

BUNDANON TRUST

STRATEGIC PLAN 2016 - 2020

Created by
Bundanon Trust Board of Directors and Staff



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Strategic Plan 2016 - 2020

Bundanon Trust

STRATEGIC PLAN 2016 - 2020

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Section 1 - Mission

Strategic Plan 2016 - 2020

Bundanon Trust

1. MISSION

Bundanon is Arthur and Yvonne Boyd's gift to the Australian people.

Bundanon Trust supports arts practice and engagement with the arts through its residency, education, exhibition and performance programs. In preserving the natural and cultural heritage of its site Bundanon promotes the value of landscape in all our lives.

2. EXECUTIVE SUMMARY

Bundanon is a unique place for Australian art. Our residency program for artists and scholars, and Bundanon's creative arts programs for children, are an investment in Australia's future. These core activities ensure that we nurture artistic excellence and build informed audiences for years to come. Throughout the period of this plan Bundanon will continue to host and support individual artists, performing arts ensembles, groups and companies and industry professionals of all disciplines. Curators, historians and artists' collaborators, including scientists and other scholars, are also included in the program.

We will continue to share our visiting artists, musicians and performers with regional audiences and our outstanding national collection with Australians around the country through exhibition touring. While the Bundanon Homestead and Boyd Studio enable the public to experience the work of one of Australia's iconic artists in context, the award-winning Boyd Education Centre, designed by Genn Murcutt, provides a spectacular contemporary setting for dialogue between artists, thinkers and the public and for the presentation of new work. Ongoing support for research across disciplines, and our fostering of experiment and debate, will be extended throughout this period with a strengthened platform for public engagement and more work specifically commissioned through Siteworks and Bundanon Local.

The deep and trusting relationship between Bundanon's resident artists and arts companies and the Shoalhaven region will continue through programs designed for school children and for community members with special interests or needs. The presentation of films, dance, visual arts and performance will provide the public with an inspirational perspective on the compelling and capacity-building role of the contemporary arts.

At the heart of Bundanon is the Australian bush and the work of the iconic Australian painter, Arthur Boyd. Visitors from all over the country and all over the world see the Shoalhaven bush interpreted through Boyd's extraordinary eyes. The Trust will maintain its commitment to nurturing Bundanon's biodiversity and to the property's continuing transformation through the Landcare Living Landscape partnership, opening up more areas for recreation and research.

Bundanon's Strategic Plan 2016-20 presents the Trust's aspirations for the next five years and outlines the company's current achievements and challenges. However the scope of the plan has implications well beyond this timeframe. It identifies new investment opportunities through the Masterplan for Riversdale, with exciting and sustainable outcomes. The Trust's capacity issues are addressed in the Masterplan, proposing a transformed hub for Bundanon's education, arts and tourist activities and enabling more people to stay on site, with new revenue streams to support the expansion and to bring much needed economic and cultural activity to the Shoalhaven region.

3. VISION & VALUES

3.1 Vision

Born at Bundanon, shared with the world.

Supporting creativity and learning based in a unique cultural and natural landscape.

3.2 Guiding Values and Behaviours

Creative Risk

We encourage creativity, experimentation and inquiry.

Sustainability

We actively care for and share the cultural and natural assets in our stewardship.

Inclusion

We advance access and equity.

Accountability

We base our governance and management on a commitment to integrity.

4. OBJECTIVES, ACTIONS & PERFORMANCE MEASURES

OBJECTIVE 1. FOSTER ENGAGEMENT WITH THE ARTS FOR ALL AUSTRALIANS THROUGH EDUCATION AND PUBLIC PROGRAMS



BUNDANON LOCAL, EDUCATION & OUTREACH - SHARING THE ARTS WITH CHILDREN AND THE REGION

Bundanon's residency program for artists and scholars, and its creative arts programs for children, are an investment in Australia's future. These core activities ensure that we nurture artistic excellence and build informed audiences for years to come. Sharing our artists with children and community is a unique strength. These interactions build familiarity with contemporary art and ideas and grow skills and confidence.

