Season with the presentation of the following productions :
 - *Rain Man* – Ensemble Theatre
 - *Romeo & Juliet* – Royal New Zealand Ballet with the Canberra Symphony Orchestra
 - *Of Earth and Sky* – Bangarra Dance Theatre
 - *La Traviata* – Oz Opera
 - *Twelfth Night* – Bell Shakespeare
 - *When the Rain Stops Falling* – Brink Productions

2011 Subscription Season

- The Centre's 2011 Subscription Season was launched on 11 October 2010. As at 30 June 2011, 2,209 packages had been sold. The Season comprises 10 productions, together with two bonus productions, providing a diverse range of drama, dance and performing arts presentations, including the following :
 - *The Sapphires* – Belvoir and Black Swan State Theatre Company
 - *Little Gem* – Guna Nua Theatre Company/Arts Projects Australia
 - *A Commercial Farce* – Malthouse Theatre
 - *Between Breath & Form* – Sydney Dance Company (World Premiere Tour Season)
 - *Much Ado About Nothing* – Bell Shakespeare
 - *In the Next Room, or the vibrator play* – Sydney Theatre Company
 - *Turns* – Christine Dunstan Production/A Starry Starry Night
 - *Julius Caesar* – Bell Shakespeare
 - *Belong* – Bangarra Dance Theatre
 - *Namatjira* – BIG hART
 - *Untrained* – Lucy Guerin Inc
 - *The Wharf Revue 2011* – Sydney Theatre Company

Presentations for children and young people

- The Playtime Theatre Treats 2010 season concluded with the following presentations : *Special Delivery* – Patch Theatre Company; and *Fox* – Siren Theatre Company
- In addition, one 2010 Stage12+ Season show (a collection of presentations aimed at the 12 year old and up age group), QL2's *night.time*, was presented in July 2010, and the Centre produced *Fast+Fresh*, the ten minute short play festival for high school students from 2 – 4 June 2011.

Other presentations

- The Centre produced and presented *Blast!* a poetry show event held in the Link as part of the C100 *You Are Here* festival, which featured during the Canberra Festival celebrations in March 2011.

A.9.2 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 *The Canberra Times*, which feature the Centre's new brand, attracted strong interest from hirers throughout the year. The new brand also assisted hirers when marketing their products and created a strong market presence for the Centre.

A.9.3 Support existing and develop new relationships with venue hirers, to expand their use of the Centre's venues and services, and to increase the range of performing arts available to the Canberra community. Retain flexibility to encourage use of the Centre through shared risk deals with production companies.

Support for venue hirers

- The Centre provided support to many regular and returning hirers throughout the year through marketing services and advice. Productions included : *Drum Tao*; *deepblue*; *Sing-Along-Sound of Music*; *Swan Lake On Ice*; *Complexions*; *La Traviata*; Phillip Escoffey; Josh Thomas; *Short+Sweet+Dance*; *Brothers in Arms*; *Jimeoin*; NIDA Summer School; *Looking Through a Glass Onion*; *One Man Lord of the Rings*; *Charles Pickering and Josh Thomas*; Tommy Tiernon – *Designer Wino*; Greg Proops; *The Indigo Girls*; *Hi 5 : Turn the Music Up*; *Cliff & Dusty*; *The Merry Widow*; *Akmal*; *Much Ado About Nothing*; *Rajaton*; *Michael Jackson HIStory*; *Melbourne International Comedy Road Show*; *The Music of Andrew Lloyd Webber*; Chris Botti; *The Bar at Buena Vista*; and *The Last Emperor*.

New venue hirers

- In 2010-11, the Centre developed new relationships with a number of national production companies, providing technical advice and support. These included : Entertainment Consulting; Gypsy Entertainment; The Japan Foundation; Century Entertainment; Paris Hat Productions; Centrepiece Theatre; Beccy Cole Music; and Showpro Pty Ltd.

Marketing campaigns

- The Centre was contracted to deliver full marketing campaigns for *Cirque Mother Africa* and *Scotland the Brave*, and delivered local PR for *Carrie Fisher – Wishful Drinking*.

Shared risk presentations

- In 2010-11, the Centre entered into shared risk agreements with Folsom Prison Productions to present *The Man in Black*; Andrew McKinnon Productions to present *David Helfgott in Recital*; Bold Jack Productions to present *The Ultimate Rock and Roll Jam Sessions*; and TaikOz to present *Shifting Sand*.

A.9.4 Develop a program of activities leading up to, and to celebrate, the Centenary of Canberra in 2013, including through development of a proposal for a City Based Arts Event in connection with the Centenary.

- At the request of the Centenary of Canberra Organising Committee, the Centre and the Street Theatre collaborated to develop a scoping report for a proposed city based arts event. Following completion of this initial stage, it was then agreed that the Street Theatre would take the project forward.
- The Centre has been liaising with BIG hART (the producers of *Namatjira*) to develop possible events, leading up to and including the Canberra Centenary in 2013. The Centre has also explored possible partnership projects with organisations such as the CSIRO, the National Film and Sound Archive and the Australian National University.
- The Centre's Director and Programming Manager continued to meet with the Creative Director and Program Manager of C100 to discuss possible theatre events to celebrate the Canberra Centenary including support for *You Are Here*, a city based arts event.

A.9.5 Build productive relationships with industry organisations such as Live Performance Australia and the Australian Performing Arts Centres Association.

- In 2010-11, the Centre continued to build productive relationships with industry organisations. For example :
 - the Director attended the Australian Performing Arts Centres Association (APACA) Annual Conference and Long Paddock Forum in Melbourne; was re-elected to the APACA Executive Committee and attended meetings of the Executive; attended a strategic planning day and meetings of the Live Performance Australia Executive Council, of which he is a member; and attended a meeting of OZPAC (Major Performing Arts Centres in Australia and New Zealand) which included representatives of the Queensland Performing Arts Centre, Sydney Opera House, Adelaide Festival Centre, and the Victorian Arts Centre.
 - the Programming Manager attended the APACA Annual Conference and the national theatre touring forum, Long Paddock in Melbourne and Brisbane; the production development forum, The Showroom; and an INAPAC meeting, the representative body for performing arts centres in NSW and ACT.

A.9.6 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.

- The Corporation provided a submission on the draft Greater Canberra City Area Coordinated Action Plan 2010-2016 during the period of public consultation on this document. The Corporation's submission emphasised the importance of formally reserving a site for the new lyric theatre in Civic, and of ensuring adequate car parking for theatre patrons in the planning of Civic.
- The Corporation's CEO and the Director, Canberra Theatre Centre met with Government Architect, Alistair Swayn regarding the University of Canberra's Architectural Student's Design Project, which includes a new performing arts venue.

- The Corporation continued to be involved in master planning for the Government Office Building precinct and in this context, emphasised the need for sufficient car parking together with the need for pantechnicon and emergency vehicle access to the Canberra Theatre Centre.

**CANBERRA MUSEUM AND GALLERY (CMAG)
BUSINESS PRIORITIES FOR 2010-11 TO ADDRESS GOAL 1**

A.9.7 Develop, conserve, research and interpret an integrated social history and visual arts collection.

- The development, conservation and research of an integrated social history and visual arts collection is CMAG's core business and these activities continued throughout 2010-11.
- 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 in Appendix 9 of this Report. The total value of these acquisitions was \$298,985, with donated items representing 86.5% of this figure.

A.9.8 Present an exhibition program 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.

- In the first quarter of 2010-11, CMAG's Gallery 1 was renamed the *Canberra Stories* Gallery to reflect CMAG's key role in telling the stories of Canberra and her people. In 2010-11, the *Canberra Stories* Gallery displayed a wide variety of objects and art works from CMAG's collection, ranging from A E Macdonald's landscape, *Early Canberra* c.1913 to a selection of contemporary ceramic works by local artists. It also includes the Dawn Waterhouse *Canberra Memorabilia Collection*; objects from the Duntroon Dairy and a collection of clothing dating from the 1880s; surveyors equipment used to survey the site for Canberra; objects from the opening of the first Parliament House and Hotel Canberra dating from the 1920s and 30s; displays from local businesses; and a rug from the *Wrap up Canberra* campaign relating to the Canberra bushfires in 2003.
- 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. During 2010-11 these exhibitions included :
 - *CMAG Recent Acquisitions*
 - *Altered States : Lost, Salvaged and Repurposed Buildings in Canberra*
 - *Illuminations : Selections from the Nolan Collection*
 - *Michael Le Grand : Sculpture*
 - *The Cotter : Watering the Garden City 1912 – 2011*
 - *Imitation of Life : memory and mimicry in Canberra region art*
- The Site-Specific Series of installations in CMAG's glass fronted gallery on Civic Square featured :
 - *Sugar Town (dog days)* – Stephanie Jones
 - *Message in a Bottle : Tales from the Murrumbidgee River* – Marily Cintra
 - *Deluge* – Scott Chaseling

- Some of CMAG's most popular exhibitions are the *Cabinets of Curiosities* series of exhibitions which feature the collections of Canberra residents and local organisations. In 2010-11 these exhibitions included :
 - *Wattle* – Edwin Ride's collection of objects featuring Australia's floral emblem. This exhibition illustrated the development of wattle as a symbol of Australia over the last 150 years;
 - *Miss Piggy* – showcasing Elaine Carnell's (1930-2008) collection of pigs and encompassing pigs of all shapes and sizes from figurines to flying pigs; and
 - *Canberra Gold : 50 Years in the ACT* – an exhibition profiling a selection of recipients of the Canberra Gold Award, given to residents or organisations celebrating 50 years in the ACT. The exhibition included objects from the Ainslie Football Club, the Ainslie Gungahlin Bears Baseball Club, the Canberra Masonic Lodge No. 465, Koomarri, and the Canberra and District Historical Society.
- The following exhibitions opened in the previous year and continued into the first part of 2010-11 :
 - *Tomorrow Today : Innovation and Change in 1960s Canberra*
 - *Site-Specific Series : BEAM – various artists*
 - *Something in the air : Collage and Assemblage in Canberra region art*

A.9.9 Present a comprehensive range of community and education programs that respond to, and celebrate, the diversity of the Canberra community and which (a) complement the exhibition program; (b) recognise special events and festivals celebrated by the Canberra community; and (c) connect to the ACT's wider visual arts and social history landscape.

Community and education programs to complement the exhibition program

- CMAG presented 183 community and education programs (including Outreach Programs), many of which complemented current exhibitions. The popularity of these programs continued, attracting 5,463 participants throughout 2010-11. Examples include the following :
 - *CMAG on Sunday*, a program developed for families with children aged between 4 and 8 years, which was conducted on the first Sunday of each month, together with its spin-off program, *T is for Toddler* (formerly *Toddler Monday/Tuesday*) for children aged 2 to 3 years. Both programs are based on all exhibitions currently on display. In 2010-11 these free programs attracted 1,846 participants.
 - Two floor talks were presented in association with *Something in the Air : an Art Forum Lecture* on 28 July 2010 when Visual Arts Curator, Deborah Clark discussed works in the exhibition with artists, Steven Holland and Ingo Kleinert; and on 15 September 2010 when Assistant Director, Curatorial and Exhibitions, Mark Van Veen discussed the exhibition with artists, Jacqueline Bradley, David Sequeira and Amanda Stuart.
 - *Curious About Collage*, a series of lunchtime workshops conducted in September, were also in association with the exhibition, *Something in the Air*.
 - *Sidney Nolan and the Heide Circle* was a special event presented in association with the Nolan Collection Gallery @ CMAG. The program featured Heide curator, Kendrah Morgan who discussed the halcyon days of Heide (originally the home of

John and Sunday Reed and later an art museum) from the late 1930s through to the 1950s, with a focus on Nolan's work. She also spoke about her research for the 2010 publication *Sunday's Kitchen : Food and Living at Heide*, which examined life behind the scenes with the Reeds. *Sunday's Kitchen* was available for purchase and signing.

- Curator's Floor Talks were presented in association with the exhibitions, *Altered States : Lost, Salvaged and Repurposed Buildings in Canberra*, and *The Cotter : Watering the Garden City 1912 – 2011*.
 - ACT Museums and Galleries Director, Peter Haynes presented Director's Floor Talks in association with *CMAG Recent Acquisitions; Selections from the Nolan Collection : Illuminations; Michael Le Grand : Sculpture* in which he discussed the works with the artist; and the Nolan Foundation Collection, focusing on works from the 1940s and 1950s.
 - Members' Previews were presented in association with *Altered States*, and *Imitation of Life : memory and mimicry in Canberra region art*, and a Members' Afternoon Tea was presented in association with *Miss Piggy*.
 - The school holiday program, *Captured Shadows* was presented in association with Stephanie Jones' installation, *Sugar Town*.
 - A number of programs were presented in association with *Michael Le Grand : Sculpture*, including : *Walking Tour : Civic Sculpture* - a tour of public sculpture in Civic with Visual Arts Curator, Deborah Clark; a Children's Sculpture Workshop; and a Members' Event which included a visit to the artist's studio.
 - CMAG education programs, *What do artists make? Old MacDonald's Farm*, and *Bread and Butter* all focus on works and objects on display in the *Canberra Stories* Gallery.
- Refer also to programs conducted in recognition of special events and festivals below and to A.9.11.

Programs presented that celebrated the diversity of the Canberra community

- In 2010-11, CMAG Education Officers worked closely with Koori preschool teachers to develop a focus workshop, based loosely on the *What do artists make?* education program model (an introduction to artworks, tools and techniques).

The Koori Preschool Program is administered through the Early Childhood Education Section, Indigenous Education and Early Childhood Education, within the ACT Education and Training Directorate. The Koori Preschool Program provides an early childhood education program for Aboriginal and Torres Strait Islander children aged 3-5 years and focuses on learning through play, participation, exploration and experimentation.

Children attended two sessions per week at a number of local schools, and CMAG presented 4 focus workshops for Koori preschools in November 2010.

- CMAG continues to work closely with culturally diverse groups to create programs which address their specific needs.

Community and education programs to recognise special events and festivals

- *Celebrating a National Symbol : Collector's Floor Talk and Morning Tea* was presented on 31 August 2010 and featured Edwin Ride as he explained how his collection of wattle memorabilia illustrates our relationship with wattle over time. This program and the exhibition, *Wattle*, marked the Centenary year of National Wattle Day.
- *10 x 10 Canberra Stories : Celebrating 100 Years of International Women's Day* was presented on 11 March 2011. The program was a collaboration with the ACT Office for Women and featured 10 prominent Canberran women, including Virginia Haussegger, ABC TV journalist and author, and Marie Coleman, women's rights and social activist. The women spoke for 10 minutes each reflecting on their achievements and lives in Canberra. The program was presented in association with International Women's Day and Women's History Month.
- *Canberra's Golden Tales : A Canberra Day Morning Tea* was presented on 15 March 2011 in association with the exhibition *Canberra Gold : 50 Years in the ACT*. The program offered the opportunity for people to join some of the ACT community organisations which were profiled in the exhibition, for a morning of reflections and collections. The program was a celebration of Canberra Day and was held in association with the Canberra Festival.
- The Curator's Floor Talk presented on 13 April 2011 on *The Cotter : Watering the Garden City 1912 – 2011* was in association with the Canberra and Region Heritage Festival.
- A number of CMAG on Sunday programs recognised special events, including : *Magnificent Flora*, presented in association with the Australian Science Festival; and *Across the Storybridge* in celebration of Book Week with activities based on books shortlisted for the Early Childhood Book of the Year by the Children's Book Council of Australia. The *T is for Toddler* program, *Silhouette Pirouette* was presented in association with *The Big Draw* (an international event conducted in association with the British Campaign for Drawing).

A.9.10 Develop a program of activities leading up to, and to celebrate, the Centenary of Canberra in 2013, with a particular emphasis on community engagement and on exploring the many stories of Canberra. Develop a series of exhibitions to celebrate the Centenary, including the *Canberra Gold* series. Develop *Canberra Stories : the Centenary Series*.

- CMAG continued to plan a program of activities in the lead up to the Centenary of Canberra celebrations in 2013. Planned exhibitions include : a major exhibition of Canberra's art history, which could potentially tour to regional areas; a major exhibition of decorative arts from the Australiana Fund, curated by ACT Museums and Galleries Director, Peter Haynes; and further *Canberra Gold* exhibitions.
- Refer also to A.9.9 above.

A.9.11 Develop productive collaborations and partnerships with the community, in the delivery of exhibitions and programs.

- Refer to A.9.9 above for information on many of CMAG's productive collaborations and partnerships with the community. CMAG collaborates with artists, collectors and other

institutions on most major exhibitions displayed at the gallery, and to present many community and education programs. In 2010-11 these included the following :

Exhibitions

- *Wattle* was a collaboration with collector, Edwin Ride
- *Site Specific Series : Sugar Town (dog days)* with artist, Stephanie Jones
- *Altered States : Lost, Salvaged and Repurposed Buildings in Canberra* with organisations, including : ACT Archives, ACT Heritage Library, Canberra Mothercraft Society, *The Canberra Times*, CIC Australia, Friends of the Albert Hall, National Archives of Australia, National Capital Authority, National Library of Australia, ACT Council of Cultural and Community Organisations Incorporated and the Education and Training Directorate
- *Miss Piggy* with the family of Elaine Carnell
- *Site Specific Series : Message in a Bottle : Tales from the Murrumbidgee River* with artist, Marily Cintra
- *Canberra Gold : 50 Years in the ACT* with the Ainslie Football Club, the Ainslie Gungahlin Bears Baseball Club, the Canberra Masonic Lodge No. 465, Koomarri, and the Canberra and District Historical Society
- *Michael Le Grand : Sculpture* with artist, Michael Le Grand
- *The Cotter : Watering the Garden City 1912 – 2011* with the ACTEW Corporation, the Jurkiewicz and McCarthy families, Lyndy Delain, Sue Kesteven, Nikki Main, Jesse Surplice, Richard Snashall, Gil Scrine Films, the National Film and Sound Archive, the ACT Heritage Library, the Canberra and District Historical Society, *The Canberra Times*, and the National Library of Australia
- *Site Specific Series : Deluge* with artist, Scott Chaseling
- *Imitation of Life : memory and mimicry in Canberra region art* with Danie Mellor, the Solander Gallery, Nicola Dickson, Julie Ryder, Ruth Waller, Katoomba Fine Art, Artbank, Al Munro, Martyn Jolly, Harris & Hobbs, Jane Barney, the estate of David Watt, Mia Ching, Julian Laffan, Lorna Shuttlewood, Helen Maxwell, Louise Pinder, Geoff Farquhar-Still, Lyndal Kennedy, Stephanie Jones, Lars Wetselaar, Rachel Bowak, Nick Stranks, Mark and Laurie Van Veen, Mel Douglas, Jay Kochel, Kirsten Farrell, Janeene Eaton, and photographer, Rob Little.

Programs

- The *Art Forum Lecture* presented on 28 July 2010 was a collaboration with the ANU School of Art. The lecture featured CMAG's Visual Art Curator, Deborah Clark in conversation with artists Vivienne Binns, Steven Holland and Ingo Kleinert.
- A collector's floor talk and morning tea was presented in August 2010 in association with *Wattle*, when collector, Edwin Ride explained how his collection illustrates our relationship with wattle over time.
- Alastair Swayn, Director of Jackson Architecture and lecturer in the School of Architecture at the University of Canberra presented a floor talk on the exhibition, *Altered States : Lost, Salvaged and Repurposed Buildings in Canberra*. Alastair Swayn has been directly involved in the re-design of a number of important heritage buildings including the Hyatt Hotel Canberra and the Fitters Workshop at Kingston.
- *Sidney Nolan and the Heide Circle* was a collaboration with Heide curator, Kendrah Morgan.
- *Canberra's Golden Tales : A Canberra Day Morning Tea* was held in conjunction with representatives of a number of the ACT's community organisations profiled in the *Canberra Gold : 50 Years in the ACT* exhibition.

- *Michael Le Grand and Peter Haynes : A Conversation* involved ACT Museums and Galleries Director, Peter Haynes speaking with Michael Le Grand on the occasion of CMAG's major exhibition of his work. This program was also presented in association with the ANU School of Art, *Art Forum* lecture series.
- CMAG collaborated with Scott Chaseling to present an Artist's Floor Talk on his exhibition, *Deluge*.
- CMAG collaborated with the National Folk Festival for the launch of the 45th National Folk Festival – a joint presentation with the Nolan Collection Gallery @ CMAG.
- *Members Event : Studio Visit* invited participants to visit artist, Michael Le Grand in his studio for a behind the scenes visit.
- *Sunday Films* were presented throughout the year, a collaboration with the Big House Film Society.

NOLAN COLLECTION

BUSINESS PRIORITIES FOR 2010-11 TO ADDRESS GOAL 1

A.9.12 Open the Nolan Collection Gallery @ CMAG and present the Foundation Collection on an ongoing basis in this dedicated space, together with a selection of material that assists in interpreting the Collection. Present a temporary exhibition featuring the *Rimbaud – Illuminations*.

- The Nolan Collection Gallery @ CMAG was launched via a media release issued by the Chief Minister on 12 August 2010. The opening of the Gallery received good media coverage.
- This purpose-built space provides a permanent display area for the Foundation Collection of works, including a number of Nolan's *Kelly* series, together with interpretive material.
- *Selections from the Nolan Collection : 'Illuminations'* opened in Gallery 5 on 4 December 2010 and continued until 12 March 2011. The exhibition looked at Nolan's deep interest in the French poet, Arthur Rimbaud and how this interest is expressed in works from the *Illuminations* series.

A.9.13 Present education and community programs relating to the Nolan Collection, including a range of new interpretive programs to mark the opening of the Nolan Collection Gallery @ CMAG, to increase the understanding and enjoyment of visitors to the Gallery and participants in outreach programs relating to the Collection. Produce a brochure describing these programs and a new catalogue of the Nolan Collection .

- A brochure detailing programs to be conducted in association with the Nolan Collection was produced and distributed in late 2010.
- A catalogue was produced for *Selections from the Nolan Collection : 'Illuminations'* with the foreword and essay written by ACT Museums and Galleries Director, Peter Haynes.
- The following programs were conducted in association with the Nolan Collection Gallery @ CMAG in 2010-11 :
 - Floor talks by ACT Museums and Galleries Director, Peter Haynes on 13 August 2010 and 15 June 2011;
 - *Ned Kelly's in Town* – an education program focusing on Nolan's *Kelly* series;
 - *Every Picture Tells a Story* – a program conducted both on site, and as an outreach program on 34 occasions at local preschools;
 - *Clay for Kids*, a school holiday program;
 - *Simple Screen Prints* – Weekend Workshop;
 - *Sidney Nolan and the Heide Circle* – a special event featuring Heide curator, Kendrah Morgan discussing Heide from the late 1930s through to the 1950s;
 - *Dry as a Bone* – a school holiday program conducted twice in April 2011;
 - *Weekend Workshop : Prints with Pizzaz*;
 - a guided tour for teachers from Wellington High School; and
 - the launch of the National Folk Festival (refer to A.9.11).
- Also refer to A.9.50.

A.9.14 Conserve, research, interpret and manage the Nolan Collection, in conjunction with the Commonwealth Government, as the owner of the Collection.

Collaborate with relevant Commonwealth, State, and regional agencies, with the aim of bring works from the Nolan Collection to a wider audience, including through loaning works to major exhibitions and making images available for publications and programs.

- Research, conservation, interpretation and management of the Nolan Collection are core businesses, and these activities continued throughout 2010-11.
- Corporation staff assisted the Commonwealth Attorney General's Department in the arrangements for the return of the loaned Nolan works to the Nolan estate. The loaned works were returned in September 2010.
- Work also continued on formalising arrangements for the Corporation's management of the Nolan Collection on behalf of the Commonwealth, through a new funding agreement.

HISTORIC PLACES

BUSINESS PRIORITIES FOR 2010-11 TO ADDRESS GOAL 1

A.9.15 Conserve, research, interpret and present the Historic Places and their collections, maintaining their cultural significance in accordance with the guidelines in the Burra Charter and with ACT heritage legislation, including by : finalising and implementing a Conservation Management Plan (CMP) for Lanyon; seeking a new Executive Lease for Lanyon; finalising and implementing a new CMP for Calthorpes' House; and updating the CMP for Mugga Mugga.

- The conservation, research, interpretation and presentation of the Historic Places are its core businesses and these activities continued throughout 2010-11.

Lanyon Conservation Management Plan (CMP)

- A draft Lanyon CMP has been developed by a team of experts headed by Heritage Consultant, Duncan Marshall.
- In 2010-11, the draft Lanyon CMP was provided to the ACT Heritage Unit for referral to, and endorsement by, the ACT Heritage Council.
- The final draft of the CMP for the Lanyon woolshed, and the Lanyon cemetery will be referred to the ACT Heritage Council, following the endorsement of the Lanyon CMP.

Calthorpes' House Conservation Management Plan

- A new Calthorpes' House CMP was completed and endorsed by the ACT Heritage Council in 2010.
- A study into the Calthorpes' House Collection was also completed in 2010.

Mugga Mugga Conservation Management Plan

- Two Social Values workshops were conducted in March to develop an updated Mugga Mugga Conservation Management Plan. The first was held on 16 March 2011 at Mugga Mugga and was for people who lived, worked or had a personal connection to the property. The second, on 17 March 2011 was held at CMAG and was for heritage professionals. The workshops were facilitated by Dr Sandy Blair, an academic at the ANU, and member of the team who developed the draft Lanyon CMP.
- The Mugga Mugga CMP will be completed early in 2011-12.

Other conservation and research work

- The following is a list of other conservation and research work carried out at the three sites in 2010-11 :
 - At Lanyon – an archaeological assessment, of an unknown brick, sub-surface structure near the slab hut, was prepared by Godden Mackay Logan Pty Ltd.; measured drawings and survey of the roof space in the homestead were prepared by David Hobbes of Philip Leeson Architects; lime paint analysis was provided by Dr Donald Ellsmore; a land survey of the woolshed precinct was prepared by

Kleven Spain; asbestos audits were prepared for the Lanyon cottages by Robson Laboratories.

- At Calthorpes' House – a roof space study, sub-floor inspection and report, and architectural drawings were completed.
- At Mugga Mugga – the digitization of the database for the Mugga Mugga collection was completed.
- All three sites – an integrated Pest Management Plan was completed. The Plan was prepared by Conservation Works Pty Ltd., and will guide Historic Places with appropriate methods of pest control.

Vandalism at Lanyon

- The convict barn at Lanyon was severely damaged by a fire lit by vandals in the early hours of 20 March 2011. The barn is in a paddock at a distance of approximately 300 metres from Lanyon homestead. The fire was attended by fire crews, who extinguished the fire, and police, who established a crime scene and collected forensic evidence that may lead to an arrest.

The walls, which are the most significant part of the structure, remain standing but are charred. The roof, which is a replacement structure dating from the late 1980s has been destroyed, as have the contents. The Corporation arranged for an assessment for insurance purposes with the intention to rebuild the structure and install a replacement exhibition. The cost of the damage is estimated to be around \$150,000.

- Improved security systems and equipment was installed in response to the vandalism.

A.9.16 Present activities that connect with anniversaries, special events and festivals celebrated by the Canberra community.

