

CULTURAL FACILITIES CORPORATION

Purpose

The vision of the Cultural Facilities Corporation (CFC) is for Canberra to be a creative capital, which values arts and heritage for their intrinsic qualities, their contribution to building a more inclusive and resilient society, their support for making the city an exciting place to live and an attractive destination for business and tourism, and their important role in the economy of the ACT.

CFC sees itself as a leader in this creative city, providing high quality cultural experiences based on the arts and heritage resources that it holds in trust for the people of Canberra. These resources include the Canberra Theatre Centre, the Canberra Museum and Gallery, the ACT Historic Places (Lanyon, Calthorpes' House and Mugga Mugga) and a number of visual arts and social history collections.

2013-14 Priorities

Strategic and operational issues to be pursued in 2013-14 include:

- maximising visitation to, and patronage of, CFC's facilities and programs, through a wide range of performing arts, visual arts, social history and heritage programs;
- presenting exhibitions, education and community programs at the museums and galleries managed by CFC, with a particular focus on celebrating the Centenary of Canberra during 2013;
- presenting a varied program of performing arts productions at the Canberra Theatre Centre, with a particular focus on celebrating the Centenary of Canberra during 2013;
- working with other agencies on initiatives to plan possible future directions of the city centre and the future provision of cultural facilities in Civic, such as a major new theatre, within the framework of the City Plan and through participation in the City to Lake project;
- focusing on sponsorship and philanthropy, including through the continued implementation of CFC's fundraising strategy;
- implementing Stage 1 of a major upgrade of roads within the Lanyon Heritage Precinct, so as to facilitate community access to, and within, the precinct; and
- undertaking the second year of a multi-year capital project at the Canberra Theatre Centre comprising a package of essential upgrades to support continued hirer and community use.

Business and Corporate Strategies

CFC adopted a five year Strategic Plan in June 2011, covering the period 2011-16. The Plan includes business and corporate strategies in seven key areas, each of which seeks to achieve a defined outcome that supports the delivery of CFC's 2013-14 and longer term priorities, and CFC's strategic objectives. These seven areas and outcomes are set out below.

- 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: an organisation with long term financial sustainability.
- Infrastructure and systems: support for the delivery of high quality cultural experiences.
- Communication: engagement with our stakeholders.
- Growing and leveraging off our assets: growth in targeted areas where we can add value.

Estimated Employment Level

2011-12 Actual Outcome	2012-13 Budget	2012-13 Est. Outcome	2013-14 Budget
95 Staffing (FTE)	80	80 ¹	80 ¹

Note:

1. The high number of casuals employed and the variations in patterns of casual employment make a definitive Full Time Equivalent (FTE) difficult to estimate. The 2013-14 Budget and 2012-13 estimated outcome FTE have been calculated on the basis of expectations of staffing, especially casual employment, at these times.

Strategic Objectives and Indicators

The strategic objectives and strategic indicators reflect the key areas of CFC's Strategic Plan for 2011-2016.

Strategic Objective 1

The Canberra Theatre Centre is Canberra's leading performing arts centre

CFC's objective is to ensure that the Canberra Theatre Centre is the premier performing arts centre for the Canberra region.

Strategic Indicator 1: Quality and Extent of the Canberra Theatre Centre's Programs, Activities and Facilities

The quality and extent of the Canberra Theatre Centre's programs, activities and facilities are demonstrated by factors such as:

- programming – a diverse program that creates a leadership position for the Centre and an identity for Canberra, including through regular visits by leading performing arts companies and by nurturing local performing arts companies;
- marketing and audience development – a loyal and growing audience, including through providing a high quality experience for patrons and using market data and research to better target audiences;
- community initiatives – a connection between the whole community and the performing arts, including through initiatives that address special needs in the community and provide connections with the education system; and
- growing and leveraging off our assets – a performing arts centre for the future, including through a continuing program of asset upgrades and by pursuing commercial activity to maximise earning capacity and secure future growth.

Strategic Objective 2

ACT Museums and Galleries Engage our Community by Presenting Canberra's Stories, Diverse Visual Culture and Heritage

CFC's objective is to ensure that the Canberra Museum and Gallery and the ACT Historic Places engage the community by providing a diverse range of high quality arts and heritage experiences.

