

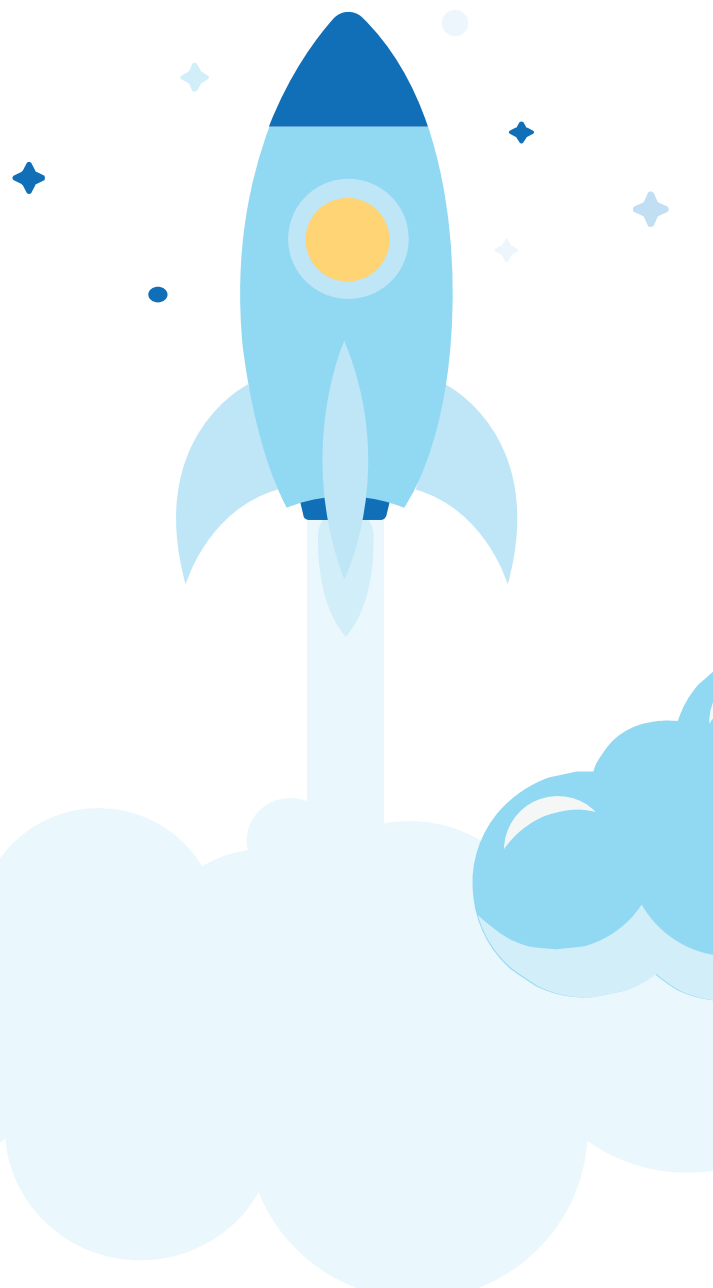


CentreStage

Cultural Framework Policy 2019-2020

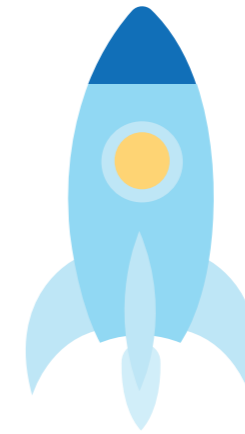
The Culture Framework 2019-2020 has been designed to embed both the cultural and employee engagement priorities outlined in the Corporate Plan and CentreStage Pty Ltd Strategic Direction

This is an ongoing commitment to our people and our Scheme Ecosystem. CentreStage Pty Ltds wants our culture to support our people, our staff, volunteers, actors and the land we habitat to be the best they can by building the environment that will allow this to happen.



// **CentreStage
is my home,
my life, my
everything.
I love my
teachers at
CPAA..**

2019 Student – Middles B



**“We want a culture
that rockets us into
the future”**

-David Greenwood - Managing Director

The Framework draws on the values and introduces cultural characteristics and indicators that anchor our people’s everyday experience and interactions. Over the life of the Framework, our culture must shift to match the desired behaviours of a high- performing workforce that is supported to deliver a successful world leading scheme. This will require strategies that build trust, transparency and accountability in all

our relationships. As custodians of the ecosystem, the Board must also bring its Partners on this journey.