Temporary closure of Lanyon and Mugga Mugga

- The Corporation made the decision to close Lanyon and Mugga Mugga on 8 December 2010 due to heavy rains leading to a number of tree falls and waterlogged grounds. The closures caused the cancellation of a number of programs planned to be held at the sites, including the popular *Lanyon Christmas Carols and Picnic*, scheduled for 12 December 2010.
- Following comprehensive tree inspections, a program of remedial tree surgery works carried out by a qualified arborist, repairs to the entry roads and a final assessment by an independent arborist, the properties were reopened to the public on 19 February 2011. Special activities including free entry and refreshments were presented on the reopening weekend.
- Programs that were conducted before and after the closures included :
 - *Composting Workshop*, a community program conducted at Mugga Mugga on 15 August 2010, in association with the Australian Science Festival;
 - *Open House for Senior Citizens* presented at the three sites in March 2011 in association with ACT Seniors Week;
 - *The Great Lanyon Easter Egg Hunt* : more than 340 people participated in this popular family event to celebrate Easter;

- *Conserving Calthorpes'* was presented in April 2011 in association with the Canberra and Region Heritage Festival; and
- all three properties presented Open House with free entry to celebrate International Museums Day on 21 May 2011.

A.9.17 Present a comprehensive range of community and education programs that relate to, or which interpret, the sites and their collections, including, where appropriate, collaborations with other institutions.

- Refer to A.9.16 for information regarding the temporary closure of Lanyon and Mugga Mugga in December 2010.
- 276 community and education programs were conducted at the Historic Places throughout 2010-11. Programs that were particularly popular included :

At Lanyon

- *Lanyon Music Festival* – held on Sundays 13 and 20 March 2011, this program showcased a dynamic range of local performing artists who played on the Homestead verandah at sunset and included children's activities in the *Good Vibes* tent.
- *Around the Homestead* – a school holiday program with Lanyon's caretaker and local farmer, Andrew Geikie.
- *Crafternoon Tea : Embroidery* – one of a series of craft programs across ACT Museums and Galleries. This program focused on Victorian embroidery in a workshop with Jennifer Forest, author of *Jane Austen's Sewing Box*.
- *Growing Your Own Organic Vegies : Garden Program* – led by Lanyon's Head Gardener, Graham Williams who explained the process of growing vegetables organically, cultivating old-fashioned varieties, propagating seedlings and nurturing gardens throughout Canberra's long hot summer.
- *Outbuildings Walk* – a guided walk across the paddocks and tour of some of Lanyon's interesting outbuildings.
- Other programs included : *James' Diary*; *Child's Play*; *Convicts*; *Who were the convicts?*; *Spit and Polish*; and a number of specialised tours for groups including : CIT Interior Design Heritage students, ANU students with English as a second language; and a post-colonial discourse for ANU students.

At Calthorpes' House

- *Crafternoon Tea : Millinery* – participants examined the hat collection at Calthorpes' House followed by a hands-on workshop in the CMAG Studio, led by milliner, Christine Waring.
- *Have Your Cake and Eat It Too!* – a school holiday program led by Jean Abbott baking fairy cakes in the wood-fired stove.
- *Jams and Preserves* with Jean Abbott – visitors learned how to make preserves and jams crafted by the Canberra Country Women's Association.
- *Conserving Calthorpes'* - a review of recent contributions to the Calthorpes' House Conservation Management Plan by Dr Sandy Blair, Skye Firth, Geoffrey Britton and John Armes.
- Other programs included : *Dawn's Surprise*; *City and Country*; and a number of specialised tours for groups including : Belconnen Community Services, CIT Design students, University of Canberra students, students from Sydney Grammar St Ives Primary School, and the Lindisfarne Anglican School, and *Touring the Textiles* for a group from the ACT Chapter of the Australian Costumers Guild.

At Mugga Mugga

- *Crafternoon Tea : Spinning* – a collaboration with the Spinners and Weavers Guild.
- *Conserving Mugga : A Conversation* – John Armes, Assistant Director, Historic Places Major Project, and Pip Giovanelli, Heritage Consultant led a guided tour exploring the cottage and its immediate surrounds.
- *Papermaking For Kids* – a school holiday program.
- Other programs included : *City and Country : At the Garden Gate* – a collaborative program with Calthorpes' House.

A.9.18 Develop a program of activities leading up to, and to celebrate, the Centenary of Canberra in 2013, with a particular emphasis on community engagement and on exploring the ongoing story of Canberra.

- ACT Museums and Galleries staff members have developed a number of Centenary of Canberra related community programs at the Historic Places in the lead up to 2013. For example, a 3-site tour is being planned which focuses on the 'changing face of Canberra', and the influence this had on early residents. Other themes that have been explored for possible programs include : a link to the history of women involved in the three sites; a focus on the lives and landscape of the historic sites; and special events for children to learn about Canberra's Centenary through games, facts and play.
- The major Centenary project for the Historic Places is intended to be the publication of three high-quality books on the conservation works currently being carried out at the three properties (refer to A.9.19).
- The C100 Program Manager attended the February meeting of the Historic Places Advisory Committee to brief members on the progress of Canberra Centenary planning, and to discuss possible linkages between Historic Places programs and the C100 celebrations.

A.9.19 Undertake the second year of the major capital works package for Historic Places. Determine the most appropriate use for the community of the former Nolan Gallery building, consistent with Lanyon's heritage status.

- Early in 2010-11, the Corporation engaged the services of a consultant to review the allocation of roles and duties at the Historic Places. A key recommendation of the review was to move the Assistant Director position off-line to ensure that he could focus entirely on the delivery of the major project, with an on-site manager to manage day to day operations at the sites.
- This recommendation has been implemented and has resulted in a clearer delineation of roles, allowing good progress on the major project without detracting from ongoing activities.

- In 2010-11, the following work was undertaken at the three sites :
 - At Lanyon – external plaster conservation; external and internal painting; conservation of dairy roof; removal of senescent trees; upgrade of road and car park; roof painting; archaeology (Indigenous and historical); conservation of floor coverings, windows and doors; architectural drawings; completion of slab building and stables floor; electrical improvements; conservation of shutters; repairs to roofing and chimney cleaning; ground engineering; drainage works; fencing; roof access safety works; replacement of timber posts in stables; treatment of fungal attack to stables roof; electrical improvements and repairs to garden lights; ceramic tiling repairs; timber storage; repairs to garden seating; installation of fencing around significant trees; upgrade to the Murrumbidgee Room; installation of a new concrete floor and steel guard around the fire in the gardeners' workshop; repairs to the rafters and gutter on the dairy roof; and conservation of many collection items.
 - At Calthorpes' House – conservation of collection items; conservation and reproduction of carpets; tree management; minor works to interior fittings; completion of disabled access works; sub-floor, and roof space studies; architectural drawings; installation of atmospheric monitoring and humidification equipment; installation of air drains and repairs to irrigation; installation of sub-floor ventilation; upgrade of signage; improved access works for statutory compliance; carpentry repairs to cubby house; electrical testing; and major tree surgery.
 - At Mugga Mugga – works to grounds; conservation works to kitchen and bedroom slab walls and collection items; minor upgrade and painting of Education Centre; major repairs to the deck of the Education Centre; continuation of disabled access works; painting of the picket fences and gates; repairs to privy; repairs to paddock fences; upgrade of the septic tank; improvements to disability access.

Future use of the Nolan Gallery building

- The building is currently being used by Communities @ Work for weekly workshops for a men's respite group. The group had previously used the Lanyon machinery shed for their workshops for many years.

A.9.20 Maintain linkages with the National Trust; the Cultural Heritage Management course at the University of Canberra; the ACT Heritage Unit and Council; and other relevant bodies.

National Trust

- The Historic Places maintained a close working relationship with the National Trust throughout 2010-11, with National Trust volunteers providing 911 hours of service at Lanyon.
- Eric Martin, President of the National Trust of Australia (ACT), is a member of the team of experts who developed the Calthorpes' House and Mugga Mugga Conservation Management Plans.
- In 2010-11, the Senior Manager, Historic Places Major Projects continued to provide volunteer guide services at the National Trust property, Cooma Cottage at Yass.

ACT Heritage Council

- Dr Michael Pearson, Chair of the ACT Heritage Council, was a member of the team of experts who developed the draft Lanyon Conservation Management Plan.
- Museum and Gallery Advisory Committee Member, Dave Johnston is a member of the ACT Heritage Council, providing linkages between the two organisations.

ACT Heritage Unit

- Corporation staff members liaised with the ACT Heritage Unit on the development of the Lanyon Conservation Management Plan, and on the development of the Conservation Management Plans for Calthorpes' House and Mugga Mugga.

ACT Tourism

- Lanyon and Calthorpes' House are both included in the ACT Tourism *Canberra Tracks* initiative.

**WHOLE OF CORPORATION
BUSINESS PRIORITIES FOR 2010-11 TO ADDRESS GOAL 1**

A.9.21 Take a leading role in the completion of a Conservation Management Plan (CMP) for the Civic Square Precinct and in commissioning a Civic Square Precinct Master Plan, as a means to provide long term guidance for land use/development within the precinct and to establish a framework for future decision-making, including in relation to design matters.

- The Corporation, together with other interested agencies, is funding the completion of a Conservation Management Plan (CMP) for Civic Square, and has provided a series of comments on the draft CMP.
- In 2010-11, the Corporation Board created a sub-group to work on the draft Civic Square Precinct CMP. The group held regular meetings with Peter Freeman (author of the CMP) and with representatives of the Economic Development Directorate and the Territory and Municipal Services Directorate throughout the year.
- The Senior Manager, Strategy and Facilitation Division, and the Executive Director, Property and Strategic Projects Division of the Economic Development Directorate attended the February 2011 Board meeting to brief Members on the progress with a number of matters relating to Civic planning that are directly relevant to the Corporation.

A.9.22 Provide high quality input into relevant reviews and planning projects such as those relating to : the ACT arts and heritage sectors; the Government Office Building project; and the planning of Civic and of the Greater Canberra City area.

- The Corporation provided input/developed responses to the following reviews and planning projects in 2010-11 :
 - the Expenditure Review and Evaluation Committee;
 - the arts review report by Peter Loxton;
 - the development of the Government's response to the Loxton Review on matters relating to the Corporation;
 - an examination of practical models that could be adopted to better coordinate the ownership and management of government-owned heritage properties;
 - the *Time to Talk Canberra 2030* initiative, addressing in particular the City design for liveability and wellbeing section of *Time to Talk*;
 - the development of the ACT Government Infrastructure Plan 2011-21; and
 - Civic planning matters, including the Government Office Building project.

A.9.23 Further develop the Civic Square Cultural Precinct, explore opportunities for clustering of activities, and build partnerships with cultural neighbours in the North Building – including Craft ACT and the National Trust, and with the Civic Library.

- The Corporation's long association with Craft ACT continued in 2010-11 with the presentation of *Ordinary/Extraordinary : Exhibition in a Suitcase* outreach program. This education program is a collaboration between Craft ACT and CMAG and was enjoyed by more than 620 local pre and primary school children throughout the year.
- The Director, ACT Museums and Galleries opened three exhibitions at Craft ACT in August 2010.
- Signage featuring items in the CMAG Collection relating to electoral matters was installed on the façade of the Elections ACT Office on Civic Square. The signage was funded by the Corporation and developed in collaboration with Elections ACT.
- Refer to A.9.20 for information about the Corporation's working relationship with the National Trust.

A.9.24 Further develop collaborations with relevant cultural and tourist bodies including : artsACT and the ACT Cultural Council; peak national bodies dealing with cultural matters; the national cultural institutions; other cultural organisations; tourism organisations; and diplomatic missions, in order to extend the Corporation's profile and involvement in cultural sector initiatives.

- The Corporation's CEO is a member of the Australiana Fund, the Tourism, Arts and Sport Task Force of the Canberra Business Council, the ANU Chancellor's Award Nomination Committee, the Advisory Council of ArtsSound FM, and the Board of ACT Business Leaders Innovative Thoughts and Solutions.
- The Director, Canberra Theatre Centre is a member of the Live Performance Australia Executive Council, and the Executive Committee of the Australian Performing Arts Centres Association.
- CMAG's Visual Arts Curator is a Member of the Australia Post Stamp Advisory Committee.
- The Historic Places Visitor Services, Education and Community Programs Officer is Secretary to the Museums Australia ACT Educators Special Interest Group.
- The Nolan Education Officer is a member of the Visual Arts Network of Educations (VANE) ACT.
- The Canberra Theatre Centre has entered into a partnership with the National Gallery of Australia (NGA) whereby holders of Subscription Season tickets are able to access a discounted new membership to the NGA, and NGA members are able to access certain special offers to the Centre's shows during the year. Each party has agreed to promote these special offers to its patrons.
- Many members of the Corporation's three advisory committees provide valuable links with national cultural and other institutions, including with : the ACT Heritage Council; the Australian National University; the National Museum of Australia; the National Portrait

Gallery; the University of Canberra; the Australian War Memorial; and the Department of Education and Training. For example, the Director of the National Portrait Gallery is a member of the Museum and Gallery Advisory Committee.

Diplomatic Missions

- In 2010-11, the Canberra Theatre Centre liaised with diplomatic missions on the presentation of productions : for example, with the Embassy of the People's Republic of China to present *China Night*; and with the Embassy of Spain to present *National Day of Spain*.
- The CEO and a number of Canberra Theatre Centre staff attended a reception hosted by the Ambassador for Ireland at his residence in February 2011. The reception was held to welcome members of Ireland's Guna Nua Theatre Company to Canberra for their season of *Little Gem* at The Playhouse.

Goal 2 : To promote community involvement in activities at Corporation facilities : *more people, visiting more often – and leaving satisfied*

**CANBERRA THEATRE CENTRE
BUSINESS PRIORITIES FOR 2010-11 TO ADDRESS GOAL 2**

A.9.25 Maintain and develop the Centre's audience base including through the annual subscription seasons; venue hire presentations; a strong group sales area; and programming and marketing that targets non-traditional theatre goers.

- The Centre's 2011 Subscription Season was launched on 11 October 2010. The launch was attended by more than 700 VIPs and patrons, and was followed by a gala event.
- 2,209 2011 Subscription Season packages were sold as at 30 June 2011.
- The Centre maintained an active schedule of venue hire presentations throughout 2010-11 – refer to A.9.3.
- The Centre's Group Bookings Coordinator addressed a group of 70 U3A members at the Canberra Irish Club in July 2010. The group was provided with information and fliers about current and forthcoming shows at the Canberra Theatre Centre, and the group bookings process was explained.
- It should be noted, however, that 2010-11 was a difficult trading year for the Canberra Theatre Centre, which experienced a downturn in business that appeared linked to a general reduction in consumer spending. As a result, a cost-cutting program was implemented and marketing was focused primarily on mainstream theatre goers rather than new audiences.

A.9.26 Further develop the new web sites for the Centre and for Canberra Ticketing, and encourage visitation to these sites.

- New web sites for the Canberra Theatre Centre and Canberra Ticketing, which were launched in March 2010, have been well received by theatre patrons. A review of the sites carried out in 2010-11 showed that people were spending more time on the sites – an indication of more attractive and engaging content.
- In 2010-11, the Centre continued to refine its electronic direct mail and social network activities, to encourage visits to the website.
- The Centre's 2011 Subscription Season "Mini-site" and online booking form were launched in October 2010. The site includes video interviews with key creative personnel from forthcoming shows.

A.9.27 Provide programs and facilities for members of the community with special needs and interests, including the social capital program of complimentary theatre tickets; captioning services; audio loops; and the Companion Card scheme. Produce an annual Access Diary highlighting access services. Encourage venue hirers to provide targeted access for patrons with special needs. Continue to explore the potential to engage or host a dedicated education resource to build an ongoing relationship with the ACT education sector.

- In 2010-11, the Centre provided access for these patrons as follows.

Social capital program

- This initiative provides free theatre tickets to people who might not otherwise have the opportunity to attend live theatre.
- The social capital investment in 2010-11 was \$28,200 with a total of 865 tickets distributed to the following local charities and organisations : AFP Malunggang Indigenous Officers Network; Aboriginal Justice Centre; Aboriginal Legal Service; Focus ACT; Barnados; Legacy ACT; ACT Down Syndrome Dance Group; Companion House; Camp Quality; Marymead; The Yurauna Centre; Cowra PCYC; RAID; Black Mountain School; Lifeline ACT; Canberra Youth Theatre; ACT Eden Monaro Cancer Support Group; Aids Action Council; Male Carers Support Group; Communities @ Work; Woden Community Services; Impro Act; Bosom Buddies; George Forbes House; Free Rain Theatre Company; Arthritis ACT; ACT Palliative Care; and Vision Australia.

Captioning services, audio loops, and the Companion Card Program

- The Centre continued to distribute its Access Diary in 2010-11. The diary highlights the Centre's access services and provides a diary of forthcoming access events such as captioned and audio described performances. This initiative has received positive feedback from Better Hearing Australia and the Companion Card Program.
- In 2010, the Centre's award-winning captioning access program was generously supported by the Illawarra Retirement Trust.
- Captioning services for patrons with hearing impairments were provided for performances of : *Rain Man*; *When the Rain Stops Falling*; the launch of the Centre's 2011 Subscription Season; *A Commercial Farce*; *Much Ado About Nothing*; *In the Next Room or the vibrator play*; and *Turns*.
- Presentations of *Rain Man*, and *In the Next Room or the vibrator play* were audio described and a tactile tours were provided for patrons with vision impairments.
- In addition, audio loops (FM Radio Assisted Hearing System), and Companion Cards (National Companion Card Program for people who require their carer to be present when visiting the theatre) are available for all productions presented at the Canberra Theatre Centre. This means that carers can attend free of charge when accompanying a paying patron.
- Audio description was provided by Vision Australia, while captioning services were provided by The Captioning Studio.

A.9.28 Maintain and develop relationships with the local performing arts community and use the Centre's contacts and networks to support local performing arts opportunities, including through (a) arranging master classes, workshops, forums and educational connections with visiting companies; (b) use of the Courtyard Studio; (c) the *Music at Midday* series of concerts; (d) engaging the Canberra Symphony Orchestra in pit orchestra services; and (e) developing co-presentations with local companies.

- In 2010-11, the Centre maintained and developed relationships with the local performing arts community through the following initiatives.

Master classes, workshops, forums and educational connections

- The Centre's Head Electrician conducted a lighting workshop for the teachers of participants in *Ausdance Smoke Free Youth Dance Festival*.
- deepblue conducted a master class for "youngblue" musicians (young people who took part in the class as part of their youth outreach initiatives).
- The Messenger Program conducted 62 sessions at the Centre throughout the year. This program is an early intervention youth program working to build resilience by engaging the young in a range of art activities such as drama, visual arts, dance and writing.
- Forums were conducted in association with *La Traviata* and *When the Rain Stops Falling*.
- TaikOz presented two workshops prior to the performance of *Shifting Sand*.
- The Centre provided : a venue to NIDA for their annual Summer School; managed auditions for the Subscription Season production, *Untrained*; and provided rehearsal space for *Six Billion Love*, part of the C100 *You Are Here* Festival.
- Pre-show talks were held prior to presentations of *Between Breath & Form* and *In the Next Room or the vibrator play*, while Question and Answer sessions were presented prior to *Turns* and *Much Ado About Nothing*.
- The Centre collaborated with Ausdance to present a dance workshop for local students with the Sydney Dance Company.
- The Centre also provided a venue for hirers : the Melbourne International Comedy Festival for their annual comedy competition for young people, *Class Clowns*; to C100 for a presentation; and to Nican for an Access and Disabilities Forum.

"What's On" Brochure

- The Centre introduced a new "What's On" brochure in late 2010 for shows to be presented in the Courtyard Studio from January to June 2011. This initiative provides marketing support for local and community hirers of this space.

Use of the Courtyard Studio

- The Courtyard Studio was used by many local performing arts groups throughout 2010-11. These included : Calisthenics ACT; Gypsy Entertainment; NSW Department of Education and Training; Canberra Dance Development Centre; Short and Sweet; Canberra Symphony Orchestra (rehearsals); Ursula Hall; Wakakirri National Story Festival; Education and Training Directorate (*Limelight* holding area); Ausdance ACT; the Australian National University; Kim Harvey School of Dance; Lisa Clark School of Ballet; Legs Dance; Classical Ballet Centre; Dynamic Studios; Dance Central; Canberra Festival Ballet School; Capital Dance; Free Rain Theatre

Company; Paris Hat Productions; Token Events; Jigsaw Theatre Company; Shadow House Pit; Centrepiece Theatre; and Everyman's Theatre.

Music at Midday

- The Centre continued its long-standing association with the Duntroon Royal Military College Band through the presentation of 12 *Music at Midday* concerts. Proceeds totaling \$10,602 went to the following organisations : Arthritis Foundation of the ACT; Vietnam Veterans Association of Australia; the Stroke Association ACT Inc.; Autism Asperger ACT Inc.; the ACT Branch of the War Widows Association; and Oz Harvest.

Canberra Symphony Orchestra

- The Centre engaged the Canberra Symphony Orchestra in pit orchestra services for the season of the Royal New Zealand Ballet's production of *Romeo & Juliet* from 10-14 August 2010 in the Canberra Theatre.

Co-presentations with local companies

- The Centre co-presented the season of *Master & Servant* with the local company, Jigsaw Theatre Company from 9 to 19 March 2011 in the Courtyard Studio.

A.9.29 Ensure customer/patron satisfaction with their visit to, and experiences of, the Centre's venues and presentations, including by surveying audiences. Introduce updated survey forms and use information gained from surveys to improve facilities and services.

- Patron surveys were conducted at a broad range of shows throughout the year, resulting in an average overall patron satisfaction rate of 96%.

**CANBERRA MUSEUM AND GALLERY (CMAG)
BUSINESS PRIORITIES FOR 2010-11 TO ADDRESS GOAL 2**

A.9.30 Promote community involvement in the Canberra Museum and Gallery through community activities, community programs, and exhibition/display opportunities that respond to, and celebrate, the diversity of the Canberra community, which tell the many stories of Canberra, and which connect to the ACT's wider heritage.

- Community involvement at CMAG was well promoted in 2010-11. For example –
 - CMAG's *Cabinets of Curiosities* series of exhibitions, which feature the collections of Canberra residents and community organisations, continued their popularity with CMAG visitors. In 2010-11 these exhibitions included :
 - * *Wattle* which displayed Edwin Ride's collection of objects featuring Australia's floral emblem.
 - * *Miss Piggy* displayed the collection of Elaine Carnell (1930-2008) which encompassed pigs of all shapes and sizes from figurines to flying pigs.
 - * *Canberra Gold : 50 Years in the ACT* which profiled a selection of recipients of the Canberra Gold Award, given to residents or organisations celebrating 50 years in the ACT. This was the second in a series of exhibitions to be presented in the lead up to Canberra's Centenary in 2013.
- Also refer to A.9.9 and A.9.11 for details of the many other community programs and activities conducted at CMAG throughout the year.

A.9.31 Increase community awareness of the Canberra Museum and Gallery through building upon and promoting its special features and programs.

- ACT Museums and Galleries exhibitions, programs and events received good media coverage throughout 2010-11 with features appearing on radio and in the print media; for example :
 - The following CMAG exhibitions were all featured in *The Canberra Times* and/or *Art Monthly*, with articles and coloured images : *Something in the Air : Collage and Assemblage in Canberra region art*; the Nolan Collection Gallery @ CMAG; *Altered States : Lost, Salvaged and Repurposed Buildings in Canberra*; *Michael Le Grand : Sculpture*; *The Cotter : Watering the Garden City 1912-2011*; and *Imitation of Life : memory and mimicry in Canberra region art*.
 - CMAG's program *10 x 10 Canberra Stories* was broadcast on ABC Radio 666 and is available on podcast via the ABC website.
 - *The Canberra Times* published two articles on a mystery photo anonymously donated to CMAG in an attempt to establish the identity of the early Canberra residents.
 - The launch of the National Folk Festival, held in the CMAG foyer and in association with the Nolan Collection @ CMAG, was featured in *The Canberra Times*.
 - CMAG's popular program for young children, *CMAG on Sunday* was featured in an article in *The Canberra Times*.

- ACT Museums and Galleries Director, Peter Haynes was interviewed by radio ABC 666 regarding the opening of the Nolan Collection Gallery @ CMAG and the *Michael Le Grand : Sculpture* exhibition.
 - CMAG curators were interviewed for the ABC 666 programs *Treasure Trove* and *Lost and Found* on a number of occasions in 2010-11, speaking about objects, collections, and exhibitions, including : the Duntroon Dairy Collection; the Banyard Collection; The Monaro Immortalised; the Maggie Shepherd Collection; the handover of the Federal Capital Commission flag from the Canberra and District Historical Society to CMAG; and the forthcoming King O'Malley exhibition.
 - Weekly advertisements promoting CMAG's exhibitions and programs appear regularly in a number of print media outlets, including *The Canberra Times*, *City News*, *Art Monthly*, *Art Link* and *Discover NSW*, and are regularly promoted on local radio, 104.7, 2CA and 2CC, and television, Southern Cross Ten.
 - The ACT Museums and Galleries Friends of Galleries e-newsletter provides information on all forthcoming exhibitions and events.
- In addition, CMAG and Nolan Education Programs were promoted at the *Keys to Canberra* event in March 2011.

A.9.32 Maintain and develop a high quality website for ACT Museums and Galleries and use this to expand access to venues, exhibitions and programs.

- The ACT Museums and Galleries website includes virtual tours, linkages to other sites, and special features such as interviews, talks, and education program information and booking forms. The website also has Facebook and Twitter accounts.
- In 2010-11, the website received 203,944 visits with each visit lasting an average of 4.20 minutes. This represents an increase of 59% in visit numbers over 2009-10.

A.9.33 Ensure customer satisfaction with their visit to, and experience at, the Canberra Museum and Gallery, including by surveying visitors. Use information gained from surveys to improve facilities and services.

- Customer satisfaction surveys were conducted throughout 2010-11. The Canberra Museum and Gallery/Nolan Collection Gallery @ CMAG achieved an overall satisfaction result of 94.7%. Information gained from the surveys will be used in future planning.

**NOLAN COLLECTION
BUSINESS PRIORITIES FOR 2010-11 TO ADDRESS GOAL 2**

A.9.34 Increase community awareness of the Nolan Collection Gallery @ CMAG.

- The opening of the Nolan Collection Gallery @ CMAG on 12 August 2010 received good media coverage.
- The Nolan Collection Gallery @ CMAG is included in the weekly ACT Museums and Galleries advertising, which appears in a number of print media outlets.
- The collection, and programs conducted in conjunction with Nolan's works, are advertised in the ACT Museums and Galleries Calendar of Events, and appear on the ACT Museums and Galleries website, www.museumsandgalleries.act.gov.au.
- Also refer to A.9.31.

A.9.35 Maintain and develop a high quality website for ACT Museums and Galleries and use this to expand access to venues, exhibitions, programs and collections, including to the Nolan Collection and to the Nolan Collection Gallery @ CMAG.

- The ACT Museums and Galleries website includes works from the Nolan Collection. Refer to A.9.32.

A.9.36 Ensure customer satisfaction with their visit to, and experience of, the Nolan Collection Gallery @ CMAG and to other exhibitions and programs relating to the Nolan Collection.

- The Nolan Collection Gallery @ CMAG is included as part of CMAG's customer satisfaction surveys. Refer to A.9.33.

HISTORIC PLACES

BUSINESS PRIORITIES FOR 2010-11 TO ADDRESS GOAL 2

A.9.37 Increase community awareness of the Historic Places, including through promotion of the unique features of each Historic Place and of special events held there, and through cultural tourism initiatives.

- Historic Places events are promoted in a mixture of media, including : free radio and television community service announcements; editorial, advertising and reportage in the print media; road signs; and direct marketing to special interest groups.
- Historic Places guide, Peter Welch was featured in a *Hidden Treasures* column in *The Canberra Times*, speaking about a favourite object from the Mugga Mugga collection.
- *The Canberra Times* published an article and coloured image of the Mugga Mugga school holiday program, *Papermaking for Kids* in April 2011.
- The ACT Museums and Galleries Friends of Galleries e-newsletter provides information on forthcoming events at the Historic Places.
- Also refer to A.9.32 regarding virtual tours on the ACT Museums and Galleries website.

