

# CULTURAL FACILITIES CORPORATION

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## Objectives

The vision of the Cultural Facilities Corporation (the Corporation) is to be a cultural leader in the ACT community and region. The Corporation's primary objective is to enrich the cultural life of people living in, and visiting, the ACT and region by managing its facilities and delivering its programs in a creative, professional, and business-like manner.

The Corporation aims to provide cultural leadership, excellence and innovation and to promote community involvement in activities at the Corporation's facilities.

## 2008-09 Priorities

Strategic and operational issues to be pursued in 2008-09 include:

- maximising visitation to, and patronage of, the Corporation's facilities through a wide range of visual arts, social history and performing arts programs including targeted audience development and community outreach, in order to achieve a target of 344,000 visitors and patrons;
- presenting exhibitions, education and public programs at the museums and galleries managed by the Corporation, with involvement in significant events and festivals and participation in a range of partnerships with other cultural organisations;
- presenting a varied program of performing arts productions at the Canberra Theatre Centre;
- implementing a package of initiatives to extend access to cultural programs for disadvantaged groups and individuals, and those with special needs;
- creating a dedicated gallery space within the Canberra Museum and Gallery to display the Nolan Collection, together with providing additional interpretive programs that increase visitors' understanding and enjoyment of the Collection;
- undertaking a major improvement of the acoustic capability of The Playhouse, in order to allow theatre patrons to enjoy high acoustic standards and ensure the venue continues to be regarded as one of Australia's finest drama theatres;
- installing a package of consistent directional and functional signage, together with major promotional signage, for the Canberra Theatre Centre, to enable theatre patrons safe, easy access to theatre venues and provide opportunities for marketing of theatre product; and
- undertaking a package of conservation works and priority repairs and maintenance at the three Historic Places managed by the Corporation (Lanyon, Calthorpes' House and Mugga Mugga) together with priority works at the Canberra Theatre Centre, and developing a detailed program to prioritise and plan future repairs and maintenance needs.

## Estimated Employment Level

2007-08 Budget	2007-08 Est. Outcome	2008-09 Budget
68 <b>Staffing (FTE)</b>	68	69

## **Strategic Indicators**

### **Strategic Indicator 1**

Provision of cultural leadership, excellence and innovation

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.

### **Strategic Indicator 2**

Promotion of community involvement in activities at Corporation facilities

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.

## Output Classes

	Total Cost <sup>1</sup>		Government Payment for Outputs	
	2007-08 Est. Outcome (\$'000)	Budget 2008-09 (\$'000)	2007-08 Est. Outcome (\$'000)	Budget 2008-09 (\$'000)
<b>Output Class 1: Cultural Facilities Management</b>	13,394	13,375	6,869	7,105
<b>Output 1.1: Cultural Facilities Corporation</b>	13,394	13,375	6,869	7,105

**Note:**

1. Total cost includes depreciation of \$2.001 million in 2007-08 and depreciation of \$2.014 million in 2008-09.

### *Output 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 Gallery; and
- the 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, public programs and other events) at each site, and through the conservation and interpretation of the Historic Places.

The Corporation also has responsibility for managing and developing the Civic Square precinct as a cultural focus of the ACT.

## Accountability Indicators

	2007-08 Targets	2007-08 Est. Outcome	2008-09 Targets
<b>Output Class 1: Cultural Facilities Management</b>			
<b>Output 1.1: Cultural Facilities Corporation</b>			
a. Number of visitors/patrons to facilities	344,000	344,000	344,000
b. Number of exhibitions at facilities managed by the Corporation <sup>1</sup>	25	21	21
c. Number of education and public programs at facilities managed by the Corporation <sup>2</sup>	400	312	350
d. Number of days venue usage at the Canberra Theatre Centre's venues	450	480	480
e. Customer satisfaction with quality of services provided by the Corporation, as measured by annual survey	80%	>80%	80%
f. Cost to Government per visitor/patron to facilities managed by the Corporation	\$19.96	\$19.96	\$20.65
g. Own sourced revenue as a proportion of total revenue for the Corporation	39%	41%	39%

