



FEDERATION SQUARE
MELBOURNE, AUSTRALIA

CORPORATE PLAN 2016-19

MELBOURNE'S INSPIRATIONAL PUBLIC PLACE



Federation Square is Melbourne's "heartbeat", an inspirational precinct which concentrates community, cultural and commercial activities around the City's major public square.



Federation Square is a 5.2 hectare precinct comprising the major civic square, external and internal performance and event spaces, and over 30 tenancies including a diverse range of cafés, bars, restaurants, tourism experiences, the Ian Potter Centre: National Gallery of Victoria (NGV) Australia, the Australian Centre for the Moving Image (ACMI), the Melbourne Visitor Centre, Special Broadcasting Service (SBS) and the Koorie Heritage Trust.

ALL OF THESE SELF GOVERNING TENANCIES COME TOGETHER IN PARTNERSHIP TO DELIVER GREAT VISITOR EXPERIENCES CHARACTERISED BY SERVICE EXCELLENCE FOR MELBURNIANS AND TOURISTS ALIKE.

In 14 years Federation Square has become a statement of identity and a bridge from the old city to the new, as well as an integral part of the dynamic of Melbourne and Victoria as a platform for its myriad individual and collective forms of expression. Federation Square and Melbourne are being talked about around the world as great places for people, and for enhancing the reputation and prosperity of the State.

FED SQUARE PTY LTD

**Federation Square is managed
by Fed Square Pty Ltd and owned
by the State Government of Victoria.**

It is responsible for the coordination and management of self-governing tenancies, programming and marketing of all public spaces and all aspects of asset management and development.

Fed Square Pty Ltd employs a small dynamic team which partners with a number of companies to provide additional services, including cleaning, security, car park management and audio-visual services.

Federation Square aims to provide a space where visitors can celebrate, learn, innovate and connect.

Federation Square continually works towards:

- Being an inspirational and accessible public place for the community
- Promoting Melbourne, Victoria and Australia
- Being an iconic destination delivering memorable experiences
- Managing a major CBD precinct and its assets for sustainability
- Delivering world-class public events and activities
- Providing core facilities and services to third parties, partners and the general public





**SUPPORTING A DIVERSE BASE OF TENANTS,
INCLUDING SOME OF AUSTRALIA'S MOST
SIGNIFICANT CULTURAL INSTITUTIONS**

THE IAN POTTER CENTRE - NATIONAL GALLERY OF VICTORIA



**THE
AUSTRALIAN
CENTRE FOR THE
MOVING IMAGE**



**AND THE
KOORIE
HERITAGE
TRUST**

PURPOSE OF THE CORPORATE PLAN

The Corporate Plan outlines the key activities to be delivered by Fed Square Pty Ltd over the period 2016–19.

To ensure Federation Square continues to be one of the world's best public spaces, Fed Square Pty Ltd is conscious of the ever changing business and social landscape, evolving practices required to maintain a competitive advantage and to ensure continued sustainability.

The following outcomes have been identified as the basis for this Plan:

MUST “GO TO” PLACE:

Federation Square will be seen as being an essential place to visit repeatedly, with cultural, civic, commercial and entertainment experiences that epitomise the heartbeat of Melbourne.

CONNECTING MELBURNIANS AND THE WORLD:

Federation Square will pro-actively build initiatives and networks that will be presented to the world both physically and digitally.

THE VIBRANT AND ICONIC HUB OF MELBOURNE:

Federation Square aspires to be a destination that creates exciting energy and memorable experiences for all visitors.

STRATEGIC INTER-MODAL ACCESS (FOOT, TRAM, TRAIN, BIKE, BOAT, BUS):

Federation Square will leverage opportunities from its central location, waterfront position and the future development of Melbourne Metro to enhance access to the site and position Federation Square as an inter-modal transport hub.

EXCELLENCE IN OPERATIONS, INFRASTRUCTURE AND GOVERNANCE:

Federation Square will drive a desire to model itself on best practice and quality benchmarks.

RECOGNISED INNOVATOR:

Federation Square will achieve and maintain national and international recognition for leading the way in core business initiatives including events and programming, cultural tenancies, hospitality and retail tenancies together with environmental sustainability of infrastructure and operations.

GREAT AND RELEVANT TENANTS, EVENTS AND PROGRAMS:

Federation Square will ensure that programs, events and tenants are operationally fit for purpose, socially and civically engaging and present an overarching visitor experience.

CIVIC AND CULTURAL CHARTER

The Federation Square Civic and Cultural Charter was developed by the Government of Victoria and the City of Melbourne to achieve specific cultural and civic objectives for Victoria through the development and management of Federation Square, and is directly reflected throughout the Corporate Plan.



VISION

To be internationally recognised as Melbourne's inspirational public place where visitors come to celebrate, learn, innovate and connect.

MISSION

To manage and develop Federation Square to actively support and reflect Melbourne's pre-eminent civic and cultural strengths. Federation Square desires to be an iconic destination that delivers a memorable visitor experience.

SERVICE GOAL

To be recognised for providing exceptional customer service that will inspire visitors, customers and clients to return time and time again.