Strategic Indicator 2: Quality and Extent of ACT Museums and Galleries Programs and Activities

The quality and extent of ACT Museums and Galleries programs and activities are demonstrated by factors such as:

- programming, story-telling and interpretation – programming that reflects Canberra's unique identity, including through a diverse range of high quality exhibitions, education and community programs and other activities;
- marketing and audience development – a loyal and growing audience, including through enhancing the visitor experience and through extending the demographic of visitors to those with special needs and interests;

- stewardship of assets – places and collections that allow us to tell the many stories of Canberra, including through caring for and further developing our collections; and
- growing and leveraging off our assets – growth in targeted areas where we can add value, including through a continuing program of asset upgrades and by enhancing our facilities to provide improved cultural experiences.

Output Classes

	Total Cost ¹		Government Payment for Outputs	
	2012-13	2013-14	2012-13	2013-14
	Est. Outcome \$'000	Budget \$'000	Est. Outcome \$'000	Budget \$'000
Output Class 1:				
Cultural Facilities Management	15,278	15,536	7,835	7,958
Output 1.1: Cultural Facilities Corporation	15,278	15,536	7,835	7,958

Note:

1. Total cost includes depreciation and amortisation of \$2.013 million in 2012-13 and \$2.133 million in 2013-14.

Output Description

CFC manages a number of the ACT's major cultural assets, comprising:

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

In managing these facilities, CFC 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.

Accountability Indicators

	2012-13 Targets	2012-13 Est. Outcome	2013-14 Targets
Output Class 1: Cultural Facilities Management			
Output 1.1: Cultural Facilities Corporation			
a. Estimated number of visitors/patrons to CFC facilities/programs ¹	300,500	322,140	319,325
b. Number of exhibitions at facilities managed by CFC ²	23	28	25
c. Number of education and community programs provided by CFC ³	480	685	550
d. Number of days venue usage at the Canberra Theatre Centre's venues ⁴	630	676	676
e. Customer satisfaction with quality of services provided by CFC, as measured by annual survey	80%	>80%	80%
f. Cost to Government per estimated visitor/patron to CFC facilities/programs	\$26.07	\$24.32	\$24.92
g. Own sourced revenue as a proportion of total revenue for CFC	41.4%	42.0%	40.8%

Notes:

1. The increase in the 2012-13 estimated outcome from the 2012-13 target is mainly due to higher than projected numbers of visitors at the Canberra Museum and Gallery and Lanyon, partially offset by slightly lower than expected theatre patrons and visitors to Mugga Mugga. The increase in the 2013-14 target from the 2012-13 target is due to the expectation that levels of visitation and patronage will be similar to the estimated outcomes in 2012-13.
2. The increase in the 2012-13 estimated outcome from the 2012-13 target is due to additional exhibitions at the Canberra Museum and Gallery, as a result of partnership activity throughout the year for the Centenary of Canberra celebrations.
3. The increase in the 2012-13 estimated outcome from the 2012-13 target is due to: additional programs provided in partnership with Centenary events; additional partnership programs with external organisations; and additional programs focusing on the Nolan Collection, provided with special funding from the Commonwealth Government. The increase in the 2013-14 target from the 2012-13 target is due to the expectation of continuing increased partnership opportunities but at a lower level than the level experienced in 2012-13.
4. The increase in the 2012-13 estimated outcome from the 2012-13 target is due to a larger volume than expected of theatre activity, primarily in the Courtyard Studio and The Playhouse (including Centenary presentations). The increase in the 2013-14 target from the 2012-13 target is due to the expectation of a similar venue hire pattern in 2013-14 to that experienced in 2012-13.

Changes to Appropriation

Changes to Appropriation – Controlled

	2012-13	2013-14	2014-15	2015-16	2016-17
Government Payment for Outputs	Est. Out.	Budget	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
2012-13 Budget	7,835	7,962	8,110	8,181	8,181
2013-14 Budget Technical Adjustments					
Revised Indexation Parameters	-	(9)	(9)	(10)	141
Revised Superannuation Parameters	-	(1)	(4)	(6)	(8)
Revised Superannuation Guarantee Rate	-	6	13	27	44
2013-14 Budget	7,835	7,958	8,110	8,192	8,358

Changes to Appropriation – Controlled

	2012-13	2013-14	2014-15	2015-16	2016-17
Capital Injections	Est. Out.	Budget	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
2012-13 Budget	1,445	2,190	862	378	378
2013-14 Budget Policy Adjustments					
Lanyon Heritage Precinct Community Access Roads	-	300	100	-	-
2013-14 Budget Technical Adjustments					
Revised Indexation Parameters	-	-	-	-	10
2013-14 Budget	1,445	2,490	962	378	388