A.9.38 Engage the community through active volunteer programs. Provide volunteers with ongoing training, support and recognition.

- National Trust volunteers provided 911 hours service at Lanyon, while other volunteers provided 360 hours service at Calthorpes' House and Mugga Mugga.
- In addition to guide training at all three sites, in 2010-11 volunteer guides at the Historic Places participated in the following :
 - a seminar conducted by ACT Museums and Galleries Director, Peter Haynes, entitled *Making Connections : Volunteer and Guide Training*;
 - Volunteer Developmental Sessions at Lanyon and at the National Archives of Australia;
 - First Five Minutes Emergency Evacuation training at all three sites;
 - Manual Handling training at Lanyon;
 - a lecture by former Historic Places Senior Manager, Lainie Lawson on Flowers Interpretation at the National Museum of Australia;
 - training in housekeeping at Mugga Mugga;
 - a tour of Government House;
 - the annual ACT Historic Places Volunteers' Day where they were thanked for their services by the Corporation's CEO; and
 - St John's First Aid training.

A.9.39 Maintain and develop a high quality website for ACT Museums and Galleries and use this to expand access to venues and programs, including through virtual tours of each Historic Place.

- The Historic Places are included on the ACT Museums and Galleries website. Refer to A.9.32.

A.9.40 Ensure customer satisfaction with their visit to, and experience of, the Historic Places, including by surveying visitors. Use information gained from surveys to improve facilities and services.

- Customer satisfaction surveys were conducted throughout 2010-11. The Historic Places achieved an overall satisfaction result of 99.6%. Information gained from the surveys will be used in future planning.

**WHOLE OF CORPORATION
BUSINESS PRIORITIES FOR 2010-11 TO ADDRESS GOAL 2**

A.9.41 Provide support for the Corporation's three advisory committees, recognising that these committees not only represent an important source of expert advice to the Corporation but also involve the wider community in the work of the Corporation. Implement new memberships for each committee with effect from 1 July 2010 and work with the committees to develop new work programs. Arrange for Board representatives to attend meetings of each committee. Hold an annual event to thank the committees for their voluntary contribution to the work of the Corporation.

- New memberships of the advisory committees were announced via a media release on 28 July 2010. The new three-year terms of appointment continue until 30 June 2013.
- The new memberships comprise people with expertise in a wide range of fields, including a number of individuals who occupy senior positions in national cultural institutions and universities. Refer to Appendix 5.
- The first meetings of the advisory committees with new memberships were held in October and November 2010. The Corporation's CEO attended these meetings to welcome new and continuing members, and to outline the role of the committees, and how they can best advise/assist the Corporation Board.
- The 2010-13 Work Plans for the advisory committees were approved by the Corporation Board at its December 2010 meeting.
- The Corporation Board hosted a Christmas dinner at Lanyon on 7 December 2010 to thank members of the advisory committees for their voluntary work for the Corporation.
- The CEO hosted a boardroom lunch on 8 March 2011 for women Board members, advisory committee convenors and deputy convenors and senior staff to mark International Women's Day. The guest speaker was Member for Canberra and former Corporation Board member, Gai Brodtmann.
- Advisory committee members were invited to participate in a strategic planning workshop on 28 March 2011 to develop a new Strategic Plan for the Corporation.
- The Board Chairman, CEO and one other Board Member attended a meeting of each of the three advisory committees in May and June 2011 to discuss progress against the committees' 2010-13 work plans.
- The minutes of committee meetings are provided to Board meetings as part of the agenda papers.
- Corporation staff provide secretariat services to the advisory committee meetings.

Goal 3 : To ensure a business-like approach : *A successful and well-managed business – proudly supported by our patrons, sponsors and donors.*

**CANBERRA THEARE CENTRE
BUSINESS PRIORITIES FOR 2010-11 TO ADDRESS GOAL 3**

A.9.42 Develop e-business through web-based marketing, e-mail promotions, and on-line ticket sales. Continue to implement ADVICE, an audience development research project, in conjunction with the Australia Council.

e-business

- The Centre continued to develop its e-business through the distribution of fortnightly InBOX emails and TipOFF special offer emails. In 2010-11 a total of 77 emails were distributed to patrons.

ADVICE Project

- The Centre's participation in the Australia Council program, ADVICE concluded in June 2010. However, the Centre has an ongoing relationship with the company PurpleSeven (which is continuing to develop the program) through the use of PurpleSeven technology to harness marketing knowledge.

A.9.43 Maintain and develop Box Office services by ensuring that ticketing system capabilities are fully utilised to meet business and customer needs. Implement the new ticketing system and ensure full integration with the new website, to ensure excellent ticketing service capabilities. Integrate the likely returns from ticketing revenues into strategic consideration of programming opportunities. Undertake procurement for a new ticketing system, to ensure excellent ticketing service capabilities. Explore opportunities to provide ticketing services to other venues/sites.

Ticketing system

- The Centre's new ticketing system, ENTA, which was launched in 2010, provides an advanced state-of-the-art ticketing and marketing system.
- In 2010-11, the Centre continued to work on exploring the addition of "select your own seats" and "print your own tickets" options.
- Work was also undertaken throughout the year on the removal of duplicate files from the ticketing system, in order to improve the accuracy of data derived from the system.

Ticketing services to other venues/sites

- Canberra Ticketing provided ticketing services for the 2011 Canberra International Music Festival, encompassing 32 events at 16 different venues across Canberra.
- The Centre secured the contract to provide ticketing services to the inaugural annual opera, *Voices in the Forest*, to be held at the National Arboretum in November 2011.

A.9.44 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. Integrate the likely return from Front of House revenues into strategic consideration of programming opportunities.

- 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 :
 - A review of the food and beverage options and retail price points was completed, resulting in certain changes to products and prices.
 - Front of House staff members participated in first aid and emergency evacuation training.

A.9.45 Maintain connections to the corporate sector, including through sponsorship development and corporate packages.

- Optus attended three shows in 2010-11 – *The Man in Black*, *Rain Man*, and *Halpern & Johnson*, concluding their 2010 Corporate Ticket Package.
- The Centre maintained ongoing relationships with the Canberra Labor Club (sponsors of *Music at Midday* concerts and the Centre's Social Capital Program), Medina (Accommodation Partner), and the Parlour Wine Room (Opening Night Partner).
- In 2010-11, the Centre developed a brochure and corporate sales packages for use with the corporate sector and with group bookers.
- Venue inspections with a number of potential corporate customers were conducted in 2010-11.

A.9.46 Undertake a program of upgrades and improvements, including through : project funding in the 2010-11 capital works program (to deliver upgrades to the heating, ventilation, air conditioning and hydraulics systems); 2010-11 capital upgrade funding; and the Corporation's internal funding, to retain the Centre's functionality and status as a professional performing arts centre.

- The following program of upgrades and improvements were carried out in 2010-11 :
 - an upgrade of the hot water systems;
 - replacement of a failed compressor in the Canberra Theatre chiller;
 - upgrades to electrical distribution equipment;
 - upgrades to access and work area safety equipment and systems; and
 - a major upgrade of the heating, ventilation, air conditioning and hydraulics systems, implemented through capital works funding provided through the 2010-11 ACT Budget.

**CANBERRA MUSEUM AND GALLERY (CMAG)
BUSINESS PRIORITIES FOR 2010-11 TO ADDRESS GOAL 3**

A.9.47 Strengthen corporate relationships, donations, fund-raising and philanthropy by exploring further sponsorship and philanthropy opportunities and actively promoting the tax deductible status of the Canberra Museum and Gallery and the benefits of making donations.

- The following local artists donated works to CMAG in 2010-11 :
 - Geoff Pryor – *City without a soul*, political cartoon
 - Ruth Waller – *A long dark natural history drawing*
 - Wendy Teakel – *Morning tracks*
 - Wendy Teakel – *Summer paddock*
 - Wendy Teakel – *Daily trace*
 - Wendy Teakel – *Fallow*
 - Wendy Teakel – *Wind*
 - Janenne Eaton – *Creek Runner – Hume and Barton Highways*
 - Danie Mellor – *Aussie Aussie Aussie*
- The following works were donated by members of the public :
 - Derek O'Connor – *Postcard*, donated by Katrina Kittel
 - The O'Dowd Gift – more than 200 works by prominent local artists, including : Jorg Schmeisser; G W Bot; Jan Brown; Chris Denton; Dianne Fogwell; Helen Geier; Petr Herel; Tim Hodge; Kevin Lincoln; and Thomas Gleghorn, donated by Anne O'Dowd from the estate of Ruth Prowse.
- The value of these donations represents 86.5% of total acquisitions to CMAG in 2010-11.
- The Corporation was pleased to receive a further generous donation from Meredith Hinchliffe. Ms Hinchliffe has made an annual donation of \$10,000 to CMAG for the past six years, and in 2010-11 this was increased to \$15,000. The 2010-11 donation was used to purchase two works by Ruth Waller.
- The Corporation was also pleased to receive the generous donation of \$10,000 from the ACTEW Corporation to sponsor the CMAG exhibition, *The Cotter : Watering the Garden City 1912 – 2011*.
- All those who enquire about making donations of works or objects to the CMAG collection are provided with information about CMAG's tax deductible status, and this status has facilitated many donations. Refer to Appendix 9 for a full list of donations in 2010-11.

A.9.48 Promote venue hire business, balancing this with Canberra Museum and Gallery's core functions of exhibitions, and public/education programs.

- 2,050 people visited CMAG to attend a variety of functions in 2010-11.
- Venue hire is featured on the ACT Museums and Galleries website – www.museumsandgalleries.act.gov.au.
- Refer to Appendix 8 for a full list of venue hires throughout the year.

A.9.49 Undertake improvements to Canberra Museum and Gallery's facilities and its presence on Civic Square and London Circuit, including through 2010-11 capital upgrade funding and the Corporation's internal funding, focusing on :

- **completion of the package of new external signage;**
 - **improvements to the front desk and children's reading corner areas;**
 - **improvements to exhibition display showcases;**
 - **support for the coffee operation in the foyer; and**
 - **exploring the feasibility of a staged program of expansion and major improvements.**
- The following capital upgrades and special repairs and maintenance works were undertaken in 2010-11 :
 - vinyl signage was installed on the façades of Elections ACT, featuring items from the CMAG Collection with an electoral theme, and works from the Nolan Collection;
 - improvements to the front desk and children's reading corner areas were completed; and
 - improvements to the coffee operation's counter area and display cabinets were completed.
 - Completion of the external signage package was delayed due to the presence of asbestos on the façade of North Building. It is now intended to progress this project in 2011-12.

NOLAN COLLECTION

BUSINESS PRIORITIES FOR 2010-11 TO ADDRESS GOAL 3

A.9.50 Maintain and develop revenue-raising efforts associated with the Nolan Collection and the Nolan Collection Gallery @ CMAG, focusing on : funding provided by the Commonwealth; and charges for education and public programs.

- Charges are made for attendance at certain education and community programs conducted in association with the Nolan Collection.
- The Corporation continues to receive funding from the Commonwealth for management of the Nolan Collection.

A.9.51 Sell catalogues, postcards and other items relating to the Collection.

- A brochure detailing exhibitions and education and community programs relating to the Collection was produced and distributed June 2010. The Nolan Collection @ CMAG is also included in brochures of information about ACT Museums and Galleries venues and ACT Museums and Galleries Education Programs.
- A catalogue was produced for the exhibition, *Selections from the Nolan Collection : "Illuminations"*, with foreword and essay by ACT Museums and Galleries Director, Peter Haynes, and is available for purchase.

HISTORIC PLACES

BUSINESS PRIORITIES FOR 2010-11 TO ADDRESS GOAL 3

A.9.53 Explore opportunities for donations and sponsorships, including with sports, service and community clubs.

- The Historic Places continue to pursue opportunities for in-kind sponsorship for major events held at the historic places. For example, Darrell Lea Chocolate Shops Pty Ltd again sponsored the *Great Lanyon Easter Egg Hunt*, held in April 2011 by providing the Easter eggs at a sponsored rate.
- Support is also given by many individuals – refer to Appendix 10 of this Report.

A.9.54 Operate a small retail outlet at Lanyon selling guidebooks, postcards and other appropriate items.

- Lanyon continues to operate a small retail outlet selling guidebooks, postcards and other appropriate items.

A.9.55 Continue promoting the attractiveness of the Historic Places for events and functions on a venue hire basis, including through cooperative activities with the Lanyon Cafe.

- Venue hire facilities for Lanyon and Mugga Mugga appear on the ACT Museums and Galleries website, together with the Lanyon Café which caters for all functions held at Lanyon. Calthorpes' House is no longer offered for venue hire due to the fragility of the property.
- More than 2,850 people visited Lanyon and Mugga Mugga to attend venue hire functions in 2010-11, including a number of weddings at Lanyon.

WHOLE OF CORPORATION

BUSINESS PRIORITIES FOR 2010-11 TO ADDRESS GOAL 3

A.9.56 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 Corporation achieved a year-end cost to government per patron/visitor of \$28.74 compared with a target of \$24.63, and a year-end outcome of 42.5% own sourced revenue compared with a target of 37.5%.
- Reports on cash flow analysis are discussed at each meeting of the Audit Committee of the Corporation Board.

A.9.57 Implement and monitor the 2010-11 internal budget based on agreed budget principles. Implement strategies to address the Whole of Government efficiency dividend and salary increases resulting from the new EBA.

- The Corporation's financial performance is monitored by the Board, including through the Audit Committee. The 2010-11 internal budget was provided to the October 2010 Board meeting following a review by the Audit Committee at its September 2010 meeting.
- The 2010-11 internal budget, which includes strategies to address the efficiency dividend and EBA salary increases, was implemented and monitored throughout the year.

A.9.58 Develop well-researched and argued budget bids for strategic initiatives that improve or extend Corporation facilities and programs, and which lead to better cultural outcomes for the community.

- The Corporation Board discussed and endorsed 2011-12 budget bids at its February 2011 meeting. The bids were developed by the Chief Executive Officer and senior staff, and resulted in funding of \$0.230m for the replacement of The Playhouse chillers and \$0.342 for Capital Upgrades in 2011-12.
- In addition, a Treasurer's Advance of \$0.480m was provided for urgent works to replace the Canberra Theatre dimmers and wiring.

A.9.59 Ensure sound management and good governance of the Corporation, with a particular focus on :

- undertaking an external review of the Corporation Board;
 - completing a major review and updating of the Asset Management Plan;
 - implementing updated Business Continuity Plans/Disaster Preparedness Plans for each site;
 - commencing a comprehensive review and update of the Corporation's Chief Executive Financial Instructions;
 - implementing an enhancement of the payroll system; and
 - continuation of the internal audit program, and of the internal quality assurance program.
- In 2010-11, the Corporation undertook the following, to ensure sound management and good governance practices -

- the Corporation Board undertook an external review in 2010-11. The review was conducted by David Fishel of the firm Positive Solutions and included a working lunch, a presentation by David Fishel at the October 2010 Board meeting, and a Strategic Planning Workshop. As one outcome from that review, a new 5-year strategic plan for the Corporation was developed and was endorsed by the Board at its June 2011 meeting;
- a new Asset Management Plan was completed, and 2011-12 budget bids were prepared on the basis of the information in the Plan;
- the Audit Committee commenced a review of the Corporation's Chief Executive Financial Instructions (CEFIs) by updating CEFIs relating to risk management and fraud control. The revised CEFIs were subsequently endorsed by the Corporation Board at its June 2011 meeting, as part of the revised and endorsed Fraud Control Plan and Strategic Risk Management Plan;
- an enhanced payroll system was implemented; and
- the 2010-11 internal audit program was endorsed by the Board at the October 2010 Board meeting. An audit of compliance with 'Key Legislation' was underway at year-end.

A.9.60 Ensure sound human resource management, including implementing the updated Human Resources Management Plan.

Human Resources Management Plan

- The Corporation's updated Human Resources Management Plan was implemented during the year.
- The Whole of Government Respect, Equity and Diversity Framework, which was launched in December 2010, commenced implementation in the second half of 2010-11.

Staff Development

- Corporation staff participated in a range of training/developmental programs and networking activities throughout 2010-11, including the following courses, programs and forums.
 - Providing Leadership for a Safe Workplace
 - Managing Employee Performance
 - Leading and Managing Teams
 - Holistic Management course
 - Board Diversity
 - Australian Institute of Company Directors briefing
 - CEO Circle
 - Australiana Committee meetings
 - ANU Chancellor's Awards Committee meetings
 - Risk Management
 - ACT Smart Office Recycling information seminar
 - Recruitment and Staff Selection training
 - Excel training
 - An Introduction to the ACT Legislative Assembly
 - ACT Legislative Assembly Seminar on Budget Process
 - Fringe Benefits Tax seminar
 - Financial Audit seminar

- Governing Your Not for Profit Organisation
 - Social Media in Business
 - Opera Australia's 2011 Subscription Season launch
 - Australian Performing Arts Centres Association Executive Committee meeting and Annual General Meeting
 - Live Performance Australia Executive Council meeting
 - Long Paddock National Touring Forum
 - Ungerboeck Event Business Management System training
 - Cultural Awareness training
 - Possibility and Impossibility in Children's Stories seminar
 - Understanding the Land through the eyes of the Ngunnawal People – teacher workshop
 - National Archives of Australia, Canberra Consultative Committee meeting
 - Autism Spectrum Disorder Guide/Presenter training
 - Public Lecture : Why does museum education matter and what impact can it have on teaching and learning
 - Snapshots – Museums Australia Program
 - Museums Australia Conference
 - Creative Minds – Embracing the Arts in Learning forum
 - Land Arts of the American West, ANU School of Art History lecture
 - Inaugural National Network Convenors meeting
 - Oral Histories forum
 - Look! The Art of Australian Picture Books Today
 - CMAG Education Presenters' training and tour of galleries
 - Teachers and Museum Educators information night
 - Lecture by artist and author, Jeannie Baker, for parents and educators
 - Tour of Government House
 - Volunteer Development Session at the National Archives of Australia
 - Mugga Mugga Social Values Consultation Workshop
 - Workplace Behaviours and Conflict Resolution
 - Fire and Evacuation training
 - First 5 Minutes Emergency Evacuation training
 - Red Cross training
 - St John's First Aid training
 - Manual Handling training
- Corporation staff members are regularly invited to sit on judging panels, to open exhibitions at other institutions, and to deliver lectures. For example, in 2010-11 the following activities were undertaken.
 - The Director, ACT Museums and Galleries –
 - * opened the *Sarit Cohen – New Work – China* exhibition at the Belconnen Arts Centre;
 - * opened three exhibitions at Craft ACT;
 - * delivered a lecture on ACT Museums and Galleries to National Seniors, ACT South Branch;
 - * gave a talk to graduate students in the ANU Museums and Collections program; was guest speaker at the Professional Conservation series of lectures for ANU Graduates in Museums and Collection;
 - * was guest speaker at the launch of the National Folk Festival, and at the Arawang Ladies Probus Club, Woden; and

- * gave a floor talk at the Hawkesbury Regional Gallery, Windsor on a G W Bot exhibition.
- CMAG's Social History Curator was guest speaker at the Canberra and District Historical Society monthly meeting in April.

A.9.61 Continue to implement a Workplace Health and Safety and Injury Management Improvement Plan, with support from Shared Services and with regular reports to the Corporation Board and to the Audit Committee of the Board.

Workplace Health and Safety and Injury Management Improvement Plan

- The Corporation's Workplace Health and Safety and Injury Management Improvement Plan was implemented throughout the year.
- The Corporation's Work Safety Representatives Committee holds monthly meetings to discuss OH&S issues, and generally to raise staff awareness and practice of OH&S.

A.10 Triple Bottom Line Report

	INDICATOR	2010-11 Result	2009-10 Result	% Change
ECONOMIC	Employee Expenses			
	• Number of staff employed (head count)	116	139	(16.5%)
	• Total employee expenditure (dollars)	\$5,947,531	\$6,021,941	(1.3%)
	Operating Statement			
	• Total expenditure (dollars)	\$14,805,785	\$14,991,836	(1.2%)
	• Total own source revenue (dollars)	\$5,533,747	\$5,692,627	(2.7%)
	• Total net cost of services (dollars)	\$9,272,038	\$9,299,209	(0.3%)
ECONOMIC	Economic Viability			
	• Total assets (dollars)	\$56,279,122	\$50,500,225	11.4%
	• Total liabilities (dollars)	\$2,317,928	\$2,695,654	(14.0%)
ENVIRONMENTAL	Transport			
	• Total number of fleet vehicles	4 office	4 office	-
	• Total transport fuel used (kilolitres)	5.54	5.27	5.12% ¹
	• Total direct greenhouse emissions of the fleet (tonnes of CO ₂ e)	15.10	14.41	4.78% ¹
	Energy Use			
	• Total office energy use (megajoules)	782,000 ²	841,070 ²	(7.02%)
	• Office energy use per FTE (megajoules/FTE)	9,536 ²	9,779 ²	(2.48%)
	• Office energy use per m ² (megajoules/m ²)	682 ²	733 ²	(6.95%)
	Greenhouse Emissions			
	• Total office greenhouse emissions - direct and indirect (tonnes of CO ₂ e)	77.04	88.29	(12.74%)
	• Total office greenhouse emissions (tonnes of CO ₂ e/FTE)	0.94	1.03	(8.74%)
	• Total office greenhouse emissions per m ² (tonnes of CO ₂ e/ m ²)	0.07	0.08	(12.5%)
ENVIRONMENTAL	Water Consumption			
	• Total water use (kilolitres)	3,858	7,173	(53.8%) ³
	• Office water use per FTE (kilolitres/FTE)	3.7 ²	6.6 ²	(57%)
	• Office water use per m ² (kilolitres/ m ²)	0.26 ²	0.49 ²	(54%)
ENVIRONMENTAL	Resource Efficiency and Waste			
	• Total co-mingled office waste per FTE (litres)	979	1,288	(24%)
	• Total paper recycled (litres)	47,686	28,101	70%
	• Total paper used (by reams) per FTE (litres)	10.46	9.83	6.4%
SOCIAL	The Diversity of Our Workforce			
	• Women (Female FTEs as a percentage of the total workforce)	59.48%	53.96%	5.52%
	• People with a disability (as a percentage of the total workforce)	4.41% ⁴	6.45% ⁴	(3.85%)
	• Aboriginal and Torres Strait Islander people (as a percentage of the total workforce)	Nil ⁴	Nil ⁴	-
	• Staff with English as a second language (as a percentage of the total workforce)	4.3% ⁴	4.8% ⁴	(0.5%)
	Staff Health and Wellbeing			
	• OH&S Incident Reports	11	3	267% ⁵
	• Accepted claims for compensation (as at 31 August 2011)	2	Nil	200%
SOCIAL	• Staff receiving influenza vaccinations	34	29	17%
	• Workstation assessments requested	6	10	(40%)

Notes

1. Increase in kilometers travelled, due in part to staff driving to interstate appointments rather than flying.
2. All “office” figures are based on 7.93% of the total figure (7.93% being the portion of the CFC’s total facilities’ areas used as office space).
3. This reduction appears to relate to rectification of a leak in the Civic Square fountain – water use by the fountain was previously included in North Building tenancy usage.
4. Prospective employees of the Corporation 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.
5. This increase is due to staff becoming more aware of reporting requirements.

NB In some cases, 2009-2010 figures have been recalculated to be consistent with methodologies used in 2010-11 calculations.

Section B – Consultation and Scrutiny Reporting

B.1 Community Engagement

Community engagement activities

Two Social Values workshops were conducted in March for the development of the Mugga Mugga Conservation Management Plan. The first was held on 16 March 2011 at Mugga Mugga and was for people who lived, worked or had a personal connection to Mugga Mugga, while the second, held on 17 March 2011 at CMAG, was for heritage professionals. The workshops were facilitated by Dr Sandy Blair, an academic at the ANU.

Section A.9 of the Report contains many examples of community engagement and involvement in the Corporation's programs and activities, while Appendix 5 gives details about the Corporation's three community-based advisory committees.

B.2 Internal and External Security

There were no ACT Auditor-General or ACT Ombudsman reports that related specifically to the Cultural Facilities Corporation in 2010-11.

B.3 Legislative Assembly Committee Inquiries and Reports

There were no inquiries or reports by ACT Legislative Assembly Committees that related specifically to the Cultural Facilities Corporation in 2010-11.

B.4 Legislation Report

The Cultural Facilities Corporation is not responsible for the enforcement of any legislation.

Section C – Legislative and Policy Based Reporting

C.1 Risk Management and Internal Audit

Audit Committee of the Corporation Board

Name of Member	Position	Duration	Meetings Attended
Glenys Roper	Chair	Full year	16 July 2010 16 September 2010 22 November 2010 31 January 2011 23 March 2011 25 May 2011
Crispin Hull	Member	Full year	16 July 2010 (via phone) 16 September 2010 22 November 2010 31 January 2011 23 March 2011 25 May 2011
Harriet Elvin (CEO)	Member	Full year	16 July 2010 16 September 2010 22 November 2010 31 January 2011 23 March 2011 25 May 2011
Christine Wallace	Member	Board appointment concluded 31 August 2010	16 July 2010 (via phone)

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

Risk Management

The Corporation 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 Corporation's Strategic Risk Management Plan was reviewed and updated by the Audit Committee during the year. The updated document was endorsed by the Corporation Board at its meeting on 7 June 2011.

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 Corporation 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 Corporation Board, as one of the roles under its charter/terms of reference – refer to Appendix 2.

A review and update of the Corporation's Fraud Control Plan was completed by the Audit Committee in 2010-11. The updated document was endorsed by the Corporation Board at its meeting on 7 June 2011.

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

Two minor cases of fraud were reported and dealt with in 2010-11, both relating to unauthorised use of Corporation equipment. In one case this led to disciplinary action being taken in relation to the employees concerned. As a result, all employees have been reminded about appropriate use of Corporation equipment and other resources.

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 Act, the Corporation has maintained procedures and nominated the Chief Executive Officer to be responsible for community interest disclosures. A senior officer (the Chief Financial Officer) has been nominated as contact officer.

The Corporation'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 2010-11.

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 Cultural Facilities Corporation 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 Cultural Facilities Corporation venues; and quarterly and other reports prepared by the Corporation and tabled in the ACT Legislative Assembly in accordance with legislative requirements.

Documents which may be made available include agendas for, and minutes of, Corporation, and advisory committee meetings; persons appointed to the Board of the Corporation; persons appointed to advisory committees established by the Corporation; 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 is 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 Corporation to include in the Annual Report, details of requests made to access documents under the Act.

The Corporation received no requests to access documents under the Act in 2010-11.

Requests for Internal Review

The Corporation received no requests for internal review in 2010-11.

Applications to the Administrative Appeals Tribunal (AAT) for Review

The Corporation had no applications for review put before the Administrative Appeals Tribunal in 2010-11.

C.5 Internal Accountability

C.5.1 Board of the Corporation

Composition

The Chair, Deputy Chair, and four Members of the Corporation are appointed by the Minister in accordance with the provisions of the *Financial Management Act 1996* (the FM Act), Sections 78-79. The Corporation's Chief Executive Officer is also a Member of the Corporation 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 Corporation's membership and remuneration during 2010-11 are provided at Appendix 1. The Corporation's Governance Charter, which includes a Governance Framework, Board Charter, and Board Code of Conduct, is provided at Appendix 2.

Meetings

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

A schedule of the Corporation's meetings held during 2010-11, and attendances at those meetings, is at Appendix 1.

Audit Committee of the Board

The Corporation 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.

The Board reviewed and approved a revised Audit Committee Charter at its meeting on 12 April 2011.