### Notes:

1. The reduction in the 2007-08 estimated outcome from the 2007-08 target primarily relates to closure of the Nolan Gallery throughout 2007-08, due to high humidity levels. The reduction in the 2008-09 target from the 2007-08 target relates primarily to the continued closure of the Nolan Gallery throughout 2008-09. As a result, no target has been set for exhibitions at the Nolan Gallery during 2008-09. However, a selection of works from the Nolan Collection will be displayed at the Canberra Museum and Gallery during 2008-09, and during the year, a dedicated gallery space for the Nolan Collection will be created within the Canberra Museum and Gallery, with an anticipated opening date of June 2009.
2. The reduction in the 2007-08 estimated outcome from the 2007-08 target primarily relates to closure of the Nolan Gallery as outlined above. However, a small number of programs focusing on the Nolan Collection will be provided during 2008-09 at the Canberra Museum and Gallery. The 2008-09 target also reflects a decision to consolidate the number of programs at the historic places in order to use program resources more efficiently and minimise the impact on these sites, and during the year, new interpretive programs will be developed for the presentation in conjunction with the opening of a dedicated gallery space for the Nolan Collection within the Canberra Museum and Gallery.

## Changes to Appropriation

<b>Changes to Appropriation</b>					
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Government Payment for Outputs</b>	<b>Est. Out.</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>2007-08 Budget</b>	<b>6,869</b>	<b>6,813</b>	<b>6,985</b>	<b>7,122</b>	<b>7,122</b>
<b>2008-09 Budget Policy Adjustments</b>					
Additional Repairs and Maintenance Funding	-	100	-	-	-
Access to Cultural Programs for Disadvantaged Groups and Individuals and those with Special Needs	-	139	142	146	149
Interpretation of the Nolan Collection at the Canberra Museum and Gallery	-	53	113	115	118
Nolan Collection Gallery at the Canberra Museum and Gallery	-	-	10	15	20
<b>2008-09 Budget Technical Adjustments</b>					
Revised Indexation Parameters	-	-	-	-	132
<b>2008-09 Budget</b>	<b>6,869</b>	<b>7,105</b>	<b>7,250</b>	<b>7,398</b>	<b>7,541</b>

<b>Changes to Appropriation</b>					
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Capital Injections</b>	<b>Est. Out.</b>	<b>Budget</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>2007-08 Budget</b>	<b>408</b>	<b>316</b>	<b>324</b>	<b>332</b>	<b>332</b>
<b>2008-09 Budget Policy Adjustments</b>					
Nolan Collection Gallery at the Canberra Museum and Gallery	-	260	-	-	-
Playhouse Major Acoustic and Sound System Upgrade	-	320	-	-	-
Canberra Theatre Centre Signage Upgrade	-	267	-	-	-
<b>2008-09 Budget Technical Adjustments</b>					
Capital Upgrade Program Indexation	-	1	1	2	10
<b>2008-09 Budget</b>	<b>408</b>	<b>1,164</b>	<b>325</b>	<b>334</b>	<b>342</b>

## 2008-09 Capital Works Program

	Estimated Total Cost \$'000	Estimated Expenditure Pre 2008-09 \$'000	2008-09 Financing \$'000	2009-10 Financing \$'000	2010-11 Financing \$'000	Expected Completion Date
<b>New Capital Works</b>						
Nolan Collection Gallery at the Canberra Museum and Gallery	260	-	260	-	-	Jun 2009
Playhouse Major Acoustic and Sound System Upgrade	320	-	320	-	-	Jun 2009
Canberra Theatre Centre Signage Upgrade	267	-	267	-	-	Jun 2009
<b>Total New Works</b>	<b>847</b>	<b>-</b>	<b>847</b>	<b>-</b>	<b>-</b>	
<b>Capital Upgrades</b>						
Canberra Theatre	157	-	157			
ACT Museums and Galleries	70	-	70			
Historic Places	90	-	90			
<b>Total Capital Upgrades</b>	<b>317</b>	<b>-</b>	<b>317</b>			
<b>Total New Capital Works</b>	<b>1,164</b>	<b>-</b>	<b>1,164</b>	<b>-</b>	<b>-</b>	
<b>Total Capital Works Program</b>	<b>1,164</b>	<b>-</b>	<b>1,164</b>	<b>-</b>	<b>-</b>	