2013-14 Capital Works Program

	Estimated Total Cost \$'000	Estimated Expenditure Pre 2013-14 \$'000	2013-14 Financing \$'000	2014-15 Financing \$'000	2015-16 Financing \$'000	Physical Completion Date
New Capital Works						
Lanyon Heritage Precinct Community Access Roads	400	-	300	100	-	Jun 2015
Total New Capital Works	400	-	300	100	-	
Capital Upgrades						
Canberra Theatre Centre	60	-	60			
Canberra Museum and Galleries and Historic Places	300	-	300			
Total Capital Upgrades	360	-	360			
Total New Works	760	-	660	100	-	
Works in Progress						
Canberra Theatre Centre Upgrades	3,109	786	1,830	493	-	Jun 2015
Total Works in Progress	3,109	786	1,830	493	-	
Total Capital Works Program	3,869	786	2,490	593	-	

Cultural Facilities Corporation Operating Statement

2012-13 Budget \$'000		2012-13 Est. Outcome \$'000	2013-14 Budget \$'000	Var %	2014-15 Estimate \$'000	2015-16 Estimate \$'000	2016-17 Estimate \$'000
Income							
Revenue							
7,835	Government Payment for Outputs	7,835	7,958	2	8,110	8,192	8,358
5,043	User Charges — Non ACT Government	5,043	5,065	..	5,084	5,090	5,096
444	User Charges — ACT Government	444	444	-	444	444	444
70	Interest	70	71	1	71	71	71
39	Resources Received Free of Charge	39	39	-	39	39	39
13,431	Total Revenue	13,431	13,577	1	13,748	13,836	14,008
13,431	Total Income	13,431	13,577	1	13,748	13,836	14,008
Expenses							
6,308	Employee Expenses	6,308	6,368	1	6,430	6,439	6,491
783	Superannuation Expenses	783	791	1	799	817	842
6,082	Supplies and Services	6,082	6,152	1	6,252	6,314	6,409
2,013	Depreciation and Amortisation	2,013	2,133	6	2,133	2,133	2,133
6	Borrowing Costs	6	6	-	6	6	6
86	Other Expenses	86	86	-	86	86	86
15,278	Total Ordinary Expenses	15,278	15,536	2	15,706	15,795	15,967
-1,847	Operating Result	-1,847	-1,959	-6	-1,958	-1,959	-1,959
-1,847	Total Comprehensive Income	-1,847	-1,959	-6	-1,958	-1,959	-1,959

Cultural Facilities Corporation Balance Sheet

Budget as at 30/6/13 \$'000	Est. Outcome as at 30/6/13 \$'000	Budget as at 30/6/14 \$'000	Var %	Estimate as at 30/6/15 \$'000	Estimate as at 30/6/16 \$'000	Estimate as at 30/6/17 \$'000	
Current Assets							
410	Cash and Cash Equivalents	535	604	13	674	743	812
385	Receivables	581	582	..	583	584	585
17	Inventories	20	20	-	20	20	20
147	Other Current Assets	150	150	-	150	150	150
959	Total Current Assets	1,286	1,356	5	1,427	1,497	1,567
Non Current Assets							
54,140	Property, Plant and Equipment	54,735	55,357	1	54,451	52,857	51,262
255	Intangibles	241	126	-48	11	0	0
54,395	Total Non Current Assets	54,976	55,483	1	54,462	52,857	51,262
55,354	TOTAL ASSETS	56,262	56,839	1	55,889	54,354	52,829
Current Liabilities							
618	Payables	644	696	8	748	800	852
49	Finance Leases	43	43	-	43	43	43
1,309	Employee Benefits	1,343	1,388	3	1,433	1,478	1,488
194	Other Liabilities	272	272	-	272	272	272
2,170	Total Current Liabilities	2,302	2,399	4	2,496	2,593	2,655
Non Current Liabilities							
27	Finance Leases	13	13	-	13	13	13
149	Employee Benefits	176	177	1	178	179	180
173	Other	173	121	-30	69	17	0
349	Total Non Current Liabilities	362	311	-14	260	209	193
2,519	TOTAL LIABILITIES	2,664	2,710	2	2,756	2,802	2,848
52,835	NET ASSETS	53,598	54,129	1	53,133	51,552	49,981
REPRESENTED BY FUNDS EMPLOYED							
28,224	Accumulated Funds	28,937	29,468	2	28,472	26,891	25,320
24,611	Reserves	24,661	24,661	-	24,661	24,661	24,661
52,835	TOTAL FUNDS EMPLOYED	53,598	54,129	1	53,133	51,552	49,981