The Framework will lay the foundations to realise the culture that we aspire to achieve. The cultural landscape shift will be gradual, but necessary to work toward building a high-performing culture with support for employee wellbeing at its heart.

A message from David



David Greenwood
Founder and Managing Director

In 2018 and 2019, the team at CentreStage commenced a cultural framework policy to redefine what being part of our culture should look like. It outlined the desired behaviours of a high-performing workforce that is supported to deliver a successful world leading theatre company based in Geelong. This requires strategies that build trust, transparency and accountability in all our relationships. As custodians of the ecosystem, the Board must also bring its Partners on this journey. The cultural landscape shift will be gradual, but necessary to work toward building a high-performing culture with support for employee wellbeing at its heart.

I welcome you to the CentreStage family and hope you enjoy your time with us. May you build friendships and memories that last a life time.

We are the proud winners of the 2019 Geelong Business Excellence Awards for Promoting Healthy Workplace. This is in response to our social responsibility, mental health processes and amazing staff who support our students and parents



About Us

CentreStage grew from a small spark of inspiration, \$300, and a passionate young individual who aspired to offer something different in an oversaturated market. His small idea... A sustainable musical theatre company that contributed back to the heart of the Geelong community.

It became much larger than that. CentreStage (formerly known as CenterStage Geelong) is an ethical community theatre company bringing together more than 1000 local performers annually, through their personal passion for musical theatre.

- **Our Vision**

Small opportunities are often the beginning of great enterprises. At CentreStage we value new ideas, innovative team members and outcomes that will drive our team to become a truly iconic organisation that benefits the entire Geelong community.

- **Our Mission**

CentreStage is driven by a desire to provide access to the Arts, through musical theatre, to as many people in our community as possible. As an organisation, we support the inclusion of all people and offer opportunities to various community groups to access the arts and attend our productions through support of charitable organisations. This includes local community services providers, such as Gen U, supporting people with disabilities and people in aged care facilities to attend productions, along with local schools, clubs and community partners.



Strategic Alignment

Corporate Plan

The Corporate Plan recognises that People and Culture are one of the key strategic enablers to deliver productions and arts projects, successfully, through a united and engaged employee network. We build on a strong culture of people working together and value learning, collaboration and professionalism.

The People Strategy

The People Strategy has been designed to inform our people and Partners on how they will be supported to meet all our objectives as outlined in the Corporate Plan by 2021. The Culture and Engagement element of the strategy recognises that CentreStage must build a positive and inclusive culture that fosters continuous learning and accountability.

This was identified as a high level priority, which recommended the development of the Framework with key measures of progress that is underpinned by strong and transparent communications.

Our culture is a reflection of our expressed intent and proven action in all core elements of the Strategy; Culture and Engagement, Diversity and Inclusion, Talent, Learning and Development and Workforce Planning. Strategies built through core elements will be pivotal to the success of the Framework.



Our Values

Our culture is underpinned by our CentreStage Values.



Integrity

We treat every interaction as an opportunity to build trust and earn respect

We are authentic, fair and ethical in everything we do



Assurance

We are disciplined leaders and experts in our service

We set and share a clear direction and pursue it with focus, energy and drive

We inspire and motivate others to help achieve their goals

We take personal and collective responsibility for achieving outstanding results



Empowerment

We listen carefully to understand individual needs and expressed aspirations, and we are courageous in our response

We build confidence in others to take action, make decisions and fulfil their potential

We strive for simplicity, see all the possibilities and make things happen



Responsibility

We connect, collaborate and build long-term partnerships

We mentor, coach, encourage and support each other

We provide straight specific and informed advice and feedback

We are optimistic, active and always true to our purpose



Learning

We value every voice and encourage a pioneering spirit amongst our team

We live it, learn from our experience and then build a better approach

We are positive, adaptable and persistent in the face of challenges



What our culture looks like

Aspiration	Indicators
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Volunteers and performers first

Our participants are at the heart of everything we do. We want to support our participants to be the best they can be and provide them with reasonable and necessary supports to help them develop their skills and support the arts community

- Volunteers and performers are at the centre of our decisions
- All interactions with participants, families and carers are respectful
- The individual strengths, skills and experience of employees are recognised
- Volunteer decisions are aligned with legislation, operational guidelines and best practice

Proud champions of the ARTS community

We are proud and proven champions of the ARTS community. We collaborate with our Partners, providers, markets and the broader community to enable the success. We support the provision of exemplary service.