A copy of the Audit Committee Charter is provided at Appendix 2 of this Report. Membership details and a schedule of meetings held during 2010-11 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

Copies of these documents are provided at Appendix 2.

During 2010-11, the Corporation completed an external review of the Board conducted by arts consultant, David Fishel of Positive Solutions. As one outcome from the review, a new 5-year strategic plan for the Corporation was developed and was endorsed by the Board at its June 2011 meeting.

C.5.2 Advisory Committees

The Corporation has established three advisory committees (in accordance with Section 8 (i)(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 Corporation's policy development, business planning and community participation activities. During 2010-11, members of the three advisory committees donated approximately 100 hours of time in total, the majority of which was spent attending advisory committee meetings.

Operating Guidelines for the advisory committees are provided at Appendix 2.

The terms of reference and memberships, together with a schedule of advisory committee meetings held during 2010-11, are provided at Appendix 5.

New three-year terms of appointment commenced on 1 July 2010.

Further information about the operation of the advisory committees, including their interaction with the Corporation Board, is provided under Section A.9.41.

C.5.3 Senior Management of the Corporation

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

- the Chief Executive Officer;
- the Chief Financial 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 Corporation 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 Corporation, 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 Corporation-wide interest. Other significant committees of the Corporation include the Occupational 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

The Corporation develops a corporate plan for each financial year. Its 2010-11 Corporate Plan identified the actions it would take during the year to work towards its three major goals (refer to Section A.1.2).

The Corporation'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 Corporation's chapter of Budget Paper No. 4.

Section 15 (1) of the CFC Act requires the Corporation to provide the Minister with a report on the operation of the CFC Act, and on the operations of the Corporation, each quarter. Section 15 (2) of the CFC Act requires these Quarterly Reports to be tabled by the Minister in the ACT Legislative Assembly. The Corporation's 2010-11 Quarterly Reports provided progressive information on performance towards the Goals and Business Priorities of the 2010-11 Corporate Plan. That information is now consolidated and summarised in this Annual Report (refer to Section A.9).

As noted in Section A.1.2, the Corporation adopted a new Strategic Plan in June 2011 and this will form the basis for its corporate plans from 2011-12 onwards, and thus for the Corporation's quarterly and annual reports.

C.6 HR Performance

The Corporation'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.9.60.

C.7 Staffing Profile

Staffing Profile as at 23 June 2011 (the last pay date for the 2010-11 financial year).

FTE and Headcount

	Male	Female
FTE by Gender	36	46
Headcount by Gender	48	68
% of Workforce	40.52	59.48

Classifications

Classification Group	Male	Female	Total
Apprentice	-	-	-
ASO1	-	-	1
ASO2	6	19	25
ASO3	-	7	8
ASO4	3	5	8
ASO5	2	3	5
ASO6	6	4	10
GSO4	2	1	3
GSO6	1	-	1
GSO7	2	-	2
PO1	1	5	6
PO2	-	3	3
SOGA	1	-	1
SOGB	1	-	1
SOGC	1	6	7
SPOB	1	-	1
Executive Contract	-	1	1
Box Office	4	4	8
Patron Services	10	7	17
Stage Door	-	-	-
Tech. Level 1	3	1	4
Tech. Level 2	1	1	2
Tech. Level 4	3	-	3
TOTAL	48	68	116

Employment Category by Gender

Employment Category	Female	Male	Total
Casual	34	26	60
Permanent Full-time	17	16	33
Permanent Part-time	9	1	10
Temporary Full-time	7	5	12
Temporary Part-time	1	-	1
TOTAL	68	48	116

Average Length of Service by age-group by gender

Average Length of Service	Pre-Baby Boomers (prior to 1946)		Baby Boomers (1946-64 incl.)		Generation X (1965-79 incl.)		Generation Y 1980 onwards		Total	
	F	M	F	M	F	M	F	M	F	M
0-2	-	-	1	3	8	6	13	10	22	19
2-4	-	-	7	4	10	3	4	2	21	9
4-6	1	-	3	2	3	1	3	1	10	4
6-8	-	-	1	-	3	-	1	1	5	1
8-10	1	1	4	-	-	1	-	1	5	3
10-12	-	-	1	1	1	-	-	1	2	2
12-14	-	-	-	1	-	-	1	-	1	1
14+ years	-	-	3	7	-	1	-	-	3	8

Total Average Length of Service by Gender

Gender	Average length of service
Female	4.19
Male	6.54
Total	5.36

Age Profile

Age Group	Female	Male	Total
< 20	1	4	5
20 – 24	11	6	17
25 – 29	6	6	12
30 – 34	9	4	13
35 – 39	9	7	16
40 – 44	5	3	8
45 – 49	8	5	13
50 – 54	10	5	15
55 – 59	3	3	6
60 – 64	4	4	8
65 – 69	-	1	1
70 +	2	-	2

Agency Profile

Branch/Division	FTE	Headcount
Cultural Facilities Corporation	82	116
Total	82	116

Agency Profile by Employment Type

Branch/Division	Permanent	Temporary	Casual
Cultural Facilities Corporation	43	13	60
Total	43	13	60

Equity and Workplace Diversity

	A	B	C		
	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	-	5	3	8	68
% of Total Staff	-	4.3	2.6	7	58.6

Prospective employees of the Corporation 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 Corporation's Agency Consultative Committee.

C.8 Learning and Development

The Cultural Facilities Corporation places high importance on staff training and development, and during 2010-11, staff attended formal training courses, a range of conferences and seminars and other professional development opportunities. Refer to Section A.9.60 for further details. The Corporation also undertakes performance management/skills development assessment programs. Expenditure on staff training and professional development during 2010-11 amounted to \$36,518 - this amount includes membership fees for professional development programs.

C.9 Workplace Health and Safety

The Corporation is committed to maintaining the health, safety and welfare of its employees. Occupational Health and Safety (OH&S) is managed in accordance with the statutory provisions of the *Work Safety Act 2008*.

The Corporation has :

- adopted a Cultural Facilities Corporation OH&S Policy Statement, which has been advised to all staff;
- nominated Health and Safety Representatives; and
- established a Corporation OH&S Committee with joint management and staff Health and Safety Representatives.

During the year the OH&S committee has met regularly : it serves as the main forum for discussion of OH&S issues, awareness-raising, and monitoring of Corporation OH&S practices, including training.

The Corporation's OH&S 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 Corporation's OH&S arrangements also acknowledge the targets set by the ACT Government for improving OH&S performance, injury management and prevention.

In 2010-11 the Corporation continued to comply with 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 Corporation has been advised of a slight reduction in its workers' compensation premium for 2010-11 compared to 2009-10, due to an improved claims experience.

Work Safety Act 2008

In 2010-11, the Corporation received no notices of noncompliance under Sections 167, 170, 171 or 172 of the *Work Safety Act 2008*.

The Corporation has seven elected work safety representatives.

In 2010-11, Corporation staff members have been trained in workplace health and safety through participation in a number of courses, including : Providing Leadership for a Safe Workplace; Workplace Behaviours and Conflict Resolution; First 5 Minutes Emergency; Red Cross First Aid; St John's First Aid; Certificate IV in OH&S; Test and Tag; and Manual Handling.

One accident or dangerous occurrence was reported to Workcover under s. 38 of the *Work Safety Act 2008* in 2010-11.

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
	A	B	C	(A+C)
SEAs				
Number of SEAs as at 30 June 2011	4	-	-	4
Number of SEAs entered into during the period	2	-	-	2
Number of SEAs terminated during the period	2	-	-	2
Number of SEAs providing for privately plated vehicles as at 30 June 2011	-	-	-	-
Number of SEAs for employees who have transferred from AWAs during the period	-	-	-	-
AWAs				
Number of AWAs as at 30 June 2011	-	-	-	-
Number of AWAs terminated/lapsed (including formal termination and those that have lapsed due to staff departures)	-	-	-	-

	Classification Range	Remuneration as at 30 June 2011
Individual and Group SEAs	ASO6 – SOGA	\$76,043 - \$115,016
AWAs (includes AWAs ceased during the period)	-	-

Agency Consultative Committee

The Corporation 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 changed management proposals in the workplace;
- ensure well informed decisions in respect of changed management proposals;
- promote the sharing of information across the Corporation; and
- encourage greater productivity and job satisfaction through staff participation and input into decision making processes.

C.11 Strategic Bushfire Management Plan (SBMP)

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

C.12 Strategic Asset Management

Assets Managed

The Corporation managed assets with a total value of \$55,445,517 as at 30 June 2011. The Corporation's major assets and approximate values are :

Description	\$
Canberra Theatre Centre, and extensions at fair value	29,496,160
Land at fair value	12,245,000
Historic Places buildings at fair value	5,102,178
Plant and Equipment at fair value	4,587,952
Art and Social History Collection	3,528,427
Intangible Assets	485,800

During 2010-11 the following major assets were added to the Corporation's asset register :

Description	\$
Historic Places Major Project works	1,372,815
Canberra Theatre Dimmers and Wiring (Work in Progress)	480,960
Art works and Social History objects	298,986
Heating Ventilation and Air Conditioning and Hydraulics at the Canberra Theatre Centre	126,302

During 2010-11 the following assets were removed from the Corporation's asset register :

Description	Reason for disposal
CMAG reception desk and café counter	Reception desk and café counter replaced in upgrade to CMAG

Assets Maintenance and Upgrade

The Corporation maintains its assets in accordance with the Corporation's Asset Management Plan – refer to Section A.9.59.

Major asset upgrades (including works funded and reported through the capital works program) completed during 2010-11 were :

Description	\$
Canberra Theatre Centre event management system	81,506
Canberra Theatre Centre box office ticketing system	49,420
Canberra Theatre Centre OH&S upgrade package	45,875
Historic Places tree management	40,965
Canberra Museum and Gallery café/reading refurbishment	33,357
Canberra Theatre Centre wiring looms for lighting	32,524
Canberra Museum and Gallery signage	27,878

Assets Maintenance and Upgrade continued

Description	\$
Canberra Museum and Gallery awnings	19,379
Courtyard Studio floor resurface	3,096

For building assets, the expenditure on repairs and maintenance was \$254,810 which represented 1% of the asset written down value. For Plant and Equipment assets, the expenditure on repairs and maintenance was \$550,904 which represented 12% of the asset written down value.

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

Office Accommodation

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

In view of the wide range of workplaces in which Corporation 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 2011 is 1,147 square metres and an estimate of the average area occupied by each employee (FTE staff only) as at 30 June 2011 is 13.98 square metres.

In addition, the Cultural Facilities Corporation 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.13 Capital Works

The Corporation completed new capital works on the heating ventilation and air conditioning and hydraulics at the Canberra Theatre Centre.

The second year of a four year major package of conservation/upgrade works needed to bring the ACT Historic Places (the three historic properties managed by the Corporation) up to a sound condition and to protect their structural integrity and heritage values into the future continued, with the project expected to be completed in 2012-13.

2010-11 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 Capital Works							
Heating Ventilation and Air conditioning and Hydraulics Works	June 2011	June 2011	125,000	125,000	-	125,000	125,000
Capital Upgrades							
Canberra Theatre Centre	June 2011	June 2011	176,000	212,000	-	212,421	212,421
Canberra Museum and Gallery	June 2010	June 2011	120,000	81,000	-	80,614	80,614
Historic Places	June 2011	June 2011	38,000	41,000	-	40,965	40,965
Total New Capital Works			\$459,000	\$459,000	-	\$459,000	\$459,000
Works in Progress							
Historic Places Major Project	June 2013	-	3,683,000	3,683,000	1,493,698	1,370,302	2,864,000
Canberra Theatre Wiring }	Oct. 2011	-	-	480,000	-	480,000	480,000
Canberra Theatre Dimmers }	January 2012						
Total Works in Progress			\$3,683,000	\$4,163,000	\$1,493,698	\$1,850,302	\$3,344,000
Total Capital Works Program			\$4,142,000	\$4,622,000	\$1,493,698	\$2,309,302	\$3,803,000

2010-11 CAPITAL WORKS RECONCILIATION

	2010-11 Approved Financing \$	2010-11 Drawdown Amount \$	2010-11 Actual Expenditure \$
New Capital Works			
Heating Ventilation and Air Conditioning and Hydraulics Works	125,000	125,000	125,000
Capital Upgrades			
Canberra Theatre Centre	212,000	212,421	212,421
Canberra Museum and Gallery	81,000	80,614	80,614
Historic Places	41,000	40,965	40,965
Works in Progress			
Historic Places Major Project	1,575,000	1,575,000	1,370,302
Canberra Theatre Dimmers and Wiring	480,000	480,000	480,000
Total Capital Works Program	\$2,514,000	\$2,514,000	\$2,309,302
Works Funded From Other Sources			
Adjusted for Capital funded through Own Sourced Revenue	-	-	21,023
Balances per Capital Works Management	\$2,514,000	\$2,514,000	\$2,330,325
Adjusted for Capital Injection not relating to Capital Works	-	105,000	-
Balances per cash flow statements		\$2,619,000	\$2,330,325

C.14 Government Contracting

C.14.1 Procurement Principles and Processes

The Corporation engaged external sources of labour and services during 2010-11 and these works and services were procured with the support and assistance of ACT Procurement Solutions as required.

The Corporation 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 attendance of the Manager, Goods and Services Procurement Team at meetings of the senior managers of the Corporation at regular intervals.

C.14.2 External Sources of Labour and Services

Individual Contracts exceeding \$20,000 (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)
ACT Procurement Solutions	Canberra Theatre dimmers and wiring	480,000	Project management panel contract	Undergoing process	-	-
ACT Procurement Solutions	Nolan Collection Gallery at the Canberra Museum and Gallery	33,057	Project management panel contract	April 2010	-	-
Angus Home Security Solutions	Lanyon CCTV and security system	56,050	Single select	November 2010	-	-
Broadlex	Cleaning services at the Canberra Theatre Centre	86,452	Public tender	April 2009	-	-
CHLE Pty Ltd	Lanyon roof safety system	26,303	Single select	November 2009	-	-

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)
Co-ordinated Constructions	Lanyon roofing repair works	60,210	Single select	December 2009	-	-
Co-ordinated Constructions	Access services for Lanyon and Mugga Mugga	23,334	Single select	December 2009	-	-
Co-ordinated Constructions	Fit out of the Murrumbidgee Room at Lanyon	22,328	Single select	March 2011	-	-
Conservation Works	Mugga Mugga conservation works	23,230	Single select	May 2010	-	-
Couch Creative	Delivery and design of Canberra Theatre Centre subscription campaign	44,118	Select tender	June 2010	-	-
Duncan Marshall	Heritage conservation studies	35,045	Single select	November 2009	-	-
ENTA Australasia	Ticketing system for Canberra Theatre Centre	129,397	Select tender	December 2009	Specialist nature of the requirements	-
Eric Martin & Associates	Heritage studies	24,370	Single select	November 2009	-	-
Futureproof electrical Solutions	Canberra Theatre Centre stage lighting electrical distribution board	25,100	Quotations	August 2010	-	-
Futureproof electrical Solutions	Canberra Theatre Centre interim patch panel rectification	31,524	Select tender	January 2011	-	-
Hirotec	Building maintenance works for Canberra Theatre Centre	206,191	Public tender	June 2008	-	-
Howtin Civil Contracting	Lanyon and Mugga Mugga roadworks	85,890	Single select	November 2009	-	-
Howtin Civil Contracting	Lanyon carpark earthworks	25,000	Single select	July 2010	-	-

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)
International Conservation Services	Mugga Mugga digital database	36,900	Single select	November 2009	-	-
J & D Brown	Lanyon Homestead plaster works	257,778	Single select	November 2009	Specialist heritage nature of the requirements	-
Legend Decorators	Lanyon internal painting	39,744	Single select	November 2010	-	-
Patinations	Conservation works at Historic Places	73,518	Single select	June 2010	-	-
Phillip Leeson Architects	Heritage studies and architectural documentation	43,160	Single select	June 2010	-	-
Skyline Tree Services	Lanyon and Mugga Mugga tree management	27,102	Single select	May 2010	-	-
Ungerboeck Systems International	Event management system for the Canberra Theatre Centre	79,269	Select tender	August 2010	-	-

Contracts awarded to the same contractor which, in total, exceed \$20,000

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 \$200,000)
2B Advertising & Design	CMAG design works	33,817	Single select	Ongoing throughout the year	-
AJ's Plumbing Australia	Building maintenance for Canberra Theatre Centre	37,830	Single select	Ongoing throughout the year	-
Australia Post	Postal services	34,471	Single select	Ongoing throughout the year	-
Creative Thinking Positive Solutions		22,441	Quotations	July 2010	-
Federal Capital Press of Australia	Advertising services	237,634	Single select	Ongoing throughout the year	Sole supplier of daily newspaper for the ACT
Iona Walsh Art & Design	Exhibition design	21,370	Single select	Ongoing throughout the year	-
Macquarie Publishing Pty Ltd	Advertising services	22,775	Single select	Ongoing throughout the year	-
Medina Executive James Count	Accommodation for touring artists and theatre companies	83,239	Single select	Ongoing throughout the year	-
Metro Media Technologies	Advertising services	39,375	Single select	Ongoing throughout the year	-
Southern Cross Broadcasting	Advertising services	33,163	Single select	Ongoing throughout the year	-

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)
Spy in Canberra	Advertising services	24,996	Single select	Ongoing throughout the year	-
Star Media Group	Advertising services	22,683	Quotation	Ongoing throughout the year	-
Sure Safe	Height Safety inspections, equipment, installations and maintenance	27,635	Single select	Ongoing throughout the year	-
The Captioning Studio	Captioning for live performances at the Canberra Theatre Centre	25,083	Single select	Ongoing throughout the year	-
The Plumbing Doctor	Building maintenance for Canberra Theatre Centre	23,999	Single select	Ongoing throughout the year	-
Win Television	Advertising services	22,500	Single select	Ongoing throughout the year	-
W P Harris	Carpentry, fencing, steelworks and miscellaneous works at Historic Places	208,440	Single select	Ongoing throughout the year	Specialist heritage nature of the requirements

C.15 Community Grants/Assistance/Sponsorship

During 2010-11, there were no community grants (service purchasing) provided by the Corporation. The Corporation 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.16 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 Corporation 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 Corporation's Records Management Policy Statement; and
Records Management Procedures developed by/for the Territory and Municipal Services Directorate, which the Corporation 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 Development Records	18 June 2004	NI 2004-179

The Canberra Museum and Gallery 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 Corporation 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 Corporation's record-keeping system; and to comply with all Records Management Procedures. Corporation officers have been designated as the Corporation's records managers, to assist staff and to ensure compliance with the Records Management Procedures.

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

C.17 *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.9.27 regarding initiatives to assist members of the community with special needs to attend theatre performances (social capital initiative, audio description programs, captioning services and the Companion Card Program).

C.18 *Commissioner for the Environment*

In 2010-11 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 Corporation.

C.19 *ACT Multicultural Strategy 2010-2013*

Focus Area	Progress
Languages	- Representation by people from non-English speaking backgrounds is encouraged on the Corporation's three advisory committees, one of which was chaired during the year by a person of non-English speaking background. - The Canberra Theatre Centre hosted a number of productions throughout the year with particular appeal for patrons from non-English speaking backgrounds. For example : <i>Drum Tao</i>; <i>China Night</i>; <i>Cirque Mother Africa</i>; <i>National Day of Spain</i>; <i>Shen Yun</i>; <i>Rajaton</i>; <i>Japanese Red Cross Benefit Concert</i>; and <i>The Last Emperor</i>. - The Canberra Theatre Centre also hosted or presented a number of productions which told Indigenous stories, including : <i>I Don't Wanna Play House</i>; <i>Of Earth and Sky</i>; and <i>The Sapphires</i>. - Many of the Canberra Theatre Centre's presentations include captioning, which helps patrons from non-English speaking backgrounds enjoy the theatre experience.
Children and young people	- The Corporation presented many education programs at the Canberra Museum and Gallery and the Historic Places, and the Canberra Theatre Centre presented a number of productions for children and young people throughout the year. Refer to Sections A.9.1, 9, 13, 16, 17, and 28. - In addition, CMAG Education and Community Programs Officers attended the following : Cultural Awareness training; Understanding the Land through the eyes of the Ngunnawal People, a teacher workshop; and Land Arts of the American West, an ANU School of Art History lecture.
Older People and Aged Care	Refer to Section C.24.
Women	Refer to Section C.22.

C.20 Aboriginal and Torres Strait Islander Reporting

The Cultural Facilities Corporation 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 Corporation, and contributes to museum policy development and planning.

Refer to A.9.9 for information about the Corporation's participation in the Koori Preschool Program.

C.21 Ecologically Sustainable Development

Indicator as at 30 June	Unit	2009-10		2010-11	
General		Office	Total	Office	Total
Occupancy – staff full-time equivalent	Number (FTE)	86	86	82	82
Area office space – net lettable area	Square metres	1,147 ¹	13,322	1,147 ¹	13,322
Stationary Energy		Office	Total	Office	Total
Electricity use	Kilowatt hours	164,765 ¹	2,077,745	143,713	1,812,267
Renewable energy use (GreenPower + EDL land fill gases)	Kilowatt hours	81,702 ¹	1,030,297	87,585	1,104,479
Percentage of renewable energy used	Percentage	49.59%	49.59%	60.94%	60.94%
Natural Gas use	Megajoules	239,744 ¹	3,023,255 ²	264,872 ¹	3,340,133 ²
Total energy use	Megajoules	841,070 ¹	10,606,190	782,000	9,863,300
Energy intensity per FTE	Megajoules/FTE	9,779 ¹	123,328	9,536	120,284
Energy intensity per square metre	Megajoules/m ²	733	796	682	740
Transport		Office	Total	Office	Total
Total number of vehicles	Numeric	4	4	4	4
Total vehicle kilometres travelled	Kilometres	43,072	43,072	51,208 ³	51,208 ³
Transport fuel (Petrol)	Kilolitres	2.60	2.60	2.79 ³	2.79 ³
Transport fuel (Diesel)	Kilolitres	2.67	2.67	2.74 ³	2.74 ³
Transport fuel (LPG)	Kilolitres	Nil	Nil	Nil	Nil
Transport fuel (CNG)	Kilolitres	Nil	Nil	Nil	Nil
Total transport energy use	Gigajoules	191.92	191.92	201.18	201.18
Water		Office	Total	Office	Total
Water use	Kilolitres	568 ¹	7,173	306	3,858 ⁴
Intensities					
Water use per FTE	Kilolitres/FTE	6.6 ¹	83.40 ⁵	3.7 ¹	47.04 ⁵
Water use per square metre	Kilolitres/m ²	0.49 ¹	0.53	0.26 ¹	0.29
Resource Efficiency and Waste		Office	Total	Office	Total
Reams of paper purchased	Reams	846	846	858	858
Recycled content of paper purchased	Percentage	21.5%	21.5%	28%	28%
Estimate of general waste	Litres	24,097	303,880	25,878	326,314
Estimate of co-mingled material recycled	Litres	8,786	110,800	6,368	80,300
Estimate of paper recycled	Litres	28,101 ⁶	28,101 ⁶	47,686 ⁶	47,686 ⁶
Estimate of organic material recycled	Litres	Note 7	Note 7	Note 8	Note 8
Greenhouse Gas Emissions		Office	Total	Office	Total
Total stationary energy greenhouse gas emissions	Tonnes CO ₂ -e	88.29	1,268.53	77.04	975.23
Total transport greenhouse gas emissions	Tonnes CO ₂ -e	14.41	14.41	15.10	15.10
Intensities					
Greenhouse gas emissions per person	Tonnes CO ₂ -e FTE	1.03	14.75	0.94	11.89
Greenhouse gas emissions per square metre	Tonnes CO ₂ -e	0.08	0.10	0.07	0.07
Transport greenhouse gas emissions per person	Tonnes CO ₂ -e FTE	0.17	0.17	0.18	0.18

The Cultural Facilities Corporation 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 Corporation policy and program initiatives.

The information used for calculations in the above table was provided by ActewAGL, ACT Property Group, and SG Fleet Australia Pty Ltd.

Notes

1. All “office” calculations are based on 7.93% of totals. (7.93% being the percentage of total net lettable area of all facilities.)
2. All gas is used by the Canberra Theatre Centre.
3. Increase in kilometres travelled, due in part to staff driving to interstate appointments rather than flying.
4. This reduction appears to relate to rectification of a leak in the Civic Square fountain – water use by the fountain was previously included in North Building tenancy usage.
5. This figure includes water used by the Corporation’s many visitors to its facilities, and other uses, such as washing costumes by visiting companies at the Canberra Theatre Centre, toilet flushing by theatre patrons, and watering the heritage gardens at Calthorpes’ House and Mugga Mugga.
6. Although some paper for recycling would be generated by visitors to the Corporation’s facilities, the majority of paper used and recycled is by Corporation office staff. The increase partly relates to improved reporting from service provider.
7. This information was not a reporting requirement in 2009-10.
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.

NB In some cases, 2009-2010 figures have been recalculated to be consistent with methodologies used in 2010-11 calculations.

C.22 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 Corporation's annual planning process - some examples of these initiatives follow.

Economic	Social	Environmental
• 59.48% of the Corporation's FTE workforce is female, including the Corporation's CEO. • The majority of the Corporation's Board Members are female, including the Deputy Chair. • In 2010-11, the convenors of the Corporation's three advisory committees were female, and the deputy convenors of two of the advisory committees were female. • The Corporation's CEO is providing a structured mentoring program for a female employee from another ACT Government agency. • The Corporation provides a range of work experience opportunities and student placements that benefit girls/women. • The Corporation's CEO nominates women work colleagues and associates for a number of awards. In 2010-11 these nominations resulted in one nominee gaining a 2011 International women's Day Award and another nominee being selected as a finalist in the 2011 Telstra Businesswomen's Awards.	• The Canberra Theatre Centre provides free tickets for a number of presentations to local charities as part of its Social Capital Program. Many of these charities benefit women, e.g., Bosom Buddies. Refer to Section A.9.27 for a full list of charities that benefited from this Program. • For the fifth consecutive year, the CEO hosted a luncheon for female Board members, female convenors and deputy convenors of the advisory committees and senior female staff members to celebrate International Women's Day in March 2011. The guest speaker was Member for Canberra Gai Brodtmann. • The CEO also hosted a morning tea for all Corporation staff to celebrate International Women's Day. • The Canberra Museum and Gallery collaborated with the ACT Office for Women to present <i>10 x 10 Canberra Stories : Celebrating 100 Years of International Women's Day</i>. Ten prominent Canberra women spoke for 10 minutes each reflecting on their achievements and lives in Canberra. The event was a lead up to the Centenary of Canberra celebrations, and was presented in association with Women's History Month. • The Historic Places held free entry for mothers and grandmothers to celebrate Mother's Day in May 2011. This is a long-standing event at the three Historic Places sites.	• The Canberra Theatre Centre has a <i>Babes in Arms</i> policy – refer to section C.17. • The Canberra Theatre Centre also provides a breastfeeding room for mothers of young infants. • The Canberra Museum and Gallery has a Carer's Room, providing a comfortable environment for mothers and grandmothers who visit with young infants. • The Canberra Museum and Gallery's activity table enables young children and their carers to enjoy craft activities, while the reading corner provides the latest in quality publications for children and a quiet place for read. The children's reading corner was upgraded in 2010-11 as part of a package of capital upgrades carried out at CMAG. • The Corporation provides a number of parking spaces and adequate lighting close to its venues, creating a safe environment for female staff members who are required to work after dark.