Our core service commitments are:

- Providing consistent, reliable customer service and value
- Ensuring that what we do – we do with pride
- Establish a reputation of excellence
- Be a positive ambassador for Victoria

In delivering this service, we will be:

- Welcoming
- Helpful
- Respectful
- Accountable



STRATEGIC INVESTMENTS

To achieve these 2020 Outcomes and ensure Federation Square remains Melbourne's heartbeat, the organisation needs to make a number of strategic investments in the following areas:

OPTIMISE PRECINCT AND TENANCIES

- Enhance the visitor program and experience across all areas of culture, community and sport
- Consolidate Federation Square's role as a place to learn
- Increase commercial business to enable program sustainability
- Assist the long term future of the key cultural tenants
- Undertake a major review of the food and beverage offering with a view to ensuring that Federation Square meets the needs of visitors, thereby enhancing their experiences

- Set targets for tenants around performance and service standards, and regularly review and action
- Explore development opportunities to enable an increased variety of food, beverage and retail offerings across the precinct

FEDERATION SQUARE'S MASTER PLAN

- Develop a detailed business case and feasibility study for stage one of the Master Plan
- Focus on precinct growth with emphasis on realising Government objectives

BUILD GLOBAL RELATIONSHIPS

- Work with the cultural, arts and sporting partners within the precinct to further identify opportunities for collaboration and growth
- Focus on initiatives to further increase global awareness

SELL THE VISION AND SECURE STAKEHOLDER BUY-IN

- Engage stakeholders at all levels, in the development and implementation of each phase of the Master Plan
- Work with cultural, arts, tourism and sporting partners to develop a shared vision

PHYSICAL AND VIRTUAL INFRASTRUCTURE

- Finalise a comprehensive asset management plan that will be implemented on a rolling basis
- Continue to provide high levels of security and cleaning across the precinct to ensure the continued attractiveness of Federation Square to all visitors
- Operate Federation Square so that it generates zero greenhouse gas emissions and consolidate other sustainability initiatives
- Increase the interactive screen experiences to share the activities of Federation Square across wider communities
- Introduce and integrate innovative technology, increasing the experience for visitors and taking the program worldwide

SECURE SUSTAINABLE FUNDING

- Identify new revenue opportunities to enable a higher level of financial self sufficiency
- Increase revenue from existing activities
- Develop a financial strategy that will support both the ongoing operations and the future growth opportunities

PEOPLE AND STRUCTURE

- Recruit a skilled professional, reporting directly to the CEO, to improve the quality of the people and culture program
- Develop, recognise and reward our people, to ensure they retain and develop excellent skills and experience across the business
- Strive for greater focus, purpose and excellence in the way we operate
- Attract, align and empower the skilled people behind the delivery of the Corporate Plan
- Continue commitment to work safety and deliver a leading Occupational Health and Safety management system

- Recruit commercial expertise with specific skills to generate incremental profitable revenue for the organisation
- Enhance and deploy systems and processes that will make us more effective and efficient, enabling us to optimise the organisation's capabilities and capacity
- Identify areas of operation that could be more cost efficient
- Integrate relevant management systems to streamline business operations

TELLING OUR STORY

- Create and make available a 12 month campaign to promote 'must do' iconic experiences
- Strengthen the alignment with tourism bodies, both regionally and nationally to further increase brand awareness for Federation Square
- Continue to develop online assets to enhance the user experience
- Develop the customer and stakeholder database and improve the communication strategy

2016/17 TARGETS

HOW ARE WE GOING?

Fed Square Pty Ltd will measure its performance by monitoring the following key performance indicators and targets:

MUST "GO TO" PLACE

10.75m

Visitation

75 min

Visitor dwell time

\$14

Visitor spend

CONNECTING MELBURNIANS AND THE WORLD

10

Number of globally significant events/programs

50

Number of events with cross cultural targets

Achieved

Federation Square Disability Action Plan

Top 3

Maintained international recognition as measured by visitor destinations in Victoria

THE VIBRANT AND ICONIC HUB OF MELBOURNE

4,300

Federation Square
media coverage
(traditional media
placements –
broadcast and print)

11,865

Federation Square media
coverage (online media
placements – national)

1,719

Federation Square
media coverage
(online media placements
– international)

STRATEGIC INTER-MODAL ACCESS

(FOOT, TRAM, TRAIN, BIKE,
BOAT, BUS)

10.75m

Increased visitation

RECOGNISED INNOVATOR

4

connections

Number of meaningful
connections with
national and international
precincts and organisations

10

opportunities

Federation Square's
expertise in administering
a globally recognised
precinct are sought
nationally and internationally

GREAT AND RELEVANT TENANTS, EVENTS AND PROGRAMS

80%

Percentage of programs
and events that remain
aligned to the Civic
and Cultural Charter

1.43m

Commercial net return on
events and related services

18m

Commercial return from
Federation Square tenants

EXCELLENCE IN OPERATIONS, INFRASTRUCTURE AND GOVERNANCE

30%

(% staff turnover)

20

Recognised thought
leader (external recognition
via publication, citation or
presentation)

29.1m

Revenue

Further information and
feedback please contact:

Fed Square Pty Ltd

Federation Square
Cnr Swanston + Flinders Sts
Melbourne, VIC
Australia
3000

T: +61 3 9655 1900
E: info@fedsquare.com
W: fedsquare.com



fedsquare.com



[@federationsquare](https://www.facebook.com/federationsquare)



[@fedsquare](https://twitter.com/fedsquare)



[@federationsquare](https://www.instagram.com/federationsquare)



[fedsquare.com/youtube](https://www.youtube.com/fedsquare.com)



[Fed Square Pty Ltd](https://www.linkedin.com/company/fed-square-pty-ltd)