**Cultural Facilities Corporation  
Operating Statement**

<b>2007-08 Budget \$'000</b>		<b>2007-08 Est.Outcome \$'000</b>	<b>2008-09 Budget \$'000</b>	<b>Var %</b>	<b>2009-10 Estimate \$'000</b>	<b>2010-11 Estimate \$'000</b>	<b>2011-12 Estimate \$'000</b>
<b>Income</b>							
<b>Revenue</b>							
6,869	Government Payment for Outputs	6,869	7,105	3	7,250	7,398	7,541
3,837	User Charges - Non ACT Government	4,106	3,873	-6	3,971	3,972	4,055
457	User Charges - ACT Government	452	457	1	457	457	474
105	Interest	95	100	5	100	100	100
0	Other Revenue	45	0	-100	0	0	0
39	Resources Received free of charge	39	39	-	39	39	39
<b>11,307</b>	<b>Total Revenue</b>	<b>11,606</b>	<b>11,574</b>	<b>..</b>	<b>11,817</b>	<b>11,966</b>	<b>12,209</b>
<b>Gains</b>							
<b>0</b>	<b>Total Gains</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>11,307</b>	<b>Total Income</b>	<b>11,606</b>	<b>11,574</b>	<b>..</b>	<b>11,817</b>	<b>11,966</b>	<b>12,209</b>
<b>Expenses</b>							
4,837	Employee Expenses	5,085	5,079	..	5,203	5,232	5,275
698	Superannuation Expenses	718	706	-2	702	713	741
5,498	Supplies and Services	5,523	5,515	..	5,638	5,747	5,919
1,694	Depreciation and Amortisation	2,001	2,014	1	2,044	2,044	2,044
61	Other Expenses	67	61	-9	61	61	61
<b>12,788</b>	<b>Total Ordinary Expenses</b>	<b>13,394</b>	<b>13,375</b>	<b>..</b>	<b>13,648</b>	<b>13,797</b>	<b>14,040</b>
<b>-1,481</b>	<b>Operating Result</b>	<b>-1,788</b>	<b>-1,801</b>	<b>-1</b>	<b>-1,831</b>	<b>-1,831</b>	<b>-1,831</b>