C.23 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 Corporation 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 Corporation's senior management team and a report is available to the Chief Executive Officer in relation to the progress of matters; and
- the Corporation's legal services are provided by the ACT Government Solicitor's (ACTGS) office, which reviews the Corporation's instructions to ensure compliance with the Guidelines. The Corporation 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 Corporation as appropriate.

No breaches of the model litigant guidelines by the Corporation occurred during 2010-11.

C.24 ACT Strategic Plan for Positive Ageing 2010-2014

The Corporation'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 Corporation.

In 2010-11, the Corporation continued to provide events and programs with particular appeal for seniors. For example -

- The Canberra Museum and Gallery presented the exhibition, *Canberra Gold : 50 Years in the ACT* from 26 February – 26 July 2011. This exhibition profiled a selection of recipients of the Canberra Gold Award, given to residents and organisations celebrating 50 years in the ACT.
- In association with *Canberra Gold : 50 Years in the ACT*, the Canberra Museum and Gallery presented the program, *Canberra's Golden Tales : A Canberra Day Morning Tea* on 15 March 2011. A number of the long standing ACT residents who were profiled in the exhibition, attended the event and enjoyed sharing their stories of an early Canberra.
- The Canberra Theatre Centre continued its long standing collaboration with the Duntroon Royal Military College Band to present 12 *Music at Midday* concerts throughout the year - these concerts have continued to be very popular with seniors over many years. Entry to *Music at Midday* concerts is by a gold coin donation and all money raised goes to local charities.
- Many of the Canberra Theatre Centre's presentations provide the Centre's award winning access programs such as captioning for the hearing impaired and audio description for the sight impaired. Also available are audio loops (FM Radio Assisted Hearing System), and companion cards (National Companion Card Program for people who require their carer to be present when visiting the theatre), all of which help to make the theatre experience more enjoyable for seniors.

- 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.
- The Director ACT Museums and Galleries, Peter Haynes, delivered a lecture on ACT Museums and Galleries to National Seniors, ACT South Branch.
- The Historic Places has installed access ramps and upgraded the steps at Lanyon; installed access ramps and removable ramps at Calthorpes' House; and upgraded the two parking areas, installed ramp access to buildings, and made improvements to site access at Mugga Mugga. These improvements have made access to the Historic Sites easier for senior citizens and for those with limited mobility.
- The Corporation's CEO nominated Mrs Petronella Wensing, a senior citizen with close links to the Canberra Museum and Gallery, for a 2011 International Women's Day Award. Mrs Wensing received an award for excellence not only through her outstanding skills as a lacemaker and embroiderer, but also through her significant efforts in ensuring migrant women feel welcome in Australian society.

Appendices

1. Members and Remuneration of the Cultural Facilities Corporation as at 30 June 2011

DON AITKIN AO (Re-appointed for a further three-year term to 6 August 2011)

Vice-Chancellor and President of the University of Canberra from 1991 to 2002, and presently the Chairman of the National Capital Authority. He played an influential role in the evolution of national policies for research and higher education from the 1980s when he was the Chairman of the Australian Research Grants Committee and its successor, the Australian Research Council, a member of the Australian Science and Technology Council and the Chairman of the Board of the Institute of Advanced Studies of the Australian National University. Other appointments have included; Councillor of the Canberra Business Council, Chairman of the Australian Mathematics Trust, Chairman of the NRMA/ACT Road Safety Trust, President of Pro Musica Inc., Member of the Artsound Board of Management, Honorary Ambassador for the ACT, Member of the Board of the Canberra Theatre Trust. Chairman, Canberra International Music Festival. He was made an Officer of the Order of Australia in 1998 for his contribution to Australian higher education and to Australian society.

GLENYS ROPER (Re-appointed for a further three-year term to 18 August 2012)

Glenys Roper held a range of senior executive positions in the Commonwealth. She was formerly Controller of the Royal Australian Mint and, later, Chief Executive Officer of the Federal Government ICT Office. She is now a non-executive director on boards, principally in the finance sector. She also chairs, or sits as a member, on a range of boards and committees in the Commonwealth, NSW and ACT Governments. She is active in the arts non-profit sector and was Chair of the Canberra Symphony Orchestra and Deputy Chair of the ACT Cultural Council. She was awarded the Channel 9/Lois Vuitton Award for leadership and achievement.

PAMILLE BERG AO (Appointed for a three-year term to 18 August 2012)

Currently the Director of Pamille Berg Consulting Pty Ltd. Has worked in the field of public art master planning, the inception and delivery of major public art programs, cultural planning, community consultation, and arts advocacy in the USA, Europe, Australia, and Asia for the past 26 years. Her background is diverse, with a graduate and post-graduate education as an art historian and classical archaeologist, followed by work within the fields of urban design, community consultation, and the architectural/interior design professions. Joined Mitchell/Giurgola and Thorp Architects (MGT) in Australia as an Associate in 1982 and served as one of seven Partners for 14 years from 1988 to 2002. Appointed an Officer of the Order of Australia (AO) in 2004 for services to public art in Australia, particularly for her creation of opportunities for emerging artists as well as Indigenous artists in remote communities.

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 Advisory Council of ArtSound FM; the Tourism, Arts and Sport Taskforce of the Canberra Business Council; the Australiana Fund; the ANU Chancellor's Awards Committee; and the Board of the Canberra

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 Tourism Training ACT Regional Board, Canberra City Heart Business Association Management Committee, and the Canberra Medical Society Indigenous Health Initiative. Fellow of the Australian Institute of Management. Fellow of the Australian Institute of Company Directors. Judge of 2002, 2003, 2004 and 2006 ACT and Region Tourism Awards and of the 2003 and 2004 ACT Telstra Businesswoman of the Year Awards. Member of the jury panel for the 2010 University of Canberra Campus Design Ideas Competition. 2001 ACT Telstra Business Woman of the Year. Awarded Centenary Medal for service to Australian society in business leadership

CRISPIN HULL (Appointed for a three-year term to 18 August 2012)

Has written for *The Canberra Times* for 30 years on a large range of topics, mainly legal and constitutional. Editor of *The Canberra Times* for seven years. Is a graduate of ANU – BA, LIB (Hons) and was admitted as a Barrister and Solicitor in the ACT in 1977. Has contributed to both Federal and ACT parliamentary inquiries on defamation and freedom of speech and now teaches journalism at the University of Canberra. Writes a weekly column for *The Canberra Times*; contributes to other publications and appears intermittently on ABC radio and television; occasional consultancy work and public speaking. Author of *The High Court of Australia 1903-2003* and *Canberra – Australia's National Capital*. Member of the National Board of Directors of Barnardos since 2004 and chair since 2007.

SANDRA LAMBERT (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). In her role as Chief Executive, Department of Disability, Housing and Community Services, held two significant Statutory Roles – The Commissioner for Housing and what is known as The Territory Parent. Ms Lambert's former roles include : Deputy Chief Executive, Policy, Chief Minister's Department from 1999 – July 2002; Executive Director, Education and Training Division; Director, Human Resources within the ACT Department of Education and Community Services; Principal at Hawker College; 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.

Remuneration

The FM Act (Division 9.2, Clause 78(6)) provides that the remuneration of the Corporation'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. 12 of 2010 are :

Chair	\$22,725
Deputy Chair	\$11,365
Appointed Member	7,960

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

2010-11 Meetings of the Cultural Facilities Corporation

- Monday 23 August 2010
- Monday 18 October 2010
- Tuesday 7 December 2010
- Tuesday 22 February 2011
- Tuesday 12 April 2011
- Tuesday 7 June 2011

All Members attended the meetings, with following exceptions :

Ms Christine Wallace did not attend the meeting on 23 August 2010, and Ms Sandra Lambert did not attend the meeting on 12 April 2011, both 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. Corporation Governance Documents



CULTURAL FACILITIES CORPORATION

GOVERNANCE CHARTER

June 2011

Section A :	Governance Framework
Section B :	Board Charter
Appendix 1 :	Advisory Committees Operating Guidelines
Appendix 2 :	Audit Committee Charter
Appendix 3 :	Board Code of Conduct
Attachments :	Part 9, Divisions 9.1 – 9.4 (Governance of Territory Authorities) of the <i>Financial Management Act 1996</i> .
	Part 2 (The Corporation) of the <i>Cultural Facilities Corporation Act 1997</i>

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 1.
- 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 3.
- 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.

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. Review of Charter

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

19. Publication of Charter

19.1 Key features of the Board Charter are to be outlined in the Corporation's annual report.

19.2 A copy of the charter is available on www.museumsandgalleries.act.gov.au.

APPENDIX 1

ADVISORY COMMITTEES OPERATING GUIDELINES (Updated April 2010)

1. Introduction

In accordance with Section 8(1)(a) of the *Cultural Facilities Corporation Act 1997*, the Corporation 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 Corporation 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 Corporation.

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

This role encompasses the following responsibilities:

- undertaking and reporting on an annual work program;
- participating in the Corporation'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 Corporation.

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 Corporation 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 Corporation 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 Corporation 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 Corporation 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 Corporation 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 Corporation 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 Corporation by an Advisory Committee member

Any potential conflicts of interest regarding donations made to the Corporation 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.

APPENDIX 2

AUDIT COMMITTEE CHARTER (Updated June 2011)

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 :

- 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

BOARD CODE OF CONDUCT (Updated June 2011)

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*.)

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.

3. Senior Managers of the Cultural Facilities Corporation

IAN TIDY – CHIEF FINANCIAL 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 Cultural Facilities Corporation 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.

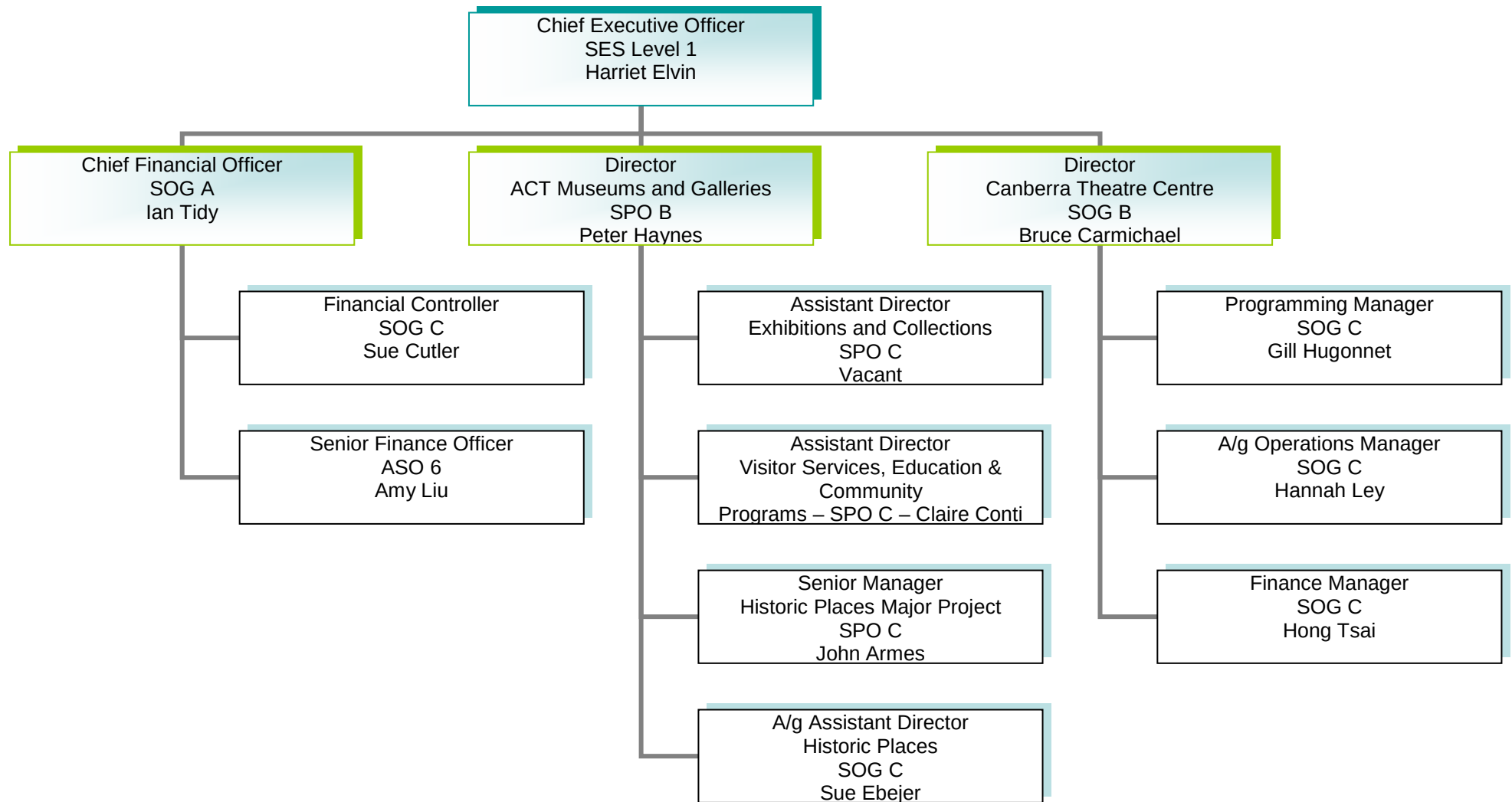
PETER HAYNES – DIRECTOR, ACT MUSEUMS AND GALLERIES

Former Director, Canberra Museum and Gallery and the Nolan Gallery. Former Curator, Parliament House Art Collection. Former Curator of Exhibitions at the ANU School of Art. Education Officer, Art Gallery of NSW. Lecturer, Sydney University; College of Fine Arts, UNSW; University of Canberra; Australian National University. Project Officer, Visual Arts Board, Australia Council, and Music Board, Australia Council. BA (Hons), Archaeology; BA (Hons), Fine Arts; MA, English Literature. Currently Ph.D Candidate, Art History, ANU. 2009 appointed Adjunct Associate Professor, Museology and Cultural Heritage, University of Canberra. Over 200 publications (nationally and internationally) on historic and contemporary visual arts practice, principally in Australia. Over 220 exhibitions curated (nationally and internationally) on historic and contemporary Australian art and craft. Guest Curator 2000 Melbourne Festival. Membership and Executive Membership of numerous arts-related Boards and Committees.

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 2010 Helpmann Awards.

4. Organisational Structure as at 30 June 2011



5. Advisory Committees

MUSEUM AND GALLERY ADVISORY COMMITTEE

Terms of Reference

The Museum and Gallery Advisory Committee is responsible to the Board of the Cultural Facilities Corporation for providing expert strategic advice on :

- how the Corporation can provide cultural leadership, excellence and innovation in the presentation and interpretation of the visual arts and social history;
- how the Corporation can promote community involvement in activities at the Canberra Museum and Gallery (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 the 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 Corporation Board and serves as a valuable link between the Corporation and the wider community.

In addition, the Committee has specific responsibilities for certain acquisition and exhibition programming matters, as referred to it by the Board of the Corporation.

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

Membership during 2010-11

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)

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.

Ms Louise Doyle

Louise is the Director of the National Portrait Gallery, Canberra, and prior to this was the Deputy Director, Programs and Collection. Louise has over 20 years experience in the museum sector. She has directed regional galleries in NSW and Queensland, and was the inaugural curator of programs and collections at Old Parliament House, Canberra, and, prior to joining the NPG team, was Head Curator at the Museum of Sydney, Historic Houses Trust of NSW. Louise has also been a member of a number of museum and visual arts related committees including : Director of the Board of Crafts Queensland, and the Regional Galleries Association of NSW.

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 Canberra Museum and Gallery 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

BA (Visual) ANU School of Art, Canberra 1998; Grad. Dip. (Education), University of Canberra, 2001. Commissioned to produce public works for organisations including : Craft ACT; Downer Community Association; Canberra CBD Ltd; the Molonglo Group; North Ainslie Primary School; Parks, Conservation and Lands, Territory and Municipal Services Directorate; and a number of private individuals. In 2005, Daniel produced a body of work for *Memories in Place : Art in High Country Huts* simultaneously showing at Craft ACT and selected high country huts, and exhibited in *DEX* and *FreQee* at the Brisbane Powerhouse Performing Arts Space in 2006.

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 member of the Belconnen Arts Centre Board; 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 Bridge Australia and the ANU School of Music Foundation. 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 2010-11

The Advisory Committee met on these dates :

- 13 October 2010
- 16 February 2011
- 1 June 2011

HISTORIC PLACES ADVISORY COMMITTEE

Terms of Reference

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

- how the Corporation 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 Corporation 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 Corporation Board and serves as a valuable link between the Corporation and the wider community.

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

Note : "historic places" refers to :

- Lanyon
- Calthorpes' House
- Mugga Mugga

Membership during 2010-11

Dr Sandy Blair (Convenor)

PhD-History (UNSW), Masters in Urban Horticulture, University of Melbourne – current. Historian and heritage advisor with more than thirty years' experience in cultural heritage assessment and management. Currently Program Coordinator of the ANU's new *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); expert member of the Cultural Routes International Scientific Committee of ICOMOS; Member, Burra Charter working group, Australia ICOMOS, 1999-2009.

Dr James Warden (Deputy Convenor)

Associate Professor, Donald Horne Institute for Cultural Heritage, University of Canberra. Was Inaugural Director of the Institute (2008-09). Graduate of the ANU and the University of Tasmania in history and political science. Formerly, Curator, National Museum of Australia; Historian, Central Land Council, Alice Springs; Policy Officer, Aboriginal Medical Services Alliance, Darwin.

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.

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

PhD UWS, MA Macq., MLitt UNE, BA Grad. Dip. Ed. Syd., Grad T. Lib UTS, Dip PM CIT. Currently Manager, Curriculum Support (Principal Category 5 School Leader A). An educator of several decades experience, both in Australia and internationally, with a strong understanding of the historical significance of the past. Member of Australian College of Educational Leadership, Australian College of Educators, ACT Principals Association, Curriculum Corporation, and Australian Curriculum Studies Association. Author of many articles, monographs and e-books.

Mr Greg Peters

Director, Patinations Furniture Conservation Services Pty Ltd. Dedicated furniture conservator/restorer working with most styles and materials related to furniture. 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 2010-11

The Advisory Committee met on these dates :

- 27 October 2010
- 23 February 2011
- 25 May 2011

PERFORMING ARTS ADVISORY COMMITTEE

Terms of Reference

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

- how the Corporation can provide cultural leadership, excellence and innovation in the performing arts;
- how the Corporation 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 Corporation'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 Corporation Board and serves as a valuable link between the Corporation and the wider community.

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

Membership during 2010-11

Ms Jenny Deves (Convenor)

Currently working with Craft Australia as Projects Co-ordinator and Managing Editor of *craft + design enquiry* an e-journal of research. Over twenty-five years arts management experience with Musica Viva Australia, Time-Life International (London), Nimrod Theatre Company as Marketing Manager, NIDA (National Institute of Dramatic Art) as Deputy Administrator, and Craft ACT : Craft and Design Centre as Executive Director. 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 Co-Principal, Namadgi School, the new P-10 school in Tuggeranong. Theatrical pursuits include performing with Impro ACT (including Displaced, Sink or Swim and other improvised productions); 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 2010-11

The Advisory Committee met on these dates :

- 9 November 2010
- 8 March 2011
- 28 June 2011

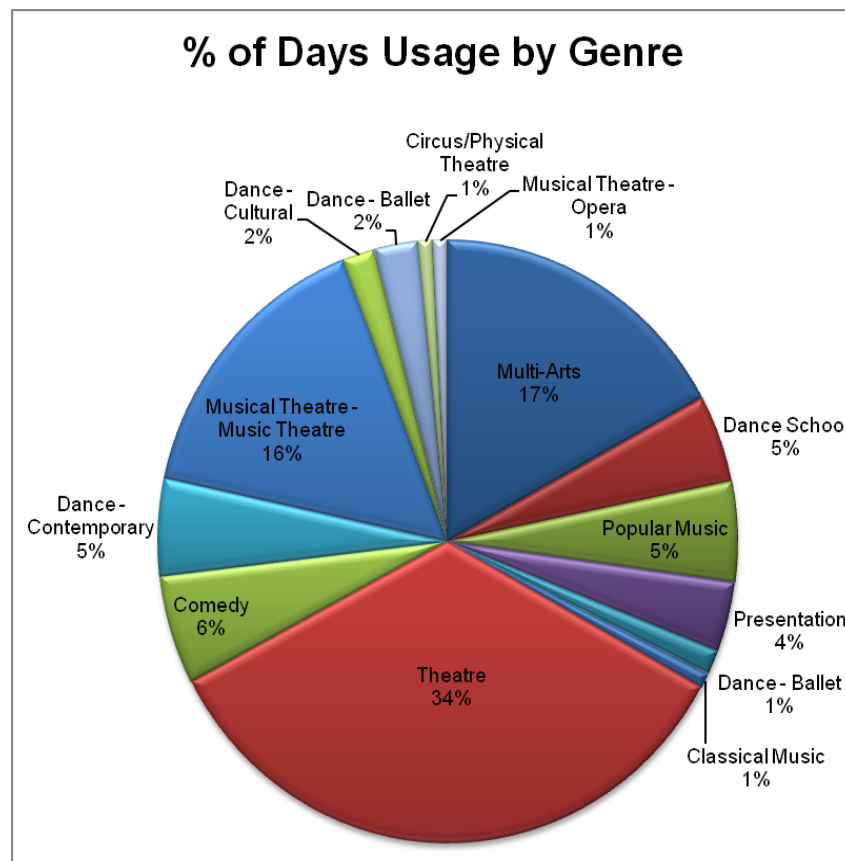
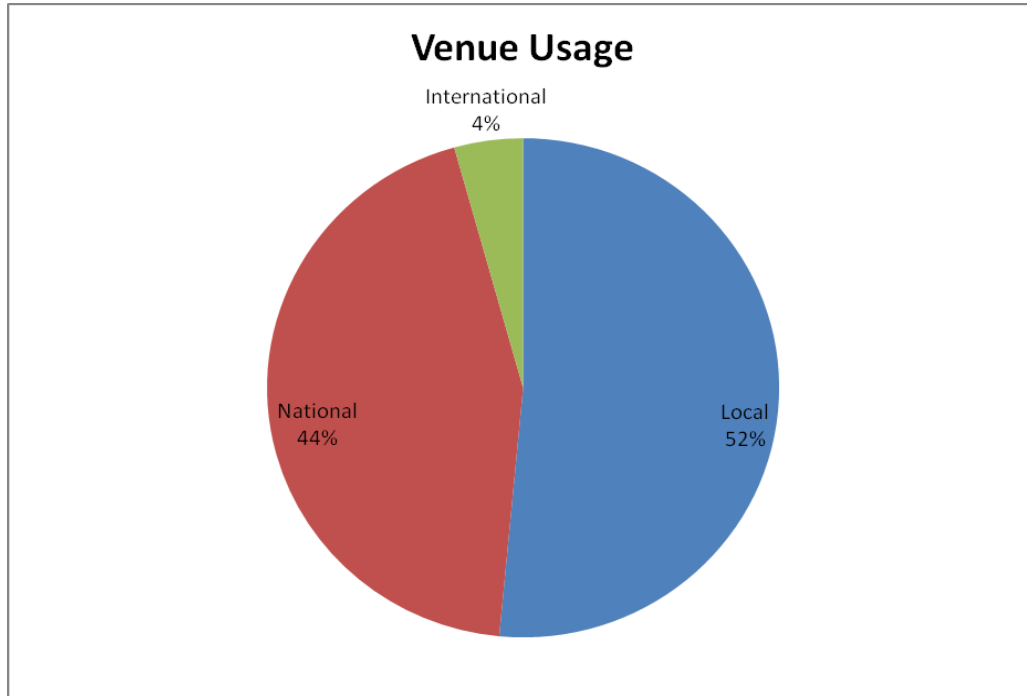
6. Facilities and Business/Activities Under Management

CULTURAL FACILITIES CORPORATION – MAIN UNDERTAKINGS

Asset	Business/Activity	General Description of Business Activity
Canberra Theatre Centre , comprising – • Canberra Theatre (1244 seats) • The Playhouse Theatre (618 seats) • Other venues and spaces including : Courtyard Studio; Technical Workshops.	• Venue hires to commercial promoters, events organisers, etc. • 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, asset management etc.	• Presentation of performing arts productions, with provision of full supporting services.
Canberra Museum and Gallery (including the Nolan Collection Gallery @ CMAG) , comprising – • Gallery spaces, art studio, theatrette, meeting rooms, foyer, and collection storage area.	• 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.
Civic Square Precinct	• Usages for community/civic events etc. • Maintenance cleaning, etc is undertaken by the Territory and Municipal Services Directorate.	• Use of Civic Square as a cultural and civic precinct.

7. Canberra Theatre Centre Venues
Graphs indicating venue usage and presentation genres in 2010-11



8. ACT Museums and Galleries Venues

Schedule of exhibitions, programs and events 2010-11

The following is a full list of exhibitions, community and education programs and events at the ACT Museums and Galleries venues in 2010-11.