Through Bundanon Local we bring members of the Shoalhaven community into the orbit of our national and international artist residency program and provide a platform for presentation in a range of spaces and formats. Since its inception the program has invited musicians, poets, rap and hip hop performers, dancers, choreographers, writers, visual and sound artists into residence to share their skills and talent and to mentor local residents. Artist-led projects are developed with community and the artistic outcomes - extraordinary film, dance, music and performances - are professionally presented.

We will continue our unique education and outreach programs which offer school children the opportunity to encounter contemporary artists in their working studios at Bundanon and to discuss the creative process with them. These can be life-changing experiences which inspire the next generation of arts professionals.

Section 4 - Five Year Plan

Strategic Plan 2016 - 2020

Bundanon Trust**4. OBJECTIVES, ACTIONS & PERFORMANCE MEASURES****OBJECTIVE 1: FOSTER ENGAGEMENT WITH THE ARTS FOR ALL AUSTRALIANS THROUGH EDUCATION AND PUBLIC PROGRAMS****KEY ACTIONS**

	ACTION	PERFORMANCE MEASURES
1.	Develop an innovative annual program of events and experiences that draw on Bundanon's AIR program, its artist projects and industry connections and which integrate with Bundanon's cultural and natural ecology.	Music, arts, science and environmental events staged at Bundanon and Riversdale (Minimum 8 per annum)
2.	Maintain a distinctive residential and day education program for students of all ages which draws on Bundanon's unique cultural and natural assets.	Education programs delivered to primary, secondary and tertiary education institutions. (Minimum 5,000 participating children - 40 residential bookings and 10 non-residential bookings per annum)
3.	Continue formal agreements with arts companies, the education sector and community partners to ensure the relevance and vibrancy of our arts and education programs.	Formal agreements maintained and new agreements established. (Minimum 4 agreements per annum)
4.	Deliver the regional arts development strategy, Bundanon Local, by bringing together Bundanon's resident artists with school children and the local community, to generate unique creative experiences and grow awareness of Bundanon in the region.	Special programs offered on and off site to target audiences in the Shoalhaven (Minimum 4 per annum)
5.	Create opportunities for engagement with Bundanon's programs for those disadvantaged by social, economic, geographic, physical or other circumstances.	Supported programs offered to target audiences (Minimum 6 per annum)



4. OBJECTIVES, ACTIONS & PERFORMANCE MEASURES

OBJECTIVE 2: SUPPORT ARTS PRACTICE AND THE CREATION OF NEW WORK TO BE SHARED LOCALLY, NATIONALLY AND GLOBALLY.



BORN AT BUNDANON: SHARED WITH THE WORLD.

AN AMBITIOUS RESIDENCY PROGRAM THAT SUPPORTING AUSTRALIAN ARTISTS IN AN INTERNATIONAL CONTEXT.

Bundanon's residency program is the largest and most diverse in the country. Building on nearly two decades of AIR activity Bundanon aims to continue to enlarge and enrich the opportunities it offers artists from within Australia and to enable greater reciprocity between Australian artists and their peers overseas. Our newly shaped residency program is unique in scope in Australia and echoes the support provided to artists internationally.

Bundanon's reconfigured AIR program provides supported residencies for selected artists and companies, drawn from all artforms. Special consideration is given to Indigenous practitioners and those with potential to secure international outcomes and/or relationships. As well as hosting the artists in state-of-the-art accommodation and work spaces Bundanon provides stipends, travel and other costs to a limited number of Australian artists and companies visiting from overseas, where there is potential to contribute to the Australian arts sector. In addition, Bundanon invites a range of individual artists into residence to develop new work specifically for presentation on the site, within the region or for national and/or international tour.

Section 4 - Five Year Plan

Strategic Plan 2016 - 2020

Bundanon Trust**4. OBJECTIVES, ACTIONS & PERFORMANCE MEASURES**

OBJECTIVE 2: SUPPORT ARTISTIC PRACTICE AND THE CREATION OF NEW WORK TO BE SHARED LOCALLY, NATIONALLY AND GLOBALLY.