**Cultural Facilities Corporation  
Balance Sheet**

Budget as at 30/6/08 \$'000		Est.Outcome as at 30/6/08 \$'000	Planned as at 30/6/09 \$'000	Var %	Planned as at 30/6/10 \$'000	Planned as at 30/6/11 \$'000	Planned as at 30/6/12 \$'000
<b>Current Assets</b>							
1,270	Cash and Cash Equivalents	599	732	22	838	944	1,050
1,242	Receivables	704	705	..	706	707	708
28	Inventories	26	26	-	26	26	26
273	Other	79	79	-	79	79	79
<b>2,813</b>	<b>Total Current Assets</b>	<b>1,408</b>	<b>1,542</b>	<b>10</b>	<b>1,649</b>	<b>1,756</b>	<b>1,863</b>
<b>Non Current Assets</b>							
33,138	Property, Plant and Equipment	34,798	34,098	-2	32,529	30,969	29,417
<b>33,138</b>	<b>Total Non Current Assets</b>	<b>34,798</b>	<b>34,098</b>	<b>-2</b>	<b>32,529</b>	<b>30,969</b>	<b>29,417</b>
<b>35,951</b>	<b>TOTAL ASSETS</b>	<b>36,206</b>	<b>35,640</b>	<b>-2</b>	<b>34,178</b>	<b>32,725</b>	<b>31,280</b>
<b>Current Liabilities</b>							
444	Payables	460	460	-	460	460	460
0	Finance Leases	5	5	-	5	5	5
1,180	Employee Benefits	1,130	1,199	6	1,242	1,285	1,328
161	Other	123	123	-	123	123	123
<b>1,785</b>	<b>Total Current Liabilities</b>	<b>1,718</b>	<b>1,787</b>	<b>4</b>	<b>1,830</b>	<b>1,873</b>	<b>1,916</b>
<b>Non Current Liabilities</b>							
5	Employee Benefits	43	44	2	44	44	44
521	Other	484	485	..	486	487	488
<b>526</b>	<b>Total Non Current Liabilities</b>	<b>527</b>	<b>529</b>	<b>..</b>	<b>530</b>	<b>531</b>	<b>532</b>
<b>2,311</b>	<b>TOTAL LIABILITIES</b>	<b>2,245</b>	<b>2,316</b>	<b>3</b>	<b>2,360</b>	<b>2,404</b>	<b>2,448</b>
<b>33,640</b>	<b>NET ASSETS</b>	<b>33,961</b>	<b>33,324</b>	<b>-2</b>	<b>31,818</b>	<b>30,321</b>	<b>28,832</b>
<b>REPRESENTED BY FUNDS EMPLOYED</b>							
28,863	Accumulated Funds	28,802	28,165	-2	26,659	25,162	23,673
4,777	Reserves	5,159	5,159	-	5,159	5,159	5,159
<b>33,640</b>	<b>TOTAL FUNDS EMPLOYED</b>	<b>33,961</b>	<b>33,324</b>	<b>-2</b>	<b>31,818</b>	<b>30,321</b>	<b>28,832</b>

**Cultural Facilities Corporation  
Cash Flow Statement**

2007-08 Budget \$'000		2007-08 Est.Outcome \$'000	2008-09 Budget \$'000	Var %	2009-10 Estimate \$'000	2010-11 Estimate \$'000	2011-12 Estimate \$'000
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>						
	<b>Receipts</b>						
6,869	Cash from Government for Outputs	6,869	7,105	3	7,250	7,398	7,541
4,306	User Charges	4,570	4,342	-5	4,440	4,441	4,541
105	Interest Received	95	100	5	100	100	100
508	Other Revenue	553	509	-8	511	511	511
<b>11,788</b>	<b>Operating Receipts</b>	<b>12,087</b>	<b>12,056</b>	<b>..</b>	<b>12,301</b>	<b>12,450</b>	<b>12,693</b>
	<b>Payments</b>						
5,458	Related to Employees	5,726	5,715	..	5,862	5,902	5,973
5,468	Related to Supplies and Services	5,493	5,484	..	5,607	5,716	5,888
573	Other	579	574	-1	576	576	576
<b>11,499</b>	<b>Operating Payments</b>	<b>11,798</b>	<b>11,773</b>	<b>..</b>	<b>12,045</b>	<b>12,194</b>	<b>12,437</b>
<b>289</b>	<b>NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES</b>	<b>289</b>	<b>283</b>	<b>-2</b>	<b>256</b>	<b>256</b>	<b>256</b>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>						
	<b>Payments</b>						
558	Purchase of Property, Plant and Equipment	558	1,314	135	475	484	492
<b>558</b>	<b>Investing Payments</b>	<b>558</b>	<b>1,314</b>	<b>135</b>	<b>475</b>	<b>484</b>	<b>492</b>
<b>-558</b>	<b>NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES</b>	<b>-558</b>	<b>-1,314</b>	<b>-135</b>	<b>-475</b>	<b>-484</b>	<b>-492</b>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>						
	<b>Receipts</b>						
408	Capital Injection from Government	408	1,164	185	325	334	342
<b>408</b>	<b>Financing Receipts</b>	<b>408</b>	<b>1,164</b>	<b>185</b>	<b>325</b>	<b>334</b>	<b>342</b>
<b>408</b>	<b>NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES</b>	<b>408</b>	<b>1,164</b>	<b>185</b>	<b>325</b>	<b>334</b>	<b>342</b>
<b>139</b>	<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>139</b>	<b>133</b>	<b>-4</b>	<b>106</b>	<b>106</b>	<b>106</b>
<b>1,131</b>	<b>CASH AT BEGINNING OF REPORTING PERIOD</b>	<b>460</b>	<b>599</b>	<b>30</b>	<b>732</b>	<b>838</b>	<b>944</b>
<b>1,270</b>	<b>CASH AT THE END OF THE REPORTING PERIOD</b>	<b>599</b>	<b>732</b>	<b>22</b>	<b>838</b>	<b>944</b>	<b>1,050</b>

