

Cultural Facilities Corporation Strategic Priorities 2026–2030

LYRIC THEATRE



ACT
Government

**CULTURAL
FACILITIES
CORPORATION**

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



**CULTURAL
FACILITIES
CORPORATION**

Executive Summary

The Cultural Facilities Corporation Strategic Priorities 2026–2030 set a clear and confident direction for the organisation at a time of significant opportunity and transformation.

Over the next five years, Cultural Facilities Corporation (CFC) will deepen cultural engagement, embed Aboriginal and Torres Strait Islander leadership and cultural integrity, and prepare for a step-change in Canberra's cultural capacity through major new infrastructure and precinct development. These priorities focus CFC's effort on cultural leadership, connection and belonging, major growth through new cultural infrastructure, and the organisational capability required to deliver safely and sustainably.

This strategy aligns with ACT Government arts, culture, creative industries and heritage objectives, and positions CFC as a trusted cultural steward and a catalyst for creativity, inclusion, wellbeing and sustainability. Growing our cultural capability and authentic engagement with Aboriginal and Torres Strait Islander peoples underpins all aspects of this plan.

CFC will deliver on four strategic pillars:

- + ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES: Leadership, Culture and Cultural Integrity**
- + CONNECTION: Building Belonging Through Creativity**
- + GROWTH: Transforming Canberra's Cultural Landscape**
- + ORGANISATIONAL CAPABILITY: Strengthening Foundations for the Future**

This strategy is delivered through a suite of supporting plans and frameworks, including audience, programming, business systems, workforce, and philanthropy strategies.

Together, these priorities balance ambition with practicality, and cultural and community value with growing commercial capability, ensuring CFC delivers measurable impact while remaining resilient, community-centred and financially sustainable.

Delivery of the Cultural Facilities Corporation Strategic Priorities 2026–2030 is supported by an integrated strategic risk and assurance framework aligned with ACT Government governance requirements (see page 13, Appendix A).



OUR VISION

By 2030, Cultural Facilities Corporation will be the creative engine of the nation's capital—shaping Canberra's cultural identity through leadership, excellence and inclusion, and enabling Australian cultural stories through collaboration with artists, communities and national partners, for people in Canberra and beyond.

Audience at The Canberra Theatre Centre
Image: Photox Canberra Photography Services

OUR MISSION

We create transformative cultural experiences that spark imagination and foster connection. We advance creativity and inclusion across artforms, cultures and generations, stewarding shared cultural stories through bold performances, engaging exhibitions, and treasured heritage places. We are guided by respectful engagement with Aboriginal and Torres Strait Islanders peoples and cultures through partnerships and practice.



WHO WE ARE

We are trusted cultural stewards with the passion, expertise and responsibility to care for, present and evolve the ACT's cultural assets for current and future generations. Inclusive and committed to culturally respectful practice, we embed respect, representation and collaboration across our organisation and partnerships.

We contribute to Canberra's creative ecology while engaging in exchange with artists, organisations and audiences across Australia and beyond.

We bring the world's stories to life across our world-class places and practices:

- + **CANBERRA THEATRE CENTRE**
Presenting exceptional live performance and supporting artistic ambition across disciplines and scales.
- + **CANBERRA MUSEUM AND GALLERY**
Home to the Nolan Collection and the ACT's visual arts and heritage collections, where exhibitions and programs spark dialogue and imagination.
- + **ALBERT HALL AND HERITAGE PLACES**
Where significant buildings, objects and stories connect people with the social, cultural and architectural history of the ACT.

ACT Historic Places
Image: Dominic Northcott

OUR ORGANISATIONAL VALUES

Our values guide how we work, how we make decisions, and how we show up for communities, artists and each other.

+ INCLUSION

We place people and culture at the centre of everything we do. We create culturally safe, accessible and welcoming spaces and opportunities for participation, representation and shared ownership and care of the ACT's cultural stories, grounded in respect for Aboriginal and Torres Strait Islander peoples and cultures.

+ CREATIVITY

We embrace curiosity, ambition and creative courage. We celebrate and support bold ideas, transformative experiences and innovative approaches that challenge, inspire and expand what's possible.

+ STEWARDSHIP

We care for places, collections, stories and relationships with integrity and responsibility. We preserve the past in order to inspire future thinking, experiences and cultural understanding.

+ CONNECTION

We encourage respectful dialogue, collaboration and a sense of belonging. We bring people together across generations, cultures and perspectives to enhance public life and strengthen community connection.

OUR VOICE

Our voice expresses our values and reinforces who we are.