CANBERRA MUSEUM AND GALLERY	
MAJOR EVENTS	
Opening of the Nolan Collection Gallery @ CMAG	12 August
Closing function for <i>Something in the air : Collage and Assemblage in Canberra Region Art</i>	8 October
Opening of <i>Altered States : Lost, Salvaged and Repurposed Buildings in Canberra</i>	22 October
Opening of <i>Illuminations : Selections from the Nolan Collection</i>	17 December
Opening of <i>Michael le Grand : Sculpture</i>	13 March
Opening of <i>The Cotter : Watering the Garden City 1912-2011</i>	25 March
National Folk Festival Launch	6 April
Opening of <i>Imitation of Life : memory and mimicry in Canberra region art</i>	24 June
EXHIBITIONS	
** Recorded in the 2009-10 Annual Report	
** Tomorrow Today : Innovation and Change in 1960s Canberra	13 March – 11 July
** Site Specific Series : BEAM – Richard Blackwell, Penelope Cain, Deirdre Feeney, Benjamin Forster, Peter Jordan, Ivo Lovric, Rose Montebello, Patsy Payne, John Pratt	11 June – 5 September
** Something in the Air : Collage and Assemblage in Canberra region art	20 June – 10 October
<i>Wattle</i>	3 July – 31 October
<i>CMAG Recent Acquisitions</i>	24 July – 21 November
<i>Site Specific Series : Sugar Town (dog days) - Stephanie Jones</i>	17 September – 5 December
<i>Altered States : Lost, Salvaged and Repurposed Buildings in Canberra</i>	23 October – 27 February
<i>Miss Piggy</i>	13 November – 13 February
<i>Illuminations : Selections from the Nolan Collection</i>	4 December – 12 March
<i>Site Specific Series : Message in a Bottle – Marily Cintra</i>	18 December – 18 March
<i>Canberra Gold : 50 Years in the ACT</i>	26 February – 26 July
<i>Michael Le Grand : Sculpture</i>	12 March – 12 June
<i>The Cotter : Watering the Garden City 1912 – 2011</i>	26 March – 24 July
<i>Site Specific Series : Deluge – Scott Chaseling</i>	2 April – 19 June
<i>Imitation of Life : memory and mimicry in Canberra region art</i>	25 June – 23 October
<i>Canberra Stories Gallery</i>	Permanent Exhibition
<i>Nolan Collection Gallery @ CMAG</i>	Permanent Exhibition

COMMUNITY AND EDUCATION PROGRAMS

CMAG on Sunday
Toddler Monday
Toddler Tuesday
Sunday Films with Big House Film Society
Art Forum Lecture – Floor talk with Deborah Clark – Something in the air
Ordinary Extraordinary : Exhibition in a Suitcase – Outreach Program
What do artists make?
Director's Floor Talk – Recent Acquisitions
Book Week – General program
Celebrating a National Symbol : Collection's Floor talk with Edwin Ride
Curious about Collage : Lunchtime Workshops
Something in the air : Floor talk by Mark Van Veen
Something in the air : Guided tour for teachers from Canberra Boys Grammar
Captured Shadows – School Holiday Program
Old MacDonald's Farm
Members' Preview : Altered States
Focus Workshops for Koori Preschools
Altered States – Exhibition Floor talk with Alastair Swayn
Members' Afternoon Tea : Miss Piggy
Lavender Art Studio – self guided tour – school holiday program
Brindabella Christian College – self guided tour – school holiday program
Curators' Floor Talk – Altered States
T is for Toddler
Director's Floor Talk – Illuminations : Selections from the Nolan Collection
Canberra's Golden Tales Morning Tea
Children's Sculpture Workshop
Michael Le Grand and Peter Haynes : A Conversation
Walking Tour : Civic Sculpture
National Folk Festival Launch
Floor talk – Scott Chaseling : Deluge
Curator's Floor talk – The Cotter : Watering the Garden City 1912 – 2011
Self guided tour – Camp Australia
Walking Tour : Civic Sculpture Part 2
Members' Event : Studio visit – Michael Le Grand
Members' Preview – Imitation of Life

Programs conducted in association with the Nolan Collection @ CMAG

Ned Kelly's in Town – School Holiday Program
Every Picture Tells a Story
Every Picture Tells a Story – Outreach Program
Director's Floor Talk
Clay for Kids – School Holiday Program
Simple Screen Prints – Weekend Workshop
Director's Floor Talk for a group from Canberra Visitors Centre
Sidney Nolan and the Heide Circle – Floor talk, lecture and morning tea
Dry as a Bone – School Holiday Program
Guided tour for teachers from Wellington High School
Weekend Workshop : Prints with Pizzaz

VENUE HIRE

ACT Housing
ACT Remuneration Tribunal
ACT Treasury
Aids Action Council
Air Services Australia
Asia Link
Aus-Aid
Australian Broadcasting Corporation
Australian Council for International Development
Australian Graphic Design Association
Australian Injecting & Illicit Drug Users League
Bonnie Beggs Textile School
Benevolent Society
Big House Film Society
Canberra Critics Circle
Centenary of Canberra
Chief Minister and Cabinet Directorate
Copyright Agency Ltd
Desert Knowledge Australia
Education, Employment and Workplace Relations, Department of
Environment, Water and Climate, Department of
Elrington, Boardman, Allport Lawyers
Excelerated Consulting
Fitzgerald, Julian
Jones, Stephanie
Lifeline
Magellan Consultants
Ministerial Council on the Administration of Justice (JACS)
Mugga Mugga Social Values Workshop
Network of Community activity
Oak Tree Foundation
Odyssey Travel
Office of Children, Youth and Family Support
Public Relations Institute of Australia
Regional Arts Australia
Screen ACT
Sexual Health and Family Planning ACT
Spitz, Koosje
Sydney Leadership
Territory and Municipal Services Directorate
Toastmasters ACT
Toastmasters International
UCI Projects
UNIFEM
YWCA

HISTORIC PLACES : NB – Lanyon and Mugga Mugga were closed from 6 December 2010 until 19 February 2011 due to damage caused by severe storms, making the sites unsafe. This caused the cancellation of a number of community and education programs, including Lanyon's popular annual event, the *Lanyon Christmas Carols and Picnic*.

MAJOR EVENTS	
Lanyon	
Lanyon Music Festival	13, 20 March
The Great Lanyon Easter Egg Hunt	24 April
Calthorpes' House	
Conserving Calthorpes'	16 April
Mugga Mugga	
Sylvia Curley Oration	29 May
EXHIBITIONS	
Lanyon	
<i>The Convict Years</i> (for part year)	Permanent Exhibition
<i>Within Living Memory</i>	Permanent Exhibition
<i>The Cunningham Family Album</i> (for part year)	Permanent Exhibition
Calthorpes' House	
<i>Calthorpes' House Orientation Exhibition</i>	Permanent Exhibition
Mugga Mugga	
<i>Getting It Together</i>	Permanent Exhibition

COMMUNITY AND EDUCATION PROGRAMS

Lanyon

Around the Homestead – School Holiday Program
 Crafternoon Tea : Embroidery
 Tour for CIT Interior Design Heritage students
 James' Diary
 Child's Play
 Convicts
 Who were the convicts?
 Spit and Polish
 Growing your own Organic Vegies
 Outbuildings Walk
 General Education tour for ANU ESL Group
 Open House for Seniors
 Open House to celebrate International Museums Day
 Guided tours

Calthorpes' House

Dawn's Surprise
 Tour for Belconnen Community Services
 City and Country : Dawn's Surprise
 Tour for CIT Interior Design Heritage students
 Crafternoon Tea : Millinery
 Have your cake and eat it too – School Holiday Program
 General Education-based Tour for Sydney Grammar St Ives Primary School

General Education tour for ANU Exhibition Innovation Workshop
Jams and Preserves with Jean Abbott
General Education tour for CIT Museum Studies students
Open House for Seniors
Open House to celebrate International Museums Day
Touring the Textiles
Electric Servants Come to Town
General Education tour for ANU Cultural Heritage students

Mugga Mugga

Tour for CIT Interior Design Heritage students
City and Country : At the Garden Gate
Composting Workshop
Tour for Belconnen Community Services
Crafternoon Tea : Spinning
At the Garden Gate
General tour for University of Canberra students
Conserving Mugga Mugga – A Conversation
General Education tour for University of Canberra Building Conservation students
Open House for Seniors
General Education tour for ANU Graduate Program
Paper Making for Kids – School Holiday Program
Open House to celebrate International Museums Day

VENUE HIRE

Lanyon

ACT Open Garden Scheme
Annual Volunteers' Day
Communities at Work – Men's Respite Group
Cranlana Program
Diggers' Club Australia
Film shoot
Open Garden Scheme
Questacon
Trauma Research Centre, Canberra Hospital
Trinity Christian School – Year 10 Formal
Weddings

Mugga Mugga

Friends of Grasslands
Greening Australia
Mugga Mugga Social Values Consultation Workshop
Wedding Photographic session
21st Birthday party

9. Canberra Museum and Gallery – Acquisitions (Purchases and donations) in 2010-11

Purchases

- Basil Hall, *Target 88*, 1986, etching, set of 9 prints
- Basil Hall, *Leighton's depot*, 1985
- Basil Hall, *The house rises*, 1985
- Basil Hall, *Tunnel, Capital Hill*, 1986
- Basil Hall, *Old bus stop*, 1986
- Basil Hall, *Mt Lycavittou from Capital Hill*, 1985
- Ruth Waller, *Early shots, Port Jackson*, 1987
- Ruth Waller, *Mistake River NSW*, 1987
- Ruth Waller, *Storm over white settlement, Botany Bay 1987*, 1987
- Ruth Waller, *And the Antarctic? (minor)*, 1989
- Ruth Waller, *Another quoll*, 1989
- Ruth Waller, *The charity of St Nicholas (after Fra Angelico)*, 1998
- Ruth Waller, *Wolf trouble in green*, 1998
- Ruth Waller, *Painting with quatrefoil*, 1999
- Ruth Waller, *Deposition two (garbage suite)*, 2007
- Steven Holland, *Australian Ravens*, 2007
- Sarit Cohen (form wheel-thrown by Chris Harford), *Tangled*, 2010
- Sarit Cohen (for wheel-thrown by Chris Harford), *Beautiful*, 2010
- Sarit Cohen, *Three blue temples*, 2010
- Wendy Teakel, *Dry lake*, 2010
- NSW Railways Travel Compendium, 1938

Donations

- Pam Debenham, *It's about time*, 2010, screen-printed cotton t-shirt, donated by Deborah Clark
- Geoff Pryor, political cartoon, *City without a soul*, 2003, donated by the artist
- Ruth Waller, *A long dark natural history drawing*, 1992, donated by the artist
- O'Dowd Gift, a collection of more than 200 works of art by prominent local artists, including : Jorg Schmeisser; G W Bot; Jan Brown; Chris Denton; Dianne Fogwell; Helen Geier; Petr herel; Tim Hodge; Kevin Lincoln; and Thomas Gleghorn. This collection was donated by Anne O'Dowd from the estate of Ruth Prowse.
- Wendy Teakel, *Morning tracks*, 2005, acrylic, pokerwork on ply, donated by the artist
- Wendy Teakel, *Summer paddock*, 2003, acrylic, pokerwork on ply, donated by the artist
- Wendy Teakel, *Daily trace*, 2003, corrugated iron, wire, salt, oats, donated by the artist
- Wendy Teakel, *Fallow*, 1999, acrylic, pokerwork on ply, donated by the artist
- Wendy Teakel, *Wind*, 2005, wire, grass, acrylic, dirt, donated by the artist
- Janenne Eaton, *Creek Runner – Hume and Barton Highways*, donated by the artist
- Danie Melor, *Aussie, Aussie, Aussie*, donated by the artist
- Derek O'Connor, *Postcard*, donated by Katrina Kittel
- Silver electroplate cup engraved 'Department of Works Softball 1964', donated by Mrs Belmonte
- Samples and photographs of fabrics designed and manufactured by Fay Skyring and Di Lansdown, 1988, donated by Fay Skyring and Di Lansdown
- Gold silk sash c.1927 and silver award shield c.1927, donated by Mrs Kirkpatrick
- Impact Records Collection, donated by Mick Telling
- 14 items of Maggie Shepherd clothing, donated by Karen Lochhead

- Embassy Motel Collection, donated by the Embassy Motel
- Barlin Collection, Hat block, postcard, booklet, WW2 Identity Card (1942), donated by Mr and Mrs George Barlin
- Harcourt Collection, Invitation and ticket for Mr George Harcourt to attend the laying of the Foundation Stone of the Commencement Column, 12 March 1913, 5 x photographs, 7 x postcards, donated by Mr Grant Harcourt
- Federal Capital Commission flag, c.1928, donated by the Canberra and District Historical Society
- Lasmanis Collection, plaster gnome decorated with iconic symbols of Canberra and Floriade, donated by Ilona Lasmanis
- Canberra Amateur Swimming Club Collection, donated by Mr Ron Collins
- Lyons Collection, felt cocktail hat from the Tracey Lord hat shop c.1970s, donated by Mrs Irmgard Lyons
- Hoffman Collection, Virgil practice clavier c.1900, donated by Mr and Mrs Bill Hoffman
- Banyard Collection, G&T Gray Sheffield backsaw c. 1880, 'Canberra' tourist booklet c.1950, donated by Mr and Mrs Brian Banyard.

10. Major Funding, Sponsorship and Support

The Corporation enjoyed the continuing support of Government agencies and of several major sponsors, as well as the assistance of many new donors and supporters during 2010-11. Without their generous support many of the Corporation's performances, exhibitions, programs and events would not be possible.

Government Funding

ACT Government
Commonwealth Department of Regional Australia
Playing Australia – Commonwealth Government National Performing Arts Touring Support Program

Major Sponsors

Canberra Labor Club Production Sponsor, Canberra Theatre Centre

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

Illawarra Retirement Trust	Access Sponsor, Canberra Theatre Centre
City News	Media Partners, Canberra Theatre Centre
Southern Cross Ten	Media Partners, Canberra Theatre Centre
Parlour Wine Room	Opening Night Sponsor, Canberra Theatre Centre
Medina	Accommodation Sponsor, Canberra Theatre Centre
ACTEW Corporation	Exhibition Sponsor, Canberra Museum and Gallery

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

ACTTAB
Janenne Eaton
Meredith Hinchliffe
Anne O'Dowd (from the estate of Ruth Prowse)
Katrina Kittel
Danie Mellor
Wendy Teakel
Romola Templeman

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

Jean Abbott
ACT Heritage Unit
Brian and Marion Banyard
Mr and Mrs George Barlin
Mrs Belmonte
Canberra Amateur Swimming Club – Ron Collins
Canberra and District Historical Society
Deborah Clark
Lance Rowland Curran
Darrell Lea Chocolate Shops Pty Ltd
Embassy Motel
Doug Fitzgerald
Lois Grosse

Grant Harcourt
Alistair Henschman
Robert Hill
Bill and Marjorie Hoffman
Mrs Kirkpatrick
Di Lansdown
Ilona Lasmanis
Karen Lochhead
Irmgard Lyons
Geoff Pryor
Queanbeyan Players Inc
Norma Roach
Geoff Robertson/Friends of Grasslands
Fay Skyring
Sing Australia Choir
Wendy Teakel
Mick Telling
Tuggeranong Valley Band
Peter Van de Maele
Vision Australia
Ruth Waller

Attachment 1
2010 – 11 Financial and Performance Statements



ACT AUDITOR-GENERAL'S OFFICE



**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 2011 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.

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 following the use of 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.

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.

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

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 the financial statements. If users of the financial statements 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 2011:

- (i) are presented in accordance with the *Financial Management Act 1996*, Accounting Standards and other mandatory financial reporting requirements in Australia; and
- (ii) present fairly the financial position of the Corporation as at 30 June 2011 and the results of its operations and cash flows for the year then ended.

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

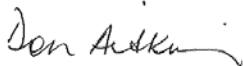


Bernie Sheville
Director, Financial Audits
31 August 2011

**Cultural Facilities Corporation
Financial Statements
For the Year Ended 30 June 2011**

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 2011 and the financial position of the Cultural Facilities Corporation on that date.



Professor Don Aitkin AO
Chairman
Cultural Facilities Corporation

15 July 2011

**Cultural Facilities Corporation
Financial Statements
For the Year Ended 30 June 2011**

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 2011 and the financial position of the Cultural Facilities Corporation on that date.



Ian Tidy
Chief Finance Officer
Cultural Facilities Corporation

15 July 2011

**Cultural Facilities Corporation
Operating Statement
For the Year Ended 30 June 2011**

	Note	Actual 2011 \$	Original Budget 2011 \$	Actual 2010 \$
Income				
Revenue				
Government Payment for Outputs	4	7,440,000	7,440,000	7,435,000
Grants, Donations and Sponsorships	5	548,721	400,000	508,711
Venue Hire, External Ticket Sales and Associated Revenue	5	3,216,411	3,068,000	3,457,862
Internal Ticket Sales	5	1,576,623	770,000	1,493,652
Entry Fees		56,574	90,000	89,029
Sale of Products		16,107	16,000	15,046
Resources Received Free of Charge	5	14,980	39,000	55,775
Other Revenue	5	35,406	35,000	15,755
Interest	5	68,925	55,000	56,797
Total Income		<u>12,973,747</u>	<u>11,913,000</u>	<u>13,127,627</u>
Expenses				
Employee Expenses	7	5,947,531	5,305,000	6,021,941
Superannuation Expenses	8	681,080	748,000	695,219
Advertising and Marketing	6	264,845	260,000	258,779
Production Fees, Costs and Royalties	6	1,570,788	1,070,000	1,479,583
Museum and Gallery Exhibition and Program Costs		154,036	160,000	168,416
Rent	6	1,340,103	1,320,000	1,340,654
Depreciation and Amortisation	6	2,031,124	1,971,000	1,840,688
Supplies and Services	6	2,728,128	2,899,000	3,100,810
Rates and Taxes		88,150	61,000	85,746
Total Expenses		<u>14,805,785</u>	<u>13,794,000</u>	<u>14,991,836</u>
Operating (Deficit)		<u>(1,832,038)</u>	<u>(1,881,000)</u>	<u>(1,864,209)</u>
Other Comprehensive Income				
Increase in the Asset Revaluation Surplus		5,369,661	-	106,860
Total Other Comprehensive Income		<u>5,369,661</u>	<u>-</u>	<u>106,860</u>
Total Comprehensive Income/(Deficit)		<u>3,537,623</u>	<u>(1,881,000)</u>	<u>(1,757,349)</u>

**Cultural Facilities Corporation
Operating Statement
For the Year Ended 30 June 2011**

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

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 2011**

	Note	Actual 2011 \$	Original Budget 2011 \$	Actual 2010 \$
CURRENT ASSETS				
Cash	13	289,405	502,000	221,409
Receivables	9	380,572	360,000	576,302
Inventories		16,612	22,000	23,688
Other	10	147,016	126,000	154,221
Total Current Assets		<u>833,605</u>	<u>1,010,000</u>	<u>975,620</u>
NON-CURRENT ASSETS				
Land and Buildings	11	46,362,378	40,981,000	41,659,894
Plant and Equipment	11	4,587,952	5,144,000	4,262,532
Art and Social History Collections	11	3,528,427	2,901,000	3,263,587
Capital Works in Progress	11	480,960	116,000	-
Intangible Assets	12	485,800	-	338,592
Total Non-Current Assets		<u>55,445,517</u>	<u>49,142,000</u>	<u>49,524,605</u>
Total Assets		<u>56,279,122</u>	<u>50,152,000</u>	<u>50,500,225</u>
CURRENT LIABILITIES				
Creditors and Accruals	14	514,288	306,000	633,958
Finance Leases	18	48,885	23,000	25,549
Employee Benefits	15	1,125,046	1,324,000	1,294,108
Lease Incentive Liability	17	51,894	51,894	51,906
Revenue in Advance	16	142,008	124,106	175,489
Total Current Liabilities		<u>1,882,121</u>	<u>1,829,000</u>	<u>2,181,010</u>
NON-CURRENT LIABILITIES				
Finance Leases	18	26,928	104,000	75,813
Employee Benefits	15	132,169	90,000	110,227
Lease Incentive Liability	17	276,710	383,000	328,604
Total Non-Current Liabilities		<u>435,807</u>	<u>577,000</u>	<u>514,644</u>
Total Liabilities		<u>2,317,928</u>	<u>2,406,000</u>	<u>2,695,654</u>
Net Assets		<u>53,961,194</u>	<u>47,746,000</u>	<u>47,804,571</u>
EQUITY				
Accumulated Funds		29,350,232	28,612,000	28,563,270
Asset Revaluation Surplus	20	24,610,962	19,134,000	19,241,301
Total Equity		<u>53,961,194</u>	<u>47,746,000</u>	<u>47,804,571</u>

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 2011**

	Accumulated Funds Actual 2011 \$	Asset Revaluation Surplus Actual 2011 \$	Total Equity Actual 2011 \$	Original Budget 2011 \$
Balance at the Beginning of the Reporting Period	28,563,270	19,241,301	47,804,571	47,941,000
Comprehensive Income				
Operating (Deficit)	(1,832,038)	-	(1,832,038)	(1,881,000)
Increase in the Asset Revaluation Surplus	-	5,369,661	5,369,661	-
Total Comprehensive (Deficit)/Income	(1,832,038)	5,369,661	3,537,623	(1,881,000)
Transactions Involving Owners Affecting Accumulated Funds				
Capital Injections	2,619,000	-	2,619,000	1,686,000
Total Transactions Involving Owners Affecting Accumulated Funds	2,619,000	-	2,619,000	1,686,000
Balance at the End of the Reporting Period	29,350,232	24,610,962	53,961,194	47,746,000

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

**Cultural Facilities Corporation
Statement of Changes in Equity
For the Year Ended 30 June 2011**

	Accumulated Funds Actual 2010 \$	Asset Revaluation Surplus Actual 2010 \$	Total Equity Actual 2010 \$
Balance at the Beginning of the Reporting Period	28,553,706	19,134,442	47,688,148
Comprehensive Income			
Operating (Deficit)	(1,864,209)	-	(1,864,209)
Increase in the Asset Revaluation Surplus	-	106,859	106,859
Total Comprehensive (Deficit)	(1,864,209)	106,859	(1,757,350)
Transactions Involving Owners Affecting Accumulated Funds			
Capital Injections	1,873,773	-	1,873,773
Total Transactions Involving Owners Affecting Accumulated Funds	1,873,773	-	1,873,773
Balance at the End of the Reporting Period	28,563,270	19,241,301	47,804,571

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 2011**

	Actual 2011 \$	Original Budget 2011 \$	Actual 2010 \$
Note			
Cash Flows from Operating Activities			
Receipts			
Government Payments for Outputs	7,440,000	7,440,000	7,435,000
User Charges and Other	5,287,632	4,902,000	5,464,854
Interest	68,925	55,000	56,797
Goods and Services Tax Input Credits from the Australian Taxation Office	533,367	-	571,666
Goods and Services Tax Collected from Customers	325,348	-	376,641
Total Receipts from Operating Activities	13,655,272	12,397,000	13,904,958
Payments			
Salary and Related	(6,775,732)	(5,999,000)	(6,615,922)
Operating	(6,275,989)	(6,246,000)	(6,125,247)
Goods and Services Tax Paid to Suppliers	(792,901)	-	(1,020,578)
Total Payments from Operating Activities	(13,844,622)	(12,245,000)	(13,761,747)
Net Cash (Outflows)/Inflows from Operating Activities	19 (189,350)	152,000	143,211
Cash Flows from Investing Activities			
Payments			
Purchase of Property, Plant and Equipment	(2,330,325)	(1,836,000)	(2,420,842)
Total Payments From Investing Activities	(2,330,325)	(1,836,000)	(2,420,842)
Net Cash (Outflows) from Investing Activities	(2,330,325)	(1,836,000)	(2,420,842)

**Cultural Facilities Corporation
Cash Flow Statement
For the Year Ended 30 June 2011**

	Actual 2011 \$	Original Budget 2011 \$	Actual 2010 \$
Note			
Cash Flows from Financing Activities			
Receipts			
Capital Injections	2,619,000	1,686,000	1,873,773
Total Receipts from Financing Activities	<u>2,619,000</u>	<u>1,686,000</u>	<u>1,873,773</u>
Payments			
Repayment of Finance Leases	(31,329)	-	(33,320)
Total Payments from Financing Activities	<u>(31,329)</u>	<u>-</u>	<u>(33,320)</u>
Net Cash Inflows from Financing Activities	<u>2,587,671</u>	<u>1,686,000</u>	<u>1,840,453</u>
Net (Decrease)/Increase in Cash and Cash Equivalents Held	<u>67,996</u>	<u>2,000</u>	<u>(437,178)</u>
Cash and Cash Equivalents at the Beginning of the Reporting Period	221,409	500,000	658,587
Cash and Cash Equivalents at the End of the Reporting Period.	<u>289,405</u>	<u>502,000</u>	<u>221,409</u>
19			

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 2011**

	Original Budget 2011 \$	Total Appropriated 2011 \$	Appropriation Drawn 2011 \$	Appropriation Drawn 2010 \$
Government Payment for Outputs	7,440,000	7,440,000	7,440,000	7,435,000
Capital Injections	1,686,000	2,619,000	2,619,000	1,873,773
Total Appropriation	<u>9,126,000</u>	<u>10,059,000</u>	<u>10,059,000</u>	<u>9,308,773</u>

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 these financial statements, in the Cash Flow Statement of the Corporation.

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 Corporation during the year. This amount appears in these financial statements, in the Cash Flow Statement of the Corporation.

Variances between 'Original Budget' and 'Total Appropriated'

Capital Injections

The difference between the Original Budget and Total Appropriated is due to a Treasurer's Advance for \$520,000 being received for urgent capital works on the Canberra Theatre dimmers and wiring and partial funding for the sign on bonus payment under the Cultural Facilities Corporation Enterprise Agreement 2010-11. A further \$65,000 was appropriated to fund additional long service leave payments and there was a roll-over of \$348,000 from 2009-10 Historic Places Major Project capital works due mainly to the delay in the requested appropriation being received for a portion of the capital injections. Appropriation that was not drawn down for this project in 2009-10 was rolled over to the current reporting period.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

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Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 1 OBJECTIVES OF THE CULTURAL FACILITIES CORPORATION

The Cultural Facilities Corporation (the Corporation) was established under the *Cultural Facilities Corporation Act 1997*. It manages the following major ACT 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 Corporation is also responsible for the management and development of Civic Square precinct as a cultural focus for the Territory.

The mission statement for the Corporation 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 cultural and heritage.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

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 Corporation 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 Corporation during the reporting period.

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

The Corporation is a single reporting entity.

(b) The Reporting Period

These financial statements state the financial performance, changes in equity and cash flows of the Corporation for the year ending 30 June 2011 together with the financial position of the Corporation as at 30 June 2011.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(c) Comparative Figures

Budget Figures

Budget information provided for 2010-11 matches the budget information contained in the Corporation's Statement of Intent. The *Financial Management Act 1996* requires the statements to facilitate a comparison with the 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 Corporation 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 Corporation 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

Donations of artwork with a value of \$10,000 or greater are recognised upon acceptance from the Corporation's Board. Donations of artwork with a value less than \$10,000 are recognised upon acceptance from the Corporation's Museum and Gallery Advisory Committee. All other donations, grants and sponsorships are recognised to the extent that it is probable that the economic benefits will flow to the Corporation and the revenue can be reliably measured.

Interest

Interest revenue is recognised using the effective interest method.

**Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011**

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(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 Corporation free of charge.

(g) Repairs and Maintenance

The Corporation 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 Corporation 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.

**Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011**

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(i) Impairment of Assets

The Corporation 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. This is because these asset classes are measured at fair value and have an Asset Revaluation Surplus attached to them. 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 (or a cash-generating unit) 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 Corporation were deprived of it. Non-financial assets that have previously been impaired are reviewed for possible reversal of impairment at each reporting date.

(j) 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.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

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 Corporation estimates will not be repaid. The allowance for impairment losses is based on objective evidence and a review of overdue balances. The Corporation 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 Corporation 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.

**Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011**

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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

Property, plant and equipment is 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 are 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 are 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.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(n) Inventories

Inventories are stated 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 that inventories. Trade discounts, rebates and other similar methods are deducted in determining the cost of purchase. 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 Corporation'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 Corporation;
- (b) the cost of the software can be measured reliably; and
- (c) the acquisition cost is equal to or exceeds \$5,000.

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.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

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 – 49
Plant and Equipment	Straight Line	5 – 10
Intangibles	Straight Line	3 - 10
Motor Vehicles under a Finance Lease	Straight Line	4

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

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(q) 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 Corporation.

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.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(r) Employee Benefits

Employee benefits include wages and salaries, annual leave, long service leave and applicable on-costs. On-cost 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 is 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 estimated future payments are discounted using market yields on Commonwealth Government bonds with terms to maturity that match, as closely as possible, the estimated future cash flows. In 2010-11, the discount factor used to calculate the present value of these future payments is 92.2% (92.9% in 2009-10).

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.

**Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011**

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(s) Superannuation

Superannuation payments are made to the Territory Banking Account each year, to cover the Corporation'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 Corporation. The CSS and the PSS are defined benefit superannuation plans meaning that the defined benefits received by employees of the Corporation 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 Corporation. 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 recognises 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 Corporation 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.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(v) Leases

The Corporation has entered into finance leases and operating leases from time to time.