**Cultural Facilities Corporation  
Statement of Changes in Equity**

Budget as at 30/6/08 \$'000		Est.Outcome as at 30/6/08 \$'000	Planned as at 30/6/09 \$'000	Var %	Planned as at 30/6/10 \$'000	Planned as at 30/6/11 \$'000	Planned as at 30/6/12 \$'000
34,713	<b>Opening Balance</b>	35,341	33,961	-4	33,324	31,818	30,321
	<b>Accumulated Funds</b>						
-1,481	Operating Result for the Period	-1,788	-1,801	-1	-1,831	-1,831	-1,831
	<b>Reserves</b>						
-1,481	<b>Total Income And Expense For The Period</b>	-1,788	-1,801	-1	-1,831	-1,831	-1,831
	<b>Transactions Involving Equity Holders Affecting Accumulated Funds</b>						
408	Capital Injections	408	1,164	185	325	334	342
33,640	<b>Closing Balance</b>	33,961	33,324	-2	31,818	30,321	28,832

**Notes to the Budget Statements**

Significant variations are as follows:

*Operating Statement*

- user charges - non ACT Government:
  - the increase of \$0.269 million in the 2007-08 estimated outcome from the original Budget is mainly due to a higher than anticipated level of activity at the Canberra Theatre Centre venues; and
  - the decrease of \$0.233 million in the 2008-09 Budget from the 2007-08 estimated outcome is mainly due to activity at the Canberra Theatre Centre venues being forecast to return to normal levels.
- other revenue: the increase of \$0.045 million in the 2007-08 estimated outcome from the original budget and the decrease of \$0.045 million in the 2008-09 Budget from the 2007-08 estimated outcome is due to funding from the Whole of Government Restructure Fund in 2007-08 for redundancy payments.
- employee expenses: the increase of \$0.248 million in the 2007-08 estimated outcome from the original Budget is mainly due to additional salary costs relating to increased theatre activity.
- depreciation: the increase of \$0.307 million in the 2007-08 estimated outcome from the original budget is mainly due to a recalculation of the depreciation rate on the Civic Library and Link building.

### *Balance Sheet*

- cash and cash equivalents:
  - the decrease of \$0.671 million in the 2007-08 estimated outcome from the original budget reflects the flow on effect of the 2006-07 audited result; and
  - the increase of \$0.133 million in the 2008-09 Budget from the 2007-08 estimated outcome reflects improved cash flows from operations in 2008-09.
- receivables: the \$0.538 million decrease in the 2007-08 estimated outcome from the original budget reflects an anticipated reduction in the level of creditors.
- other current assets: the decrease of \$0.194 million in the 2007-08 estimated outcome from the original budget reflects the reclassification of a flag banner frame from other assets to property, plant and equipment.
- property, plant and equipment: the increase of \$1.660 million in the 2007-08 estimated outcome from the original budget is mainly due to the flow on effect of the 2006-07 actual result which had higher than budgeted spending on property, plant and equipment and the transfer of the flag banner frame from other assets.
- current and non-current employee benefits: the increase of \$0.070 million in the 2008-09 Budget from the 2007-08 estimated outcome is due to an increase in the value of leave entitlements.

### *Cash Flow Statement*

- purchase of property, plant and equipment: the increase of \$0.756 million in the 2008-09 Budget from the 2007-08 estimated outcome represents payments for capital works.
- capital injection from Government: the increase of \$0.756 million in the 2008-09 Budget from the 2007-08 estimated outcome is explained above.

### *Statement of Changes in Equity*

Variances in the statement are explained in the notes above.