+ WELCOMING

Inspiring trust, openness and encouraging participation.

+ CREATIVE

Imaginative and vibrant, reflecting the cultural richness of the ACT.

+ UNIFIED

Celebrating the individuality of our places within a shared, organisation-wide purpose.

+ PEOPLE-FOCUSED

Grounded in Canberra's identity and centred on meaningful engagement with communities.

Our Strategic Pillars

Guided by our mission and vision, CFC will focus on the following pillars over the next five years. Each pillar includes clear outcomes, objectives, key initiatives, and success measures which will be reported against.

Progress against these measures will be reported annually, with qualitative and quantitative data considered together to assess cultural impact, community trust and organisational performance.

Aboriginal and Torres Strait Islander Peoples: Leadership, Culture and Cultural Integrity

Aboriginal and Torres Strait Islander cultures and leadership are embedded across CFC's programming, spaces, workforce and governance supported by systems, policies and practices that uphold cultural integrity. CFC is recognised as culturally safe, trusted and accountable in its relationships with Aboriginal and Torres Strait Islander peoples and communities.

Objectives

- + Strengthen partnerships and shared decision-making with Aboriginal and Torres Strait Islander peoples and communities.
- + Embed Aboriginal and Torres Strait Islander-led storytelling, knowledge and cultural practices across performance, exhibitions and heritage interpretation.
- + Build organisational cultural integrity through reconciliation commitments, workforce capability and policy alignment.

Key Initiatives (2026–2030)

- + Establish co-design frameworks and advisory mechanisms that recognise Aboriginal and Torres Strait Islander leadership, authority and decision-making.
- + Commission and present Aboriginal and Torres Strait Islander-led works and exhibitions with equitable resourcing and ongoing collaboration.
- + Develop and implement a Reconciliation and Cultural Integrity Plan.
- + Provide regular cultural competency training for staff.
- + Review procurement, employment and engagement practices to prioritise cultural safety and Aboriginal and Torres Strait Islander participation.



Success Measures

- + Aboriginal and Torres Strait Islander representation in programming and interpretation (number/percentage of Aboriginal and Torres Strait Islander-led works annually).
- + Participation of Aboriginal and Torres Strait Islander artists, knowledge holders, and communities (engagements, residencies, collaborations).
- + Cultural integrity compliance (training completion, policy adoption, cultural safety audits).
- + Inclusion of Aboriginal and Torres Strait Islander representation, authority and perspectives in governance/advisory structures.
- + Evidence of Aboriginal and Torres Strait Islander partner confidence and trust (partner feedback, relationship reviews, advisory input).

Horizon, a Bangarra Dance Theatre production at The Canberra Theatre Centre
Image: Daniel Boud

Connection: Building Belonging Through Creativity

CFC is a cultural connector where visitors, artists and communities experience belonging, wellbeing and shared purpose through creativity, place and storytelling.

Objectives

- + Deliver inclusive, relevant and high quality programs centred on visitor experience.
- + Grow access to collections, heritage and stories across physical and digital platforms.
- + Strengthen relationships with local artists, communities and education partners, and deliver richer learning and engagement opportunities across all sites.

Key Initiatives (2026–2030)

- + Partner with leading cultural organisations and local artists to develop new Australian work.
- + Curate cross-disciplinary exhibitions, events and heritage experiences with place-based storytelling.
- + Digitise and provide access to priority collections and learning resources.
- + Implement audience development and accessibility strategies across sites, including a targeted audience development approach for major performing arts experiences at Canberra Theatre Centre.
- + Activate Albert Hall and Heritage Places as inclusive civic and cultural gathering spaces that foster connection and belonging.



Success Measures

- + Growth and diversity of visitors and experiences (ticketing, memberships, participation rates, demographic insights).
- + Evidence of experience, connection and wellbeing (visitor and partner feedback).
- + Collections development and access (new acquisitions aligned to strategy; digitisation targets; online engagement metrics).

Installation view Maree Clarke
Seeing the Invisible, Reed
Necklaces, on display at CMAG
2 August–3 November 2025
Image: Dominic Northcott



Outcome by 2030

Growth: Transforming Canberra's Cultural Landscape

CFC delivers a step change in Canberra's cultural capacity and creative ambition, enabled by the successful opening of the 2,000 seat Lyric Theatre and the expansion of Canberra Theatre Centre, and strengthened by the Canberra Museum and Gallery as a nationally significant cultural anchor. Together, these venues contribute to a connected Civic and Cultural District that supports major cultural experiences, attracts diverse audiences, and positions Canberra as a confident, nationally recognised centre for performing arts, exhibitions and cultural leadership. Growth is underpinned by strong, enduring relationships across government, cultural, commercial and philanthropic communities.