KEY ACTIONS

	ACTION	PERFORMANCE MEASURES
1.	Maintain a leading national and international residency program for emerging and established artists and thinkers from all disciplines, by invitation and application.	International call for applications (Minimum 150 applications per annum) National and international partnerships established and maintained (Minimum 10 per annum)
2.	Build on the SITEWORKS initiative and foster new alliances that enhance Bundanon as a national centre for thought leadership, primary research and cross-disciplinary ideas.	Commission new artworks and interdisciplinary projects which respond to the Bundanon sites, and share them with the public. (Minimum 4 per annum.)
3.	Maintain and develop Bundanon's support for Indigenous artists and integrate the celebration of Indigenous cultural heritage and contemporary practice across the organisation.	Indigenous artists and thinkers represented in residencies & and public programs (Minimum 5 per annum) Indigenous community members engaged in designated arts and education programs (Minimum 3 engagements per annum)
4.	Utilising the enhanced capacity of the new website, develop digital content which enable Bundanon and its artists and thinkers in residence to share their work virtually.	Model programs researched and resources identified by FYE 2017.



4. OBJECTIVES, ACTIONS & PERFORMANCE MEASURES

OBJECTIVE 3: SHARE BUNDANON'S ART COLLECTION AND BUILT HERITAGE AND ENSURE THEY ARE RETAINED FOR FUTURE GENERATIONS



A MASTERPLAN FOR RIVERSDALE: BOYD GALLERY, COLLECTION STORAGE, STUDENT FACILITIES, ACCOMMODATION AND VISITOR SERVICES

New built infrastructure is essential to better care for Bundanon's Boyd and Artist in Residence collections and to provide a sustainable business model through income generation and provision of visitor services to meet the growing demand from schools, the tertiary sector and artists and to increase opportunities for public participation.

The Riversdale Masterplan provides a roadmap for the next decade and will provide a gallery for the Boyd and AIR Collections, an auditorium for 100, 64 additional beds (bringing capacity on site to 96), learning and breakout spaces, cafe and visitor services. Its accompanying Initial Business Case and Regional Economic Impact Study outline how the project will secure the Trust's operational future and build resilience.

In the 22 years since the founding of the Trust Bundanon has invested considerable funds in caring for its heritage buildings and art collection, and securing the safety of visitors by improving road access, however there has been no significant capital investment in the properties since 1999.

Section 4 - Five Year Plan

Strategic Plan 2016 - 2020

Bundanon Trust**4. OBJECTIVES, ACTIONS & PERFORMANCE MEASURES**

OBJECTIVE 3: SHARE BUNDANON'S UNIQUE ART COLLECTION AND BUILT HERITAGE AND ENSURE IT IS RETAINED FOR FUTURE GENERATIONS

KEY ACTIONS

	ACTION	PERFORMANCE MEASURES
1.	Secure the Trust's long-term future and the relocation of Bundanon's significant art collection through advancement of the Masterplan for Riversdale.	Undertake an awareness campaign regarding the regional economic benefits and national cultural benefits flowing from the Riversdale Masterplan with stakeholders in the political, business, education and arts communities. Campaign developed by FYE 2016 and implemented over the period of this plan.
2.	Create exhibitions from the Bundanon Trust Collections and AIR program for display at Bundanon and for national touring.	National touring exhibition developed and shared. (One every three years) Exhibitions developed from the Collection for display in the Homestead gallery. (Two per annum) Contemporary art commissions initiated every year for Siteworks. (Two per annum)
3.	Design and develop an Interpretation Strategy incorporating signage, print, sound, and other contemporary tools to better inform visitors of Bundanon's cultural and environmental offer and to present fresh readings of the heritage site.	New signage developed by FYE 2016 and new contemporary interpretation projects initiated in partnership with artists or other partners by FYE 2017.
4.	Review Heritage Management Plans for Bundanon and Riversdale and maintain the Indigenous Heritage Management Strategy 2011 and the Reconciliation Action Plan as living documents.	Heritage management plan for Bundanon revised and Conservation Management Plan commissioned for Riversdale by FYE 2016.