Cultural Facilities Corporation Statement of Changes in Equity

Budget as at 30/6/13 \$'000		Est. Outcome as at 30/6/13 \$'000	Budget as at 30/6/14 \$'000	Var %	Estimate as at 30/6/15 \$'000	Estimate as at 30/6/16 \$'000	Estimate as at 30/6/17 \$'000
Opening Equity							
28,626	Opening Accumulated Funds	29,339	28,937	-1	29,468	28,472	26,891
24,611	Opening Asset Revaluation Reserve	24,611	24,611	-	24,611	24,611	24,611
0	Opening Other Reserve	50	50	-	50	50	50
53,237	Balance at the Start of the Reporting Period	54,000	53,598	-1	54,129	53,133	51,552
Comprehensive Income							
-1,847	Operating Result for the Period	-1,847	-1,959	-6	-1,958	-1,959	-1,959
-1,847	Total Comprehensive Income	-1,847	-1,959	-6	-1,958	-1,959	-1,959
0	Total Movement in Reserves	0	0	-	0	0	0
Transactions Involving Owners Affecting Accumulated Funds							
1,445	Capital Injections	1,445	2,490	72	962	378	388
1,445	Total Transactions Involving Owners Affecting Accumulated Funds	1,445	2,490	72	962	378	388
Closing Equity							
28,224	Closing Accumulated Funds	28,937	29,468	2	28,472	26,891	25,320
24,611	Closing Asset Revaluation Reserve	24,611	24,611	-	24,611	24,611	24,611
0	Closing Other Reserve	50	50	-	50	50	50
52,835	Balance at the End of the Reporting Period	53,598	54,129	1	53,133	51,552	49,981

Cultural Facilities Corporation Cash Flow Statement

2012-13 Budget \$'000		2012-13 Est. Outcome \$'000	2013-14 Budget \$'000	Var %	2014-15 Estimate \$'000	2015-16 Estimate \$'000	2016-17 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
7,835	Cash from Government for Outputs	7,835	7,958	2	8,110	8,192	8,358
5,499	User Charges	5,499	5,521	..	5,540	5,546	5,552
70	Interest Received	70	71	1	71	71	71
511	Other Receipts	511	511	-	511	511	511
13,915	Operating Receipts	13,915	14,061	1	14,232	14,320	14,492
Payments							
6,261	Related to Employees	6,261	6,323	1	6,385	6,394	6,446
783	Related to Superannuation	783	791	1	799	817	842
6,051	Related to Supplies and Services	6,052	6,121	1	6,221	6,283	6,378
601	Other	601	601	-	601	601	601
13,696	Operating Payments	13,697	13,836	1	14,006	14,095	14,267
219	NET CASH INFLOW/ (OUTFLOW) FROM OPERATING ACTIVITIES	218	225	3	226	225	225
CASH FLOWS FROM INVESTING ACTIVITIES							
Payments							
1,595	Purchase of Property, Plant and Equipment and Capital Works	1,595	2,640	66	1,112	528	538
1,595	Investing Payments	1,595	2,640	66	1,112	528	538
-1,595	NET CASH INFLOW/ (OUTFLOW) FROM INVESTING ACTIVITIES	-1,595	-2,640	-66	-1,112	-528	-538
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
1,445	Capital Injections from Government	1,445	2,490	72	962	378	388
1,445	Financing Receipts	1,445	2,490	72	962	378	388
Payments							
6	Repayment of Finance Leases	6	6	-	6	6	6
6	Financing Payments	6	6	-	6	6	6
1,439	NET CASH INFLOW/ (OUTFLOW) FROM FINANCING ACTIVITIES	1,439	2,484	73	956	372	382
63	NET INCREASE / (DECREASE) IN CASH HELD	62	69	11	70	69	69
347	CASH AT THE BEGINNING OF REPORTING PERIOD	473	535	13	604	674	743
410	CASH AT THE END OF REPORTING PERIOD	535	604	13	674	743	812

Notes to the Budget Statements

Significant variations are as follows:

Operating Statement

There are no material variances in the Operating Statement.

Balance Sheet

- property, plant and equipment:
 - the increase of \$0.595 million in the 2012-13 estimated outcome from the original budget is mainly due to the recognition of the value of additional assets acquired during 2012-13; and
 - the increase of \$0.622 million in the 2013-14 Budget from the 2012-13 estimated outcome is mainly due to the recognition of the value of capital works to be undertaken during 2013-14.

Statement of Changes in Equity

Variations in the statement are explained in the notes above.

Cash Flow Statement

Variations in the statement are explained in the notes above.