Canberra Theatre Centre, *The Sapphires*
Image: David Kelly

Objectives

- + Achieve operational readiness for the Lyric Theatre and expanded Canberra Theatre Centre to enable safe, high-quality delivery at scale.
- + Leverage increased capacity to deliver ambitious programming, exhibitions and large-scale creative works, through collaborative partnerships and relationship-based engagement.
- + Grow and diversify audiences by strengthening long term relationships, improving access, and increasing engagement across CFC venues and the Civic and Cultural District.
- + Strengthen Canberra's cultural profile through integrated precinct development, audience growth, and advocacy generated by engaged members, partners and supporters.

Key Initiatives (2026–2030)

- + Implement governance, workforce and systems required to support expanded operations.
- + Develop and deliver a programming and partnerships framework that enables large-scale productions, co-productions, touring work and major exhibitions aligned with artistic, audience and growth strategies.
- + Deliver a relationship-based philanthropy approach that grows and strengthens long-term connections with individuals, foundations, corporate partners and cultural advocates, supporting shared ambition, artistic excellence and innovation.
- + Develop and implement an audience development strategy to support the expanded Canberra Theatre Centre and Lyric Theatre.
- + Deliver membership programs as a core relationship and growth mechanism, fostering loyalty, advocacy and repeat engagement across CFC venues and positioning members as active participants in Canberra's cultural life.
- + Leverage ticketing strategies and audience data insights to support audience growth and diversification, improve access, enable cross-venue and precinct-wide engagement, and inform programming, marketing and partnership decisions.
- + Collaborate with government, cultural and commercial partners to realise precinct outcomes ensuring strong connections between the Canberra Theatre Centre, Canberra Museum and Gallery and surrounding public spaces.
- + Deliver destination and cultural marketing initiatives that position Canberra as a compelling place to experience major cultural events, supported by tourism and media partnerships.

Success Measures

- + Lyric Theatre operational readiness achieved, demonstrated through construction completion, commissioning, workforce establishment and successful public opening.
- + Effective integration of Canberra Museum and Gallery and Canberra Theatre Centre within a connected Civic and Cultural District.
- + Increase in the number, scale and diversity of major productions, exhibitions and creative works delivered across CFC venues.
- + Growth and diversification of audiences, including interstate and international visitation.
- + Growth in active membership participation and evidence of strengthened audience loyalty and advocacy.
- + Strengthened cultural profile (media coverage, partnerships and sector recognition).
- + Growth in the depth and quality of long-term philanthropic and partnership relationships aligned with CFC's artistic and growth objectives.

Organisational Capability: Strengthening Foundations for the Future

CFC is a resilient, high-performing organisation that balances strong community outcomes with commercial operations, supported by people, systems and culture required to deliver our cultural ambition safely, sustainably and collaboratively.

Objectives

- + Build scalable workforce capability, leadership depth and a culture that supports growth, accountability and wellbeing.
- + Strengthen digital and operational systems for efficiency and service excellence.
- + Ensure financial sustainability, strong governance and effective safety and risk management.

Key Initiatives (2026–2030)

- + Implement professional development, career and leadership pathways, and inclusive recruitment practices.
- + Modernise ICT, HR and finance systems, including CRM and reporting.
- + Diversify revenue through partnerships, philanthropy and aligned commercial activities.
- + Optimise asset management across theatres, collections and heritage places to support long-term stewardship and access.
- + Build and sustain a proactive safety and risk culture supported by clear accountability and continuous improvement.



Success Measures

- + Workforce capability, engagement and retention (training completion, leadership development participation, engagement scores).
- + Operational efficiency and system integration (system upgrades, workflow automation, data-driven decision-making).
- + Revenue diversification and financial resilience (philanthropy, partnerships, commercial revenue growth; cost recovery targets).
- + Governance, compliance and safety performance (audit results, work, health and safety reporting, risk mitigation effectiveness).

Canberra Museum and Gallery
Image: Dominic Northcott

Strategic Risk and Assurance Framework

Delivery of the Cultural
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Strategic Priorities 2026–2030
is supported by an integrated
strategic risk and assurance
framework aligned with ACT
Government governance
requirements.

CFC operates in a complex environment, managing significant public assets, major infrastructure investment and evolving community expectations. As the organisation enters a period of transformational growth, including the delivery of the Lyric Theatre and expanded precinct integration, proactive identification and management of strategic risk is essential to achieving our objectives and maintaining public trust.