Finance Leases

Finance leases effectively transfer to the Corporation 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 Corporation 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 Corporation'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) Significant Accounting Judgement and Estimates

In the process of applying the accounting policies listed in this note, the Corporation 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 Corporation 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 meet the minimum service period required to qualify for long service leave and that on-costs will become payable.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

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

Estimation of the Useful Lives of Property, Plant & Equipment

The Corporation 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 of Non-Current Assets.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(x) 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 Corporation does not intend to adopt these standards and interpretations early. It is estimated that the effect of adopting the below pronouncements, when applicable, will have no material financial impact on the Corporation in future reporting periods:

- AASB 7 Financial Instruments: Disclosures (application date 1 January 2011);
- AASB 9 Financial Instruments (application date 1 January 2013);
- AASB 101 Presentation of Financial Statements (application date 1 January 2011);
- AASB 107 Statement of Cash Flows (application date 1 January 2011);
- AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors (application date 1 January 2011);
- AASB 110 Events after the Reporting Period (application date 1 January 2011);
- AASB 118 Revenue (application date 1 January 2011);
- AASB 119 Employee Benefits (application date 1 January 2011);
- AASB 132 Financial Instruments: Presentation (application date 1 January 2011);
- AASB 137 Provisions, Contingent Liabilities and Contingent Assets (application date 1 January 2011);
- AASB 139 Financial Instruments: Recognition and Measurement (application date 1 January 2011);
- AASB 1031 Materiality (application date 1 January 2011);
- AASB 1053 Application of Tiers of Australian Accounting Standards (application date 1 July 2013);
- AASB 2009-11 Amendments to Australian Accounting Standards arising from AASB 9 [AASB 1,3,4,5,7,101,102, 108, 112,118,121,127,128,131,132,136,139,1023,& 1038 and Interpretations 10 & 12] (application date 1 January 2013);
- AASB 2010-2 Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements [AASB 1, 2, 3, 5, 7, 8, 101, 102, 107, 108, 110, 111, 112, 116, 117, 119, 121, 123, 124, 127, 128, 131, 133, 134, 136, 137, 138, 140, 141, 1050, 1052 and Interpretations 2, 4, 5, 15, 17, 127, 129 & 1052] (application date 1 January 2013);
- AASB 2010-6 Amendments to Australian Accounting Standards – Disclosures on Transfers of Financial Assets [AASB 1 and AASB 7] (application date 1 July 2011);
- AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 107, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 9 & 127] (application date 1 January 2013); and
- AASB Interpretation 4 Determining whether an arrangement contains a lease (application date 1 January 2011).

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 3 CHANGE IN ACCOUNTING POLICY AND ACCOUNTING ESTIMATES
Change in Accounting Estimates

Revision of the Employee Benefit Discount Rate

As disclosed in Note 2(q) - *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 estimated future payments are discounted back to present value using the government bond rate.

Last financial year the discount rate was 92.9%, however, due to a change in the government bond rate the rate is now 92.2%

As such the estimate of the long service leave liability has changed.

This change has resulted in a decrease to the estimate of the long service leave liability and expense in the current reporting period of \$4,738.

Change in Accounting Policy

Cultural Facilities Corporation had no changes in accounting policy during the reporting period.

Correction of Prior Period Errors

Cultural Facilities Corporation had no correction of prior period errors during the reporting period.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

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.

	2011 \$	2010 \$
Government Payment for Outputs	<u>7,440,000</u>	<u>7,435,000</u>

NOTE 5 REVENUE

REVENUE	2011 \$	2010 \$
Grants, Donations and Sponsorships		
Grants	230,204	328,451
Donations	298,517	122,167
Sponsorships	20,000	58,093
Total Grants, Donations and Sponsorships	<u>548,721</u>	<u>508,711</u>

The increase in grants, donations and sponsorships in 2010-11 is mainly due to an increased value of donated art being recognised, partially offset by a reduction in grant revenue.

**Venue Hire, External Ticket Sales
And Associated Revenue**

Venue Hire	1,521,873	1,542,566
Box Office	685,862	953,884
Front of House	547,249	507,896
Rent	461,427	453,516
Total Venue Hire, External Ticket Sales and Associated Revenue	<u>3,216,411</u>	<u>3,457,862</u>

The decrease in box office revenue reflects lower returns from ticketing revenue streams as a result of the lower number of ticket sales in 2010-11.

Internal Ticket Sales

Internal Ticket Sales	1,576,623	1,493,652
Total Internal Ticket Sales	<u>1,576,623</u>	<u>1,493,652</u>

The increase in internal ticket sales reflects higher volumes of programming activity in the Canberra Theatre Centre in 2010-11.

Resources Received Free of Charge

Human Resource Services	-	20,820
Legal Services	14,980	34,955
Total Resources Received Free of Charge	<u>14,980</u>	<u>55,775</u>

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 5 REVENUE (continued)

The decrease in resources received free of charge is mainly due to a lower services being received free of charge through other ACT Government Directorates.

	2011	2010
	\$	\$
Other Revenue		
Sundry Revenue	35,406	15,755
Total Other Revenue	<u>35,406</u>	<u>15,755</u>

The increase in sundry revenue is mainly due to funds being received through insurance recovery.

Interest		
Interest Revenue from Bank	68,925	56,797
Total Interest	<u>68,925</u>	<u>56,797</u>

The increase in interest revenue is mainly due to the Corporation's funds being held in bank accounts earning higher rates of interest in 2010-11.

NOTE 6 EXPENSES

	2011	2010
	\$	\$

EXPENSES

Advertising and Marketing		
Advertising and Marketing	264,845	193,217
Total Advertising and Marketing	<u>264,845</u>	<u>193,217</u>

The increase in advertising and marketing expenses is mainly due a move to new branded advertising at the Canberra Theatre Centre. Many of these costs are recoverable from the performing arts promoters.

Production Fees, Costs and Royalties		
Production Fees and Costs	1,299,822	1,310,279
Royalties	270,966	169,304
Total Production Fees, Costs and Royalties	<u>1,570,788</u>	<u>1,479,583</u>

The decrease in Production Fees and Costs reflects lower 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 2010-11. The increase in Royalties reflects an increase of programming activity in the Canberra Theatre Centre in 2010-11.

Rent Expense		
Rental Payments	1,392,560	1,392,560
Less: Amortised Lease Incentive Liability	(51,906)	(51,906)
Total Rent Expense	<u>1,340,654</u>	<u>1,340,654</u>

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 6 EXPENSES (continued)

	2011	2010
	\$	\$
Supplies and Services		
Supplies and Administration	936,822	1,153,643
Write-off – Non Current Assets	6,596	1,947
Building Repairs and Maintenance	254,810	305,864
Equipment Repairs and Maintenance	550,904	580,439
Utilities	470,664	459,887
Cleaning & Care Taking	270,110	261,076
Communication	104,005	108,702
Postage, Printing and Stationery	48,434	103,295
Bank Charges and Merchant Fees	80,003	116,649
Borrowing Costs	5,780	7,359
Write off – Irrecoverable Debts	-	1,949
Total Supplies and Services	<u>2,728,128</u>	<u>3,100,810</u>

The Corporation reduced supplies and administration expenditure on consultancy fees, training expenses and travel expenses.

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*.

	2011	2010
	\$	\$
Depreciation and Amortisation		
Depreciation		
Plant and Equipment	585,380	520,445
Buildings	1,332,096	1,253,233
Total Depreciation	<u>1,917,476</u>	<u>1,773,678</u>
Amortisation		
Intangible Assets	113,648	67,010
Total Amortisation	<u>113,648</u>	<u>67,010</u>
Total Depreciation and Amortisation	<u>2,031,124</u>	<u>1,840,688</u>

The increase in depreciation for Plant and Equipment and Buildings is due to additional depreciation on the asset additions acquired during the 2010-11.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 7 EMPLOYEE EXPENSES

	2011	2010
	\$	\$
Wages and Salaries	5,352,517	5,603,213
Annual Leave Expense	63,467	63,139
Long Service Leave Expense	108,779	(66,289)
Payroll Tax	336,068	317,966
Comcare Premium	86,700	103,912
Total Employee Expenses	<u>5,947,531</u>	<u>6,021,941</u>

The decrease in employee expenses is mainly due to lower casual wages associated with lower activity in the Canberra Theatre Centre in 2010-11.

NOTE 8 SUPERANNUATION EXPENSES

	2011	2010
	\$	\$
Superannuation Contributions to the Territory Banking Account	338,068	375,122
Productivity Benefit	49,016	52,406
Superannuation Payment to ComSuper (for the PSSAP)	29,690	48,039
Superannuation to External Providers	264,306	219,652
Total Superannuation Expenses	<u>681,080</u>	<u>695,219</u>

NOTE 9 RECEIVABLES

	2011	2010
	\$	\$
Trade Debtors	44,498	98,066
Less: Allowance for Impairment Losses	-	-
Sub-total	<u>44,498</u>	<u>98,066</u>
Other Receivables/GST	88,343	154,158
Accrued Revenue	247,731	324,078
Total Receivables	<u>380,572</u>	<u>576,302</u>

The decrease in Accrued Revenue in 2010-11 is primarily due to a lower amount of funds owing from Canberra Ticketing but not transferred at 30 June 2011 to the Corporation.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 9 CURRENT RECEIVABLES (continued)

	2011	2010
	\$	\$
Aging of Receivables		
Not Impaired		
Not Overdue	360,578	558,351
Past Due for less than 30 Days	16,512	1,752
Past Due for 30 to 60 Days	370	11,706
Past Due for Greater than 60 Days	3,112	4,493
Sub-total	<u>380,572</u>	<u>576,302</u>
Impaired	-	-
Total Receivables	<u>380,572</u>	<u>576,302</u>
Classification of ACT Government/ Non-ACT Government Receivables		
Receivables with ACT Government Entities		
Trade Debtors	3,816	69,618
Total Receivables with ACT Government Entities	<u>3,816</u>	<u>69,618</u>
Receivables with Non-ACT Government Entities		
Trade Debtors	40,681	28,448
GST Receivables	88,343	154,158
Accrued Revenue	247,732	324,078
Total Receivables with Non-ACT Government Entities	<u>376,756</u>	<u>506,684</u>
Total Receivables	<u>380,572</u>	<u>576,302</u>

NOTE 10 OTHER ASSETS

	2011	2010
	\$	\$
Work in Progress: Expenditure Associated with Future Productions	130,367	146,487
Prepayments	16,649	7,734
Total Other Assets	<u>147,016</u>	<u>154,221</u>

The decrease in Work in Progress in 2010-11 reflects decreased prepaid expenditure on future productions at the Canberra Theatre Centre due to there being less pre-production activity at year end.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

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.

	2011 \$	2010 \$
Land and Buildings		
Land at Fair Value	12,245,000	9,445,460
Total Land Assets	<u>12,245,000</u>	<u>9,445,460</u>
Buildings at Fair Value	34,134,991	34,862,585
Less: Accumulated Depreciation	(17,613)	(2,648,151)
Total Written Down Value of Buildings	<u>34,117,378</u>	<u>32,214,434</u>
Total Land and Written Down Value of Buildings ^a	<u>46,362,378</u>	<u>41,659,894</u>

a) The increase mainly resulted from a revaluation of the Corporation's existing land and buildings, which occurs once every three years.

Plant and Equipment		
Plant and Equipment at Fair Value	4,642,795	5,297,050
Less: Accumulated Depreciation	(54,843)	(1,034,518)
Total Written Down Value of Plant and Equipment ^b	<u>4,587,952</u>	<u>4,262,532</u>

b) The increase in the written down value of plant and equipment mainly resulted from a revaluation of the Corporation's existing plant and equipment, which occurs once every three years.

Art and Social History Collections		
Art and Social History Collections at Fair Value ^c	3,528,427	3,263,587
Total Value of Art and Social History Collections	<u>3,528,427</u>	<u>3,263,587</u>

c) The increase in the art and social history collections value is mainly due to the value of donated artwork received by the Corporation during 2010-11.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 11 PROPERTY, PLANT AND EQUIPMENT (continued)

	2011	2010
	\$	\$
Capital Works in Progress		
Capital Works in Progress at cost ^d	480,960	-
Total Capital Works in Progress	<u>480,960</u>	<u>-</u>

d) The increase of \$480,960 is due to the payment for work on the Canberra Theatre dimmer and wiring capital works which had commenced but had not been completed by the 30 June 2011.

Total Written Down Value of Property, Plant and Equipment	<u>54,959,717</u>	<u>49,186,013</u>
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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.

	2011	2010
	\$	\$
Carrying Amount of Motor Vehicles under a Finance Lease		
Motor Vehicles under a Finance Lease	129,180	129,180
Accumulated Depreciation	(54,843)	(29,531)
Total Written Down Value of Motor Vehicles under a Finance Lease	<u>74,337</u>	<u>99,649</u>

Valuation of Non-Current Assets

Egan National Valuer (ACT), performed independent valuations of the Canberra Theatre Centre, Calthorpes' House, and the Lanyon Heritage Precinct as at 30 June 2011. Mugga Mugga was valued by Egan National Valuer as at 30 June 2010.

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 Corporation'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 2011

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 2010-11.

	Land	Buildings	Plant and Equipment	Art and Social History Collection	Work in Progress	Total
	\$	\$	\$	\$	\$	\$
Carrying Amount at the Beginning of the Reporting Period	9,445,460	32,214,434	4,262,532	3,263,587	-	49,186,013
Additions	-	1,415,241	196,113	370,435	480,960	2,462,749
Revaluation Increment/ (Decrement)	2,799,540	1,819,799	721,283	(105,595)	-	5,235,027
Depreciation	-	(1,332,096)	(585,380)	-	-	(1,917,476)
Other Movements	-	-	(6,596)	-	-	(6,596)
Carrying Amount at the End of the Reporting Period	12,245,000	34,117,378	4,587,952	3,528,427	480,960	54,959,717

The following table shows the movement of Property, Plant and Equipment during 2009-10.

	Land	Buildings	Plant and Equipment	Art and Social History Collection	Work in Progress	Total
	\$	\$	\$	\$	\$	\$
Carrying Amount at the Beginning of the Reporting Period	9,250,000	32,290,820	4,132,267	2,901,226	116,213	48,690,526
Additions	70,460	1,194,988	648,485	362,361	56,725	2,333,019
Revaluation Increment/(Decrement)	125,000	(18,141)	-	-	-	106,859
Depreciation	-	(1,253,233)	(520,445)	-	-	(1,773,678)
Other Movements	-	-	2,225	-	(172,938)	(170,713)
Carrying Amount at the End of the Reporting Period	9,445,460	32,214,434	4,262,532	3,263,587	-	49,186,013

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 12 INTANGIBLE ASSETS

The Corporation's Intangible Assets are comprised of externally acquired software and websites for internal use.

Reconciliation of Intangible Assets

The following table shows the movement of Intangible Assets.

	2011	2010
	\$	\$
Carrying Amount at the Beginning of the Reporting Period	338,592	128,474
Additions	126,222	277,128
Revaluation Increment	134,634	-
Amortisation	(113,648)	(67,010)
Carrying Amount at the End of the Reporting Period	485,800	338,592

NOTE 13 CASH AND CASH EQUIVALENTS

The Corporation has cash deposits held with Westpac Bank that earned an average floating interest rate of 4.09% in 2010-11 (3.15% in 2009-10).

	2011	2010
	\$	\$
Cash on Hand	9,800	9,850
Cash at Bank	279,605	211,559
Total Cash	289,405	221,409

NOTE 14 CREDITORS AND ACCRUALS

	2011	2010
	\$	\$
Creditors	259,138	450,056
Accrued Expenses	255,150	183,902
Total Creditors and Accruals	514,288	633,958

Creditors and Accrued Expenses are aged as follows:

Not Overdue	469,999	486,459
Overdue for less than 30 Days	2,750	142,281
Overdue for 30 to 60 Days	23,505	-
Overdue for more than 60 Days	18,034	5,218
Total Creditors and Accruals	514,288	633,958

The decrease in the creditors balance for 2010-11 is due mainly to the timing of the payment of invoices.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 14 CREDITORS AND ACCRUALS (continued)

	2011	2010
	\$	\$
Classification of ACT Government/ Non-ACT Government Creditors and Accruals		
Creditors and Accruals with ACT Government Entities		
Creditors and Accrued Expenses	204,836	301,465
Total Creditors and Accruals with ACT Government Entities	<u>204,836</u>	<u>301,465</u>
Creditors and Accruals with Non-ACT Government Entities		
Creditors and Accrued Expenses	309,452	332,493
Total Creditors and Accruals with Non-ACT Government Entities	<u>309,452</u>	<u>332,493</u>
Total Creditors and Accruals	<u>514,288</u>	<u>633,958</u>

NOTE 15 EMPLOYEE BENEFITS

	2011	2010
	\$	\$
Current Employee Benefits		
Provision for Long Service Leave	620,625	665,580
Provision for Annual Leave	382,692	440,355
Accrued Salaries	121,729	130,973
Other Employee Benefits	-	57,200
Total Current Employee Benefits	<u>1,125,046</u>	<u>1,294,108</u>
Non-Current Employee Benefits		
Provision for Long Service Leave	132,169	110,227
Total Non-Current Employee Benefits	<u>132,169</u>	<u>110,227</u>
Total Employee Benefits	<u>1,257,215</u>	<u>1,404,335</u>

The decrease in Other Employee Benefits relates to the sign on bonus component of the 2010-11 Enterprise Bargaining Agreement which has received in principle support in 2009-10 but was not paid until the agreement was signed in 2010-11.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 15 EMPLOYEE BENEFITS (continued)***For Disclosure Purposes Only***

Estimate of when Leave is payable	2011	2010
	\$	\$
Estimated amount payable within 12 months		
Annual Leave	382,692	440,355
Accrued Salaries	121,729	130,973
Other Employee Benefits		57,200
Long Service Leave	66,117	47,508
Total Employee Provisions payable within 12 months	570,538	676,036
Estimated amount payable after 12 months		
Long Service Leave	686,677	728,299
Total Employee Provisions payable after 12 months	686,677	728,299
Total Employee Benefits	1,257,215	1,404,335

At the end of the 2010-11 financial year, the Corporation employed 82 full-time equivalent staff (85 in 2009-10).

NOTE 16 REVENUE IN ADVANCE

	2011	2010
	\$	\$
Hirer's Deposits	142,008	162,989
Sponsorship Revenue	-	12,500
Total Revenue In Advance	142,008	175,489

NOTE 17 LEASE INCENTIVE LIABILITY

	2011	2010
	\$	\$
Current		
Lease Incentive Liability	51,894	51,906
Non Current		
Lease Incentive Liability	276,710	328,604
Total Lease Incentive Liability	328,604	380,510

The Lease Incentive Liability represents lease incentives (eight months free rent) included in the Corporation's accommodation lease. This liability is amortised over the 20-year lease term.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 18 FINANCE LEASES

The Corporation holds four finance leases (four in 2009-10) for motor vehicles, which have been taken up as a finance lease liabilities and an asset under a finance lease. The interest rate implicit in these leases range between 6.24% and 6.66% and the terms are for periods ranging between 30 months and 46 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 6.44%.

	2011 \$	2010 \$
Finance leases commitments are payable as follows:		
Within one year	52,048	31,329
Later than one year but not later than five years	27,680	79,728
Later than five years	-	-
Minimum Lease Payments	79,728	111,057
Less: Future Finance Lease Charges	(3,915)	(9,695)
Amount Recognised as a Liability	75,813	101,362
Total Present Value of Minimum Lease Payments	75,813	101,362
The present value of the minimum lease payment is as follows:		
Within one year	48,885	25,549
Later than one year but not later than five years	26,928	75,813
Total Present Value of Minimum Lease Payments	75,813	101,362
Classification on the Balance Sheet		
Finance Lease Liabilities		
Current Finance Leases	48,885	25,549
Non-Current Finance Leases	26,928	75,813
Total Finance Lease Liabilities	75,813	101,362

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 19 RECONCILIATION OF THE NET CASH (OUTFLOWS)/INFLOWS FROM OPERATING ACTIVITIES TO THE OPERATING (DEFICIT)

(a) Reconciliation of Cash and Cash Equivalents at the End of the Reporting Period in the Cash Flow Statement to the Equivalent Items in the Balance Sheet.

	2011 \$	2010 \$
Total Cash and Cash equivalents Recorded in the Balance Sheet	289,405	221,409
Bank Overdraft	-	-
Cash and Cash Equivalents at the End of the Reporting Period as Recorded in the Cash Flow Statement	289,405	221,409

(b) Reconciliation of Net Cash (Outflows)/Inflows from Operating Activities to the Operating (Deficit)

	2011 \$	2010 \$
Operating (Deficit)	(1,832,038)	(1,864,209)
Add/(Less) Non-Cash Items		
Depreciation	1,917,476	1,773,678
Amortisation of Intangibles	113,648	67,010
Donated Assets	(258,645)	(16,368)
Amortisation of Lease Incentive Liability	(51,906)	(51,906)
Add/(Less) Items Classified as Investing or Financing		
Borrowing Costs	5,780	7,359
Loss/(Gain) on Disposal of Plant and Equipment	6,596	(2,225)
Cash Before Changes in Operating Assets and Liabilities	(99,089)	(86,661)
Decrease/(Increase) in Receivables	195,730	(219,626)
Decrease/(Increase) in Inventories	7,076	(2,061)
Decrease/(Increase) in Other Assets	7,205	(28,003)
(Decrease)/Increase in Revenue in Advance	(33,481)	50,748
(Decrease)/Increase in Creditors and Accruals	(186,114)	327,577
(Decrease)/Increase in Employee Benefits	(80,677)	101,237
Net Changes in Operating Assets and Liabilities	(90,261)	229,872
Net Cash (Outflows)/Inflows from Operating Activities	(189,350)	143,211

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 20 ASSET REVALUATION SURPLUS

	2011	2010
	\$	\$
Asset Revaluation Surplus		
Balance at the Beginning of the Reporting Period	19,241,301	19,134,442
Revaluation Decrement	(105,595)	(18,141)
Revaluation Increment	5,475,256	125,000
Balance at the End of the Reporting Period	<u>24,610,962</u>	<u>19,241,301</u>

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:

	2011	2010
	\$	\$
Cultural Facilities Corporation Upgrade Package	334,000	325,000
Canberra Theatre Centre Heating, Ventilation, Air Conditioning and Hydraulics Upgrade	125,000	-
Treasurer's Advance – Canberra Theatre Dimmers and Wiring Upgrade and Sign On Bonus Payments Associated with the 2010 Enterprise Agreement.	520,000	-
Payment of Accrued Employee Entitlements	65,000	-
Nolan Collection Gallery	-	260,000
Historic Places Major Project	1,575,000	1,288,773
Total Capital Injection Received	<u>2,619,000</u>	<u>1,873,773</u>

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

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, compared to financial liabilities that are subject to floating interest rates. This means the Corporation is not exposed to movements in interest payable, however, it is exposed to movements in interest receivable. Interest rates increased during the year ended 30 June 2011 and, as such, have resulted in an increase in the amount of interest received.

Interest rate risk for financial assets is managed by the Corporation by only investing in money at call deposits on floating interest rates. Interest rate risk for financial liabilities is not actively managed by the Corporation 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 Corporation 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 Corporation's credit risk is limited to the amount of financial assets it holds net of any provision for impairment. The Corporation expects to collect all financial assets that are not past due or impaired.

The Corporation 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 Corporation also manages credit risk for receivables by undertaking an analysis of the concentration of credit risk to ensure that it is not too high. 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.

**Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011**

NOTE 22 FINANCIAL INSTRUMENTS (continued)

Liquidity Risk

Liquidity risk is the risk that the Corporation 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 Corporation 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 a sufficient amount of current financial assets to meet its current financial liabilities. Also, the Corporation 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 Corporation 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 Corporation's exposure to liquidity risk and management of this risk has not changed since the previous reporting period.

Price Risk

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 Corporation has no exposure to price risk.

A sensitivity analysis has not been undertaken for the Corporation as it has been determined that the Corporation has no exposure to price risk.

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

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 2011 \$	Fair Value 2011 \$	Carrying Amount 2010 \$	Fair Value 2010 \$
Financial Assets				
Cash and Cash Equivalents	289,405	289,405	221,409	221,409
Receivables	380,572	380,572	576,302	576,302
Total Financial Assets	669,977	669,997	797,711	797,711
Financial Liabilities				
Creditors and Accruals	514,288	514,288	633,958	633,958
Finance Leases	75,813	75,813	101,362	101,362
Total Financial Liabilities	590,101	590,101	735,320	735,320

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 22 FINANCIAL INSTRUMENTS (continued)

The following table sets out the Corporation'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 2011. 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.

	Floating Interest Rate	Fixed Interest Maturing in:		Non- Interest Bearing	Total
		One Year	Over 1 Year to 5 Years		
	\$	\$	\$	\$	\$
Financial Assets					
Cash (note 13)	279,605	-	-	9,800	289,405
Receivables (note 9)	-	-	-	380,572	380,572
Total Financial Assets	279,605	-	-	390,372	669,977
Weighted Average Interest Rate	4.09%				
Financial Liabilities					
Creditors and Accruals (note 14)	-	-	-	514,288	514,288
Finance Leases (note 18)	-	52,048	27,680	-	79,728
Total Financial Liabilities	-	52,048	27,680	514,288	594,016
Weighted Average Interest Rate		6.44%			
Net Financial Assets/(Liabilities)	279,605	(52,048)	(27,680)	(123,916)	75,961

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 22 FINANCIAL INSTRUMENTS (continued)

The following table sets out the Corporation'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 2010. 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.

	Floating Interest Rate	Fixed Interest Maturing in:		Non- Interest Bearing	Total
		One Year Over 1 Year to 5 Years			
	\$	\$	\$	\$	\$
Financial Assets					
Cash (note 13)	211,559	-	-	9,850	221,409
Receivables (note 9)	-	-	-	576,302	576,302
Total Financial Assets	211,559	-	-	586,152	797,711
Weighted Average Interest Rate	3.15%				
Financial Liabilities					
Creditors and Accruals(note 14)	-	-	-	633,958	633,958
Finance Leases (note 18)	-	31,329	79,728	-	111,057
Total Financial Liabilities	-	31,329	79,728	633,958	745,015
Weighted Average Interest Rate		6.44%			
Net Financial Assets/(Liabilities)	211,559	(31,329)	(79,728)	(47,806)	52,696

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 22 FINANCIAL INSTRUMENTS (continued)

	2011	2010
	\$	\$
Carrying Amount of Each Category of Financial Asset and Financial Liability		
Financial Assets		
Loans and Receivables	380,572	576,302
Financial Liabilities		
Financial Liabilities Measured at Amortised Cost	590,101	735,320

The Corporation 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.

NOTE 23 COMMITMENTS

The Corporation 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 Corporation to restore the site that the leased building is situated on. The operating lease agreement gives the Corporation the right to renew the lease. Renegotiation of the lease term will occur on renewal of the lease.

	2011	2010
	\$	\$
Operating Lease Commitments		
Non-Cancellable Operating Lease Commitments are payable as follows:		
Within One Year	1,582,873	1,575,626
Later than One Year but not later than Five Years	6,196,015	6,220,075
Later than Five Years	2,042,422	3,574,238
Total Operating Lease Commitments	9,821,310	11,369,939

The operating lease commitments as at 30 June 2011 consist of IT equipment rental from the Shared Services ICT within the Treasury 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.

**Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011**

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 2011.

There are no contingent assets as at 30 June 2011.

NOTE 25 RELATED PARTIES

Board Members

Members of the Corporation Board during the financial year were:

Professor Don Aitkin AO, Chairman
Ms Harriet Elvin, CEO
Ms Glenys Roper, Deputy Chair
Ms Christine Wallace (term of appointment concluded on 31 August 2010)
Ms Pamille Berg AO
Mr Crispin Hull
Ms Sandra Lambert (appointed 11 February 2011)

No Board member has received or become entitled to receive a benefit by reason of contract made by the Corporation 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 1996*.

Fees paid to Board members during the year totaled \$56,635 (\$56,423 in 2009-10), including superannuation payments. One Board Member did not receive payment as he held an official position for which he was remunerated. The Chief Executive Officer is not remunerated as a Board Member.

The remuneration paid to the other six Board Members was in the following bands:

Salary Range	Number of Members	
	2011	2010
\$ 0 - \$10,000	4	3
\$10,001 - \$20,000	1	1
\$20,001 - \$30,000	1	1

Cultural Facilities Corporation
Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2011

NOTE 26 AUDITOR'S REMUNERATION

Auditor's Remuneration consists of financial audit services provided to the Corporation by the ACT Auditor-General's Office.