4. OBJECTIVES, ACTIONS & PERFORMANCE MEASURES

OBJECTIVE 4: PROTECT AND SHARE BUNDANON'S LANDSCAPE VIA RESPONSIBLE ENVIRONMENTAL MANAGEMENT & ACCESS STRATEGIES



LEADING IN ENVIRONMENTAL MANAGEMENT AND EDUCATION

Bundanon places caring for the environment at the centre of its mission and supports innovative and responsible approaches to managing the land. We provide a platform for primary research and share land management information with specialists and the public.

Bundanon's Landcare Living Landscape initiative is a partnership with the Borland Bequest, Landcare Australia and Local Land Services. Through the remediation of degraded former agricultural land the project continues to increase biodiversity and reconnect native habitat in the Shoalhaven. The initiative has enabled Bundanon Trust to prepare for future opportunities in both carbon farming and biobanking, with a view to creating revenue streams to enable ongoing care for the landscape. In 2015 the Trust registered two projects with the Australian Government's Emissions Reduction Fund.

A case-study, based on the Landcare Living Landscape project has been developed and a new, curriculum-aligned, environmental science program will be introduced into Bundanon's suite of education programs offered to visiting schools over the period of this plan.

Over the past six years geologists, archeologists, zoologists, marine biologists, agronomists, environmental scientists and human geographers, have joined artists in visiting the properties and sharing the knowledge gained at Bundanon with the public and school children, both on site and in forums nationally and internationally. Bundanon's collaborative Siteworks project and the annual Bundanon Field Days offer a framework for this exploration and for public education and engagement.

Section 4 - Five Year Plan

Strategic Plan 2016 - 2020

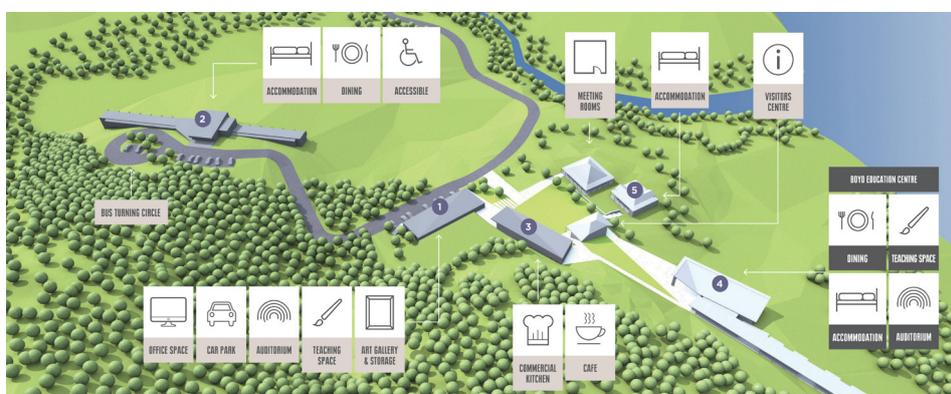
Bundanon Trust**4. OBJECTIVES, ACTIONS & PERFORMANCE MEASURES****OBJECTIVE 4: PROTECT AND SHARE BUNDANON'S LANDSCAPE VIA RESPONSIBLE ENVIRONMENTAL MANAGEMENT & ACCESS STRATEGIES****KEY ACTIONS**