Linking strategy and risk

Strategic risks are identified and managed at the level of each strategic pillar. This ensures that risks are considered as an inherent part of strategic decision-making, rather than as a separate or retrospective exercise.

For each strategic pillar, key risks to delivery have been identified and are addressed through the design of objectives, initiatives and success measures. This approach strengthens the connection between CFC's strategic intent and the organisational capabilities, systems and governance required to deliver it.

Strategic risk oversight

The Board and Executive regularly review strategic risks to ensure alignment between:

- + strategic objectives and delivery priorities
- + organisational capability and workforce readiness
- + financial sustainability and revenue diversification
- + major infrastructure delivery and operational readiness
- + community trust, cultural integrity and safety.

Strategic risks and mitigation progress are monitored through the Board's Audit and Risk Committee and are integrated into regular performance and assurance reporting.

Risk appetite

CFC recognises that innovation, growth and cultural leadership require measured risk taking. The organisation adopts a balanced risk appetite, characterised by:

- + **Low tolerance** for risks impacting cultural integrity, safety, governance or statutory compliance
- + **Moderate tolerance** for innovation, commercial activity and partnership based growth aligned to public value
- + **Active management** of financial, operational and workforce risks associated with infrastructure expansion and organisational change.

Assurance and accountability

Mitigation of strategic risks is embedded within core initiatives, including workforce capability development, systems modernisation, governance oversight, and partnership frameworks. Success measures incorporate both quantitative and qualitative indicators, enabling the organisation to monitor performance, risk exposure and community confidence over time.

This integrated approach ensures that strategic risk management supports delivery of the Strategic Priorities, strengthens accountability, and provides the Board and Executive with clear assurance over progress and emerging issues.

The table below outlines the principal strategic risks associates with each pillar of the Strategic Priorities and the key mitigation approaches embedded within the initiatives.

STRATEGIC PILLAR	KEY STRATEGIC RISK	MITIGATION EMBEDDED IN KEY INITIATIVES	LINKED SUCCESS MEASURES (ASSURANCE)
ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES: Leadership, Culture and Cultural Integrity	+ Cultural integrity and reputational risk + Cultural safety risk impacting trust + Workforce capability gaps	+ Co design frameworks and advisory mechanisms recognising leadership and authority + Reconciliation and Cultural Integrity Plan + Cultural competency training for staff + Procurement, employment and engagement practice reviews	+ Aboriginal and Torres Strait Islander representation in programming and interpretation + Participation of artists, knowledge holders and communities + Cultural integrity compliance (training completion, policy adoption, audits) + Evidence of partner confidence and trust
CONNECTION: Building Belonging Through Creativity	+ Audience stagnation or decline + Reduced relevance or community trust + Digital and data capability limitations	+ Audience development and accessibility strategies + Digitisation and access to collections + Data informed programming and evaluation + Activation of Albert Hall and Heritage Places as civic gathering spaces	+ Growth and diversity of visitors and participation + Visitor and partner experience feedback + Collections access and digitisation target + Online and digital engagement metrics
GROWTH: Transforming Canberra's Cultural Landscape	+ Capital delivery and operational readiness risk + Financial sustainability during transition + Workforce and technical capability constraints + Market volatility for large-scale programming	+ Governance oversight of capital milestones and readiness planning + Workforce planning and capability uplift + Programming and partnership frameworks (co-productions, touring) + Precinct collaboration and destination marketing	+ Lyric Theatre operational readiness milestones achieved + Scale and diversity of productions and exhibitions + Audience growth, including interstate and international visitation + Media coverage, partnerships and sector recognition
ORGANISATIONAL CAPABILITY: Strengthening Foundations for the Future	+ Workforce attraction, retention and wellbeing risk + Systems immaturity and inefficiency + Revenue volatility and reliance on government funding + Safety and governance compliance risk	+ Leadership development and workforce pathways + Modernisation of ICT, HR, finance and CRM systems + Revenue diversification (philanthropy, partnerships, commercial activity) + Proactive safety, audit and risk management	+ Workforce engagement, retention and capability indicators + System integration and efficiency improvements + Revenue diversification and financial resilience measures + Audit outcomes, WHS reporting and risk mitigation effectiveness

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Cover: New Lyric Theatre, designed
by Cox Architecture in collaboration
with Yerrabingin, Charcoalblue
theatre and acoustic consultants
and Arcadia Landscape Architecture



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