	2011 \$	2010 \$
Audit Services		
Audit fees paid to the ACT Auditor-General's Office	43,400	27,440
Total Audit Fees	<u>43,400</u>	<u>27,440</u>

No other services were provided by the ACT Auditor-General's Office.

The increase in audit fees paid to the ACT Auditor-General's Office is mainly due to the additional systems audit performed on the Corporation's new ticketing system for the Canberra Theatre Centre.

NOTE 27 THIRD PARTY MONIES

The Corporation, 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 Corporation for its current productions, or for booking fees earned but not yet transferred to the Corporation operating account.

	2011 \$	2010 \$
Canberra Ticketing Suspense Account		
Balance of suspended funds as at 30 June was:	985,788	1,253,745
Total Canberra Ticketing Suspense Account	<u>985,788</u>	<u>1,253,745</u>

The decrease is due to lower advanced ticket sales as at 30 June 2011 for Canberra Theatre Centre. Of this balance, an amount of \$138,427 (\$170,363 in 2009-10) has been included in Accounts Receivable as funds owing but not transferred at 30 June 2011 to the Corporation.



ACT AUDITOR-GENERAL'S OFFICE



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 for the year ended 30 June 2011 has been reviewed.

Responsibility for the statement of performance

The Governing Board of the Cultural Facilities 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 to measure the results of the performance 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.

The review was conducted in accordance with Australian Auditing Standards applicable to review engagements, to provide assurance that the results of the performance indicators reported in 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 Cultural Facilities 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, therefore, the level of assurance provided is less than that 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 performance indicators reported in the statement of performance or the related performance targets.

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 the review.

Review opinion

Based on the review procedures, no matters have come to my attention which indicate that the results of the performance indicators, reported in the statement of performance of the Cultural Facilities Corporation for the year ended 30 June 2011, are not fairly presented 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
2 September 2011

STATEMENT OF PERFORMANCE

FOR THE YEAR ENDED

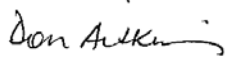
30 JUNE 2011

CULTURAL FACILITIES CORPORATION

**Cultural Facilities Corporation
Statement of Performance
For the Year Ended 30 June 2011**

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 2011 and also fairly reflects the judgements exercised in preparing the Statement of Performance.



Professor Don Aitkin AO
Chairman
Cultural Facilities Corporation

5 August 2011



Ms Harriet Elvin
Chief Executive Officer
Cultural Facilities Corporation

5 August 2011

**CULTURAL FACILITIES CORPORATION
STATEMENT OF PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2011**

Output Class 1: Cultural Facilities Management

Output 1.1: Cultural Facilities Corporation

Description

The Cultural Facilities Corporation manages a number of the ACT's major cultural assets, comprising:

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

In managing these facilities, the Corporation provides a range of cultural services to the community through the provision of activities (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.

	Original Target 2010-11 \$'000	Actual Result 2010-11 \$'000	Variance from Original Target %	Explanation of Material Variance
Total Cost	13,794	14,806	7.3	The increase was mainly due to higher employee-related expenses and increased production fees, costs and royalties, partially offset by a lower cost for supplies and services.
Government Payment for Outputs	7,440	7,440	-	

**CULTURAL FACILITIES CORPORATION
STATEMENT OF PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2011**

**ACCOUNTABILITY INDICATORS INCLUDED IN THE CORPORATION'S
2010-11 BUDGET**

Output Class 1 : Cultural Facilities Management

Output 1.1 : Cultural Facilities Corporation

	Original Target	Result	Variance from Target %	Notes on Variations
a. Estimated number of visitors/patrons to facilities	302,100	259,480	(14.1)	1
b. Number of exhibitions at facilities managed by the Corporation	18	19	5.6	2
c. Number of education and public programs at facilities managed by the Corporation	440	502	14.1	3
d. Number of days venue usage at the Canberra Theatre Centre's venues	690	615	(10.9)	4
e. Customer satisfaction with quality of services provided by the Corporation, as measured by annual survey	80%	96%	20.0	5
f. Estimated cost to Government per visitor/patron to facilities managed by the Corporation	\$24.63	\$28.74	16.7	6
g. Own sourced revenue as a proportion of total revenue for the Corporation	37.5%	42.5%	13.3	7

**CULTURAL FACILITIES CORPORATION
STATEMENT OF PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2011**

ACCOUNTABILITY INDICATORS: NOTES

Note 1 The variance is primarily due to a lower than estimated number of theatre patrons to the Canberra Theatre Centre, plus lower than estimated visitors to Lanyon and Mugga Mugga, due to the temporary closure of these properties as a result of storm damage and tree falls.

Given the varied nature of the Corporation'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, manual head counts, diaries and spreadsheets. The Corporation believes that the methods of estimation are reasonable and fit for purpose given the potential capital costs associated with implementing automatic electronic methods which would still have an element of error associated with the readings.

*The Corporation 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.

Note 2 The number of exhibitions at facilities managed by the Corporation was close to the targeted number.

Note 3 The variance is due to the Corporation responding to higher than expected demand for education and public programs.

Note 4 The variance is due to fewer usages of Canberra Theatre Centre venues than expected as a result of lower demand from hirers contracting to use our 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 lower number of visitor/patrons to facilities managed by the Corporation against the original target.

Note 7 The variance is due primarily to revenue from the higher volumes of theatre programming and shared risk activity at the Canberra Theatre Centre. This higher activity also led to additional costs.

**CULTURAL FACILITIES CORPORATION
STATEMENT OF PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2011**

**KEY OBJECTIVES AND PERFORMANCE CRITERIA :
Additional Performance Measures Identified in the Corporation's
2010-11 Statement of Intent**

Measures		Original Target	Result	Variance from Target %	Notes
1	Profitability				
	Return on Assets	(3.7%)	(3.4%)	(8.1)	1
	Return on Equity	(3.9%)	(3.4%)	(12.8)	2
	Profit Margin	(43%)	(33.6%)	(21.9)	3
2	Liquidity				
	Current Ratio	0.55	0.44	(20.0)	4
	Cash Position	1%	0.5%	(50.0)	5
	Receivables Turnover	12.16	11.39	(6.3)	6
3	Financial Stability				
	Debt Ratio	4.8%	4.1%	(14.6)	7
	Capital Ratio	5%	4.3%	(14.0)	8
4	Debt				
	Debt Service Coverage	n/a	n/a	-	

**CULTURAL FACILITIES CORPORATION
STATEMENT OF PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2011**

**KEY OBJECTIVES AND PERFORMANCE CRITERIA :
Additional Performance Measures Identified in the Corporation's 2010-11
Statement of Intent**

	Definitions	Shown As
*	<i>Return on Assets = (operating result before tax + interest expense)/average total assets for period</i>	%
*	<i>Return on Equity = operating result before tax/equity</i>	%
*	<i>Profit Margin = operating result before tax/(Government and non-Government user charges + taxes, fees and fines)</i>	%
*	<i>Current Ratio = current assets/current liabilities</i>	% ratio to \$1
*	<i>Cash Position = (cash + current investments)/total assets</i>	%
*	<i>Receivables Turnover = (Government and non-Government user charges + taxes, fees and fines)/average receivables for period</i>	Number of times turned over in one year
*	<i>Debt Ratio = total liabilities/total assets</i>	%
*	<i>Capital Ratio = total liabilities/equity capital</i>	%
*	<i>Debt Service Coverage = cashflow from operations/interest expenditure</i>	%

**CULTURAL FACILITIES CORPORATION
STATEMENT OF PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2011**

KEY OBJECTIVES AND PERFORMANCE CRITERIA: NOTES

- Note 1 The variance is primarily due to higher than anticipated average total assets for the period due to an increase from the revaluation of assets.
- Note 2 The variance is primarily due to higher than anticipated equity due to asset revaluations.
- Note 3 The variance is due to higher than anticipated Government and non-Government user charges primarily from revenue from the higher volumes of theatre programming and shared risk activity at the Canberra Theatre Centre.
- Note 4 The variance is primarily due to lower than anticipated current asset value due to a decrease in Cash and Cash Equivalents.
- Note 5 The variance is due to lower than anticipated cash assets and a higher than anticipated tangible assets value due to an increase from the revaluation of assets.
- Note 6 The Receivables Turnover result was close to the budgeted original target.
- Note 7 The variance is primarily due to a higher than anticipated tangible assets value due to an increase from the revaluation of assets.
- Note 8 The variance is primarily due to higher than anticipated equity due to asset revaluations.

**CULTURAL FACILITIES CORPORATION
STATEMENT OF PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2011**

**STRATEGIC INDICATORS IDENTIFIED IN THE CORPORATION'S 2010-11
STATEMENT OF INTENT**

Strategic Objective 1

Provision of cultural leadership, excellence and innovation

Description

The Corporation seeks to be recognised as promoting cultural leadership in the ACT, including through the development of strategic partnerships.

The Corporation also seeks to ensure that the activities and programs at its facilities are recognised for their excellence, innovation and diversity.

Result

Results against Strategic Objective 1 were achieved.

Strategic Objective 2

Promotion of community involvement in activities at Corporation facilities

Description

The Corporation seeks to develop increased awareness of its facilities and activities amongst the ACT community and visitors to Canberra, and to ensure a strong community orientation, with proud and willing community support.

The Corporation also seeks to maintain and, where possible, to increase visitation to its facilities and participation in its programs, whilst recognising and balancing this with its cultural responsibilities, especially with regard to conservation.

In addition, the Corporation seeks to contribute to Canberra's economic development and attractiveness as both a business and tourist destination.

Result

Results against Strategic Objective 2 were achieved.

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.

Management Discussion and Analysis for the Cultural Facilities Corporation for the Financial Year Ended 30 June 2011

General Overview

Objectives

The Cultural Facilities Corporation (the Corporation) 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 Gallery @ CMAG; and
- three Historic Places (Lanyon; Calthorpes' House; and Mugga-Mugga).

The Corporation is also responsible for the management and development of Civic Square precinct as a cultural focus for the Territory.

The mission statement for the Corporation 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 cultural and heritage.

Risk Management

The key strategic risk that may influence the Corporation's future financial position is the variability and unpredictability of the performing arts business. Theatre revenues represent the major part of the Corporation'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 Corporation's future financial position is unexpected reductions in its main source of revenue, its appropriation from 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 Corporation 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 Corporation 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 2009-10, audited Financial Statements for 2010-11 and the Forward Estimates contained in the 2011-12 ACT Budget Paper Number 4.

Operating result

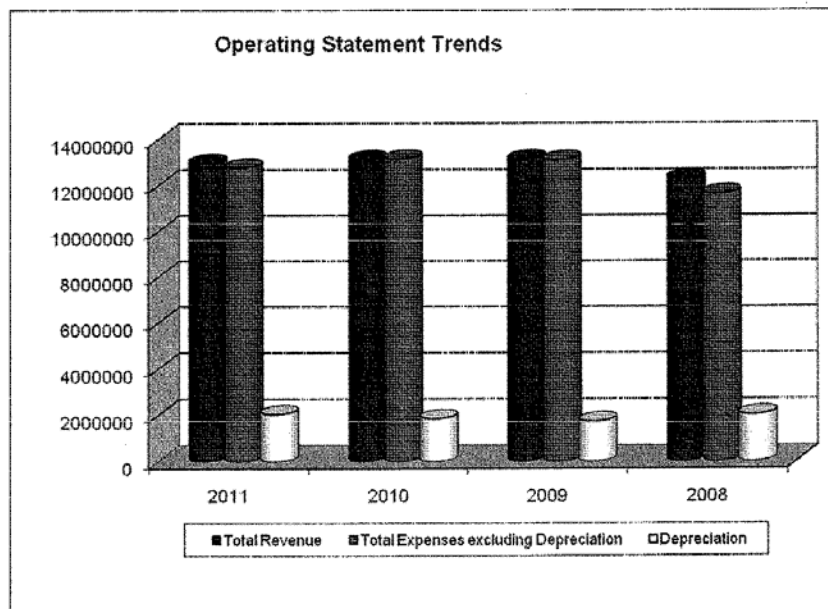
The operating deficit for 2010-11 was **\$1.832m**, which is **\$0.049m** or **2.6%** better than the 2010-11 Budget of **\$1.881m**. The variation occurred mainly due to a higher than budget value of donated art together with a lower than budget cost of supplies and services. Venue hire, external ticket sales and associated revenue and internal ticket sales were higher than budget but these revenues were offset by higher than budget employee expenses and production fees, costs and royalties.

The operating deficit for 2010-11 decreased by **\$0.032m** from the 2009-10 deficit. This was mainly due a decrease in the cost of supplies and services, largely offset by reduced revenues.

Operating Statement Trends

Due to its large asset holdings and consequent significant depreciation expenses, the Corporation always expects to incur an operating deficit. *Figure 1* indicates that depreciation represents **14%** of total expenses. The cost of depreciation is offset by capital injections through the ACT Government's capital upgrade program. The Corporation 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. As a result of reduced revenues in 2010-11 compared with 2009-10, the Corporation did not make any such capital reinvestments in 2010-11.

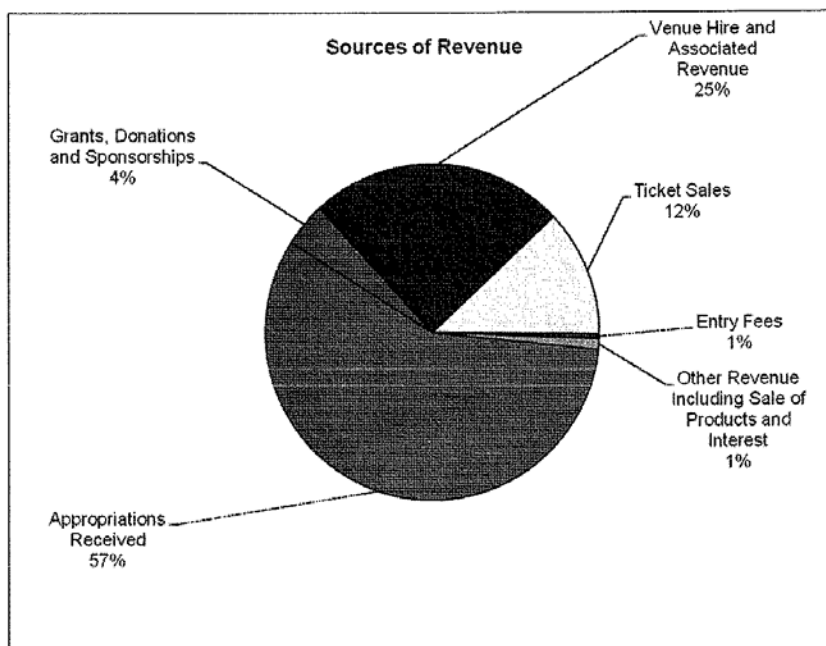
Figure 1 –Operating Statement Trends



Total Revenue

Figure 2 indicates that for the financial year ended 30 June 2011, the Corporation received 43% 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.

Figure 2 - Sources of Revenue 2010-11



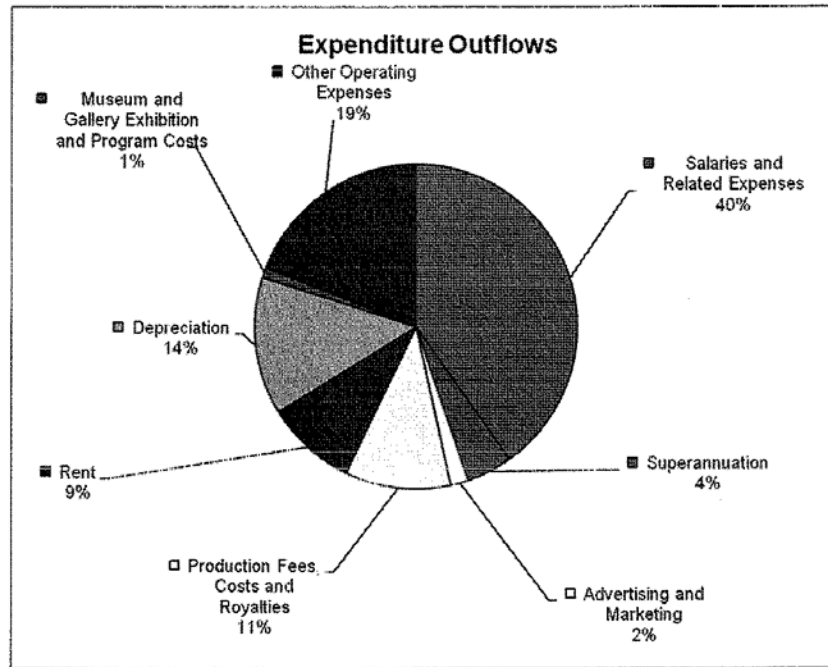
Total revenue for the year ending 30 June 2011 was **\$12.974m**, which was **\$1.061m** better than the 2010-11 budget of **\$11.913m**. This increase is mainly due to higher than budget internal ticket sales for the Canberra Theatre Centre, associated with its programming season and shared risk ventures.

Total revenue was **\$0.154m**, or **1%** lower than the 2009-10 actual result. This result mainly reflects lower venue hire, external ticket sales and associated revenue.

Total Expenditure

Figure 3 indicates that for the financial year ended 30 June 2011, the Corporation spent **44%** of its budget on employee costs, and that rent paid for areas occupied by the Corporation in the North Building, as a fixed cost was **9%** of total expenditure.

Figure 3 - Components of Expenditure 2010-11



Total expenditure for 2010-11 of **\$14.806m** was **\$1.012m**, or **7%** higher than the 2010-11 Budget of **\$13.794m**. The increase was mainly due to higher employee-related expenses and increased production fees, costs and royalties, partially offset by a lower cost for supplies and services.

Total expenditure was **\$0.186m**, or **1%** lower than the 2009-10 actual result. The decrease was mainly due to lower expenses for supplies and services.

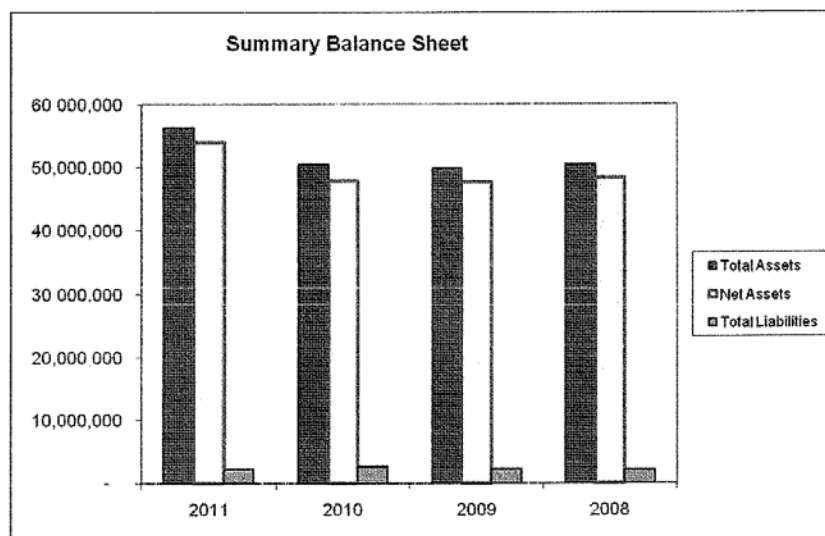
Financial Position

Key indicators of the health of the Corporation'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 Corporation to sustain its asset base is indicated by changes in its net assets. *Figure 4* indicates that the Corporation 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

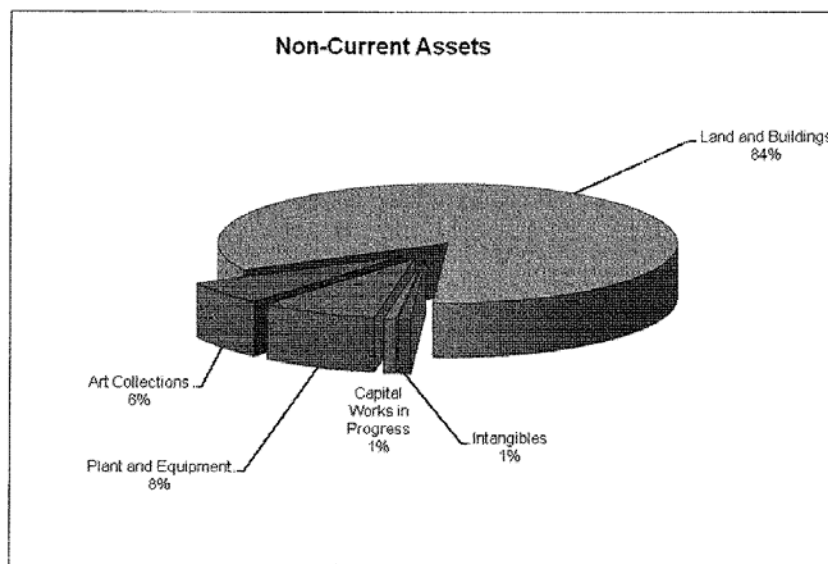


The net asset position as at 30 June 2011 of **\$53.961m** is **\$6.215m** higher than the 2010-11 budget of **\$47.746m**. The increase is mainly due to an upwards revaluation of land and buildings.

The 2010-11 actual result is **\$6.157m** higher than the 2009-10 actual result. The increase is mainly due to an increase in non-current assets. The strong net asset position indicates an asset base capable of meeting the related service requirements for government agencies.

Service delivery assets comprise **100%** of the Corporation's non-current assets. *Figure 5* indicates the main components of non-current assets.

Figure 5 – Non-Current Assets



Total non-current assets of **\$55.446m** for 2010-11 was **\$6.304m** higher than the 2010-11 budget. The 2010-11 result is **\$5.921m** higher than the 2009-10 actual result. Both these variations are largely due to revaluations of the Canberra Theatre Centre, Lanyon and Calthorpes' House

Liquidity

'Liquidity' is the ability of the Corporation 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 Corporation.

Table 1 – Current Ratio

Description	Prior Year Actual \$'000s 2009-10	Current Year Budget \$'000s 2010-11	Current Year Actual \$'000s 2010-11	Forward Year Budget \$'000s 2011-12	Forward Year Budget \$'000s 2012-13	Forward Year Budget \$'000s 2013-14
Current Assets	976	1,010	834	1,060	1,124	1,194
Current Liabilities	2,181	1,829	1,882	2,095	2,139	2,183
Current Ratio	0.45:1	0.55:1	0.44:1	0.51:1	0.53:1	0.55:1

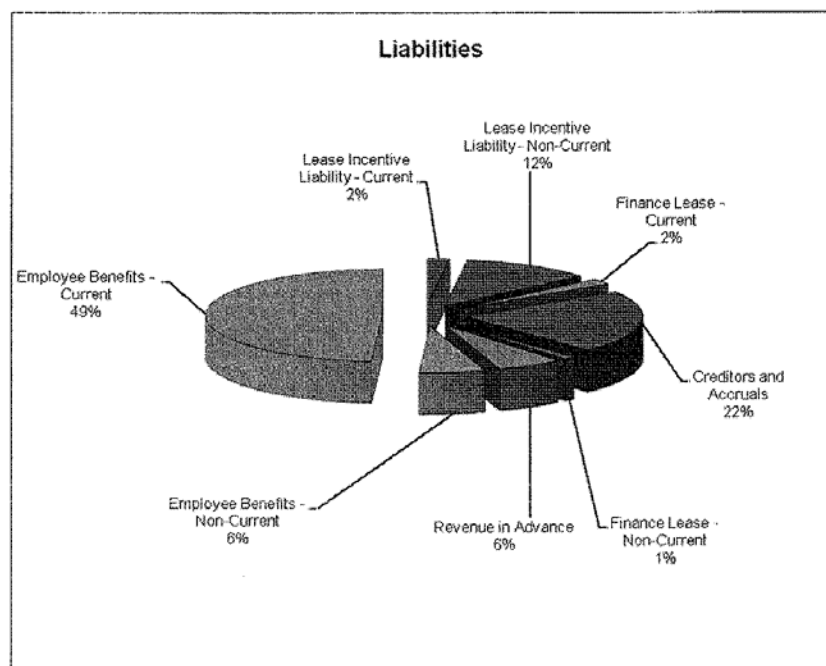
The Corporation's current ratio for the 2010-11 financial year is **0.44:1**, which is lower than the 2010-11 budgeted current ratio and primarily reflects cash being lower than budget and the creditors balance being higher than budget, partially offset by employee benefits being lower than budget. The current ratio is also slightly lower than the 2009-10 actual ratio of **0.45:1**. This mainly reflects a decrease in receivables, partially offset by lower creditors and employee benefits.

The Corporation's goal is to maintain a working capital level that provides a strong level of liquidity, while allowing for an ongoing program of strategic reinvestments in its non-current assets in order to develop its business operations.

Liabilities

Figure 6 indicates that the majority of the Corporation'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 2011 of **\$1.882m** were **\$0.053m** higher than the 2010-11 budget of **\$1.829m** but **\$0.299m** lower than the 2009-10 actual result of **\$2.181m**. The difference between the 2010-11 actual and 2010-11 budget is mainly due to an increase in creditors, partially offset by a decrease in employee benefits. The difference between the 2010-11 actual and 2009-10 actual is mainly due to a decrease in creditors and employee benefits.

Glossary of Acronyms

AAT	Administrative Appeals Tribunal
ABC	Australian Broadcasting Corporation
ACC	Agency Consultative Committee
ACT	Australian Capital Territory
ACTPS	ACT Public Service
ACTGS	ACT Government Service
ACTTAB	ACT Totalisator Agency Board
ACTEW	ACT Electricity and Water
AFP	Australian Federal Police
ANU	Australian National University
AO	Officer of the Order of Australia
APACA	Australian Performing Arts Centres Association
ASO	Administrative Services Officer
AWA	Australian Workplace Agreement
BA	Batchelor of Arts
BEc	Batchelor of Economics
BSc	Batchelor of Science
c.	Circa
C100	Canberra Centenary celebrations
CALD	Culturally and Linguistically Diverse
CBD	Canberra Business District
CD	Compact Disc
CEO	Chief Executive Officer
CFC	Cultural Facilities Corporation
CIC	Canberra Investment Corporation
CIT	Canberra Institute of Technology
CMAG	Canberra Museum and Gallery
CMP	Conservation Management Plan
CNG	Compressed Natural Gas
CSIRO	Commonwealth Scientific & Industrial Research Organisation
ESD	Ecologically Sustainable Development
ESL	English as a Second Language
FTE	Full Time Equivalent
FM	Financial Management
FM	Frequency Modulation
GSO	General Services Officer
HR	Human Resources
ICOMOS	International Council on Monuments and Sites
LIB	Batchelor of Law
LPA	Live Performance Australia
LPG	Liquid Petroleum Gas
MBA	Master of Business Administration
MEAA	Media Entertainment and Arts Alliance
NARPACA	Northern Australian Regional Performing Arts Centres Association
NIDA	National Institute of Dramatic Arts
NLA	National Library of Australia
NPG	National Portrait Gallery
NRMA	National Road and Motorists' Association
NSW	New South Wales
OAM	Medal of the Order of Australia
OH&S	Occupational Health and Safety

OSCAR	Online System for Comprehensive Activity Reporting
OZPAC	Major performing arts centres in Australia and New Zealand
PCYC	Police Citizens Youth Club
PhD	Doctor of Philosophy
PO	Professional Officer
PR	Public Relations
QUT	Queensland University of Technology
RAID	Recreational Activities for People with an Intellectual Disability
RMC	Royal Military College
S	Section
SA	South Australia
SBMP	Strategic Bushfire Management Plan
SEA	Special Employment Arrangements
SOG	Senior Officer Grade
U3A	University of the 3 rd Age
UNSW	University of New South Wales
USA	United States of America
VANE	Visual Arts Network of Educators ACT
WW2	World War 2

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