- Relationships within the ARTS community are built through action
- Partnerships are championed within the community through communication, promotion and co-design
- We actively learn from the ARTS community, and embrace continuous improvement

Supportive and inclusive

The company is a safe place for all employees. We 'come as we are' and welcome diversity, which is key to our success. We build trust and respect by encouraging those around us to speak up and voice ideas, as well as concerns. All employees and partners feel valued and supported because our processes and procedures are inclusive and accessible for all.

- We focus on employees as a 'whole person', not just their role.
- People are embraced for who they are
- Leaders provide guidance and support
- We are empowered to have a voice
- Trust is built through honesty, helpfulness and good intent

What our culture looks like

Aspiration	Indicators
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Dedicated to our people

We encourage and develop our people across all levels. We help them to be their best and build a culture of continuous improvement. We seek mutual respect and put in our best efforts for an Agency that encourages and recognises passion and high-performance.

- Learning and development is a priority for everyone
- Outstanding performance is encouraged and recognised
- Underperformance or behaviour inconsistent with our values is called out
- We are all accountable for our actions
- We have regular feedback and performance conversations

Our cultural framework in action

Families, carers and community

Our culture enables us to build a strong relationship with families, carers and the community. They trust us and understand them. We work with families, carers and the community to continually improve the way we deliver services and impact outcomes.

Leaders share information with employees, even when they don't have all of the answers. All leaders encourage and recognise outstanding performance and conversely call out underperformance or behaviour inconsistent with our values.

Leaders

Our leaders are the cultivators of our culture and are role models for the culture we want to have. Leaders are approachable and accessible to all employees and build confidence in employees to take action, make decisions and fulfil their potential to achieve the goals.

Workforce

Our culture shapes and is reinforced through the behaviours of our employees. We will all know the behaviours to expect of each other and what we need to demonstrate ourselves. Our performance will be boosted and our efforts aligned to build engagement and morale. We will feel confident and supported in our role, career paths and development. Each of us are positive, adaptable and persistent in the face of challenges.



Our Child Safety Commitment

CentreStage is committed to the safety and wellbeing of all children and young people. This will be an essential focus of our decision-making.

CentreStage has zero tolerance for any form of child abuse.

CentreStage is committed to providing a child safe environment where children and young people are safe and feel safe, and their voices are heard about decisions that affect their lives. Particular attention will be paid to the cultural safety of at risk and vulnerable young people including children from culturally and/or linguistically diverse backgrounds, Aboriginal children and children with disability.

Every person involved with CentreStage has a responsibility to understand the important and specific role he/she plays individually and collectively to ensure that the wellbeing and safety of all children and young people is at the forefront of all they do and every decision they make.

In its planning, decision-making and operations CentreStage Pty Ltd will:

1. Take a preventative, proactive and participatory approach to child safety
2. Value and empower children to participate in decisions which affect their lives
3. Foster a culture of openness that supports all persons to safely disclose risks of harm to children
4. Respect diversity in cultures and child rearing practices while keeping child safety as the highest priority
5. Provide guidance on appropriate conduct and behaviour towards children
6. Engage only the most suitable people to work with children and have high quality staff, volunteers and provide appropriate professional learning for the adults working with children in our program.
7. Ensure children know who to talk with if they are worried or are feeling unsafe, and that they are comfortable and encouraged to raise such issues
8. Report suspected abuse, neglect or mistreatment promptly to the appropriate authorities
9. Share information appropriately and lawfully with other organisations where the safety and wellbeing of children is at risk
10. Value the input of and communicate regularly with families and carers.

For more information on child safety please visit: <https://ccyp.vic.gov.au/child-safety/being-a-child-safe-organisation/the-child-safe-standards/>

Our commitment to disability

CentreStage has a strong commitment to enabling all members of our community to have the opportunity to participate in the arts, as audience, artist or arts lover. For 10 years, our team has been a quiet leader in the area of access and disability in the performing arts, working tirelessly to establish a range of services and artistic programs tailored to the specific needs of people with a disability.

Our programs are built on three pillars – Participation, Representation and Audience Access.

CentreStage is constantly evolving and has commenced the NDIS registration process. We aim to;


- Increase the number of opportunities artists with a disability can have to develop and present their work.
- Move to an “on demand” model, which would provide access for people with disability to attend events when they want to, to see the performances they want to, and ultimately, to allow access to more people.
- Support a broader range of students to access our classes and be supported to participate in musical theatre and the arts.



Welcome to the CentreStage Family

Centre/Stage

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