	ACTION	PERFORMANCE MEASURES
1.	Through the award winning Landcare Living Landscape environmental initiative pursue actions to secure the Trust's investment in revegetating and remediating the degraded parts of the Trust's property.	Supress weed growth and maintain new plantings across the property (Minimum 42,000 trees retained FYE 2020)
2.	Secure revenue streams which arise from good management of the Trust's property assets, including carbon farming and bio banking.	Revenue streams identified and secured FYE 2019
3.	Develop education and public programs which reflect upon Bundanon's environmental assets and which demonstrate forward thinking in the areas of environmental sustainability.	Pilot programs undertaken FYE 2016 and new program streams embedded by FYE 2017
4.	Maximise Bundanon's cultural heritage and its status as a nature conservation area to encourage eco and cultural tourism through improved visitor facilities, interpretation strategies, walking trails etc.	Walking trails and interpretive signage upgraded FYE 2016



4. OBJECTIVES, ACTIONS & PERFORMANCE MEASURES

OBJECTIVE 5: PRACTICE GOOD GOVERNANCE, COMMUNICATE EFFECTIVELY AND BE ENTREPRENEURIAL.



INTEGRITY THROUGH ACCOUNTABILITY

Bundanon is committed to operating a transparent and accountable organisation which is determined to remain relevant to the development of the contemporary arts in Australia while responding to the needs of the region in which it is located. We share our information effectively and welcome a range of voices into the conversation about how we can serve the public, in line with our constitution 'to encourage engagement in the arts and with the landscape'.

The Trust's non-profit, charitable, status requires financial efficiencies and an active and outward looking approach to managing its affairs. Where possible we seek to partner with our national arts and education peers and with the business and community sectors in our region. We currently work with over 300 businesses in the Shoalhaven.

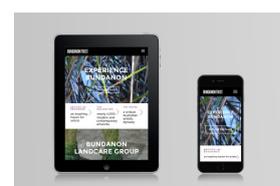
We believe in working with positive, like minded, organisations that share our values. A significant part of our business is delivered through the disability sector and our programming relies on donors, tertiary institution funding and entrepreneurial initiatives, alongside Government grants.

Section 4 - Five Year Plan

Strategic Plan 2016 - 2020

Bundanon Trust**4. OBJECTIVES, ACTIONS & PERFORMANCE MEASURES****OBJECTIVE 5:** PRACTICE GOOD GOVERNANCE, COMMUNICATE EFFECTIVELY AND BE ENTREPRENEURIAL.**KEY ACTIONS**

	ACTION	PERFORMANCE MEASURES
1.	Generate awareness and support for the Trust's Riversdale Masterplan and pursue capital funding from public and private sources to ensure it is realised.	Funding sources identified and secured by FYE 2020
2.	Identify new, and retain existing, public and private funding partners and grow self-generated revenue streams and philanthropy to ensure the Trust's sustainability.	Maintain existing funding relationships and retain 2015 levels of self-generated revenues throughout the period of this plan. Grow combined revenue sources by 5% by FYE 2020.
3.	Retain and secure partnerships with the business, community, education and arts sectors to maximise the company's outputs and to secure resources to fulfill our objectives.	Retain six existing, formal, partnerships and secure one additional partner per annum throughout the time of this plan.
4.	Integrate new digital communication tools (website and Customer Relationship Management - CRM) across all areas of Bundanon's business and pursue opportunities to provide a digital platform for arts and education programs in readiness for faster network speeds.	Identify and implement digital strategies to increase business efficiencies and effectiveness. One new initiative per annum throughout the period of this plan.



Section 5 - Operating Context

Strategic Plan 2016 - 2020

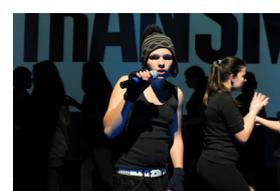
Bundanon Trust

5. OPERATING CONTEXT

5.1 Internal Assessment

5.1.1 Achievements

ARTISTS & PUBLIC PROGRAMS	EDUCATION & OUTREACH	CULTURAL HERITAGE	NATURAL ENVIRONMENT	OPERATIONS & ASSET MANAGEMENT
Bundanon's AIR program is recognised as the largest, most diverse, program in Australia.	Successful learning programs developed in partnership with national arts providers.	New exhibition developed for national tour (2016-19) to follow current exhibition, in its final of three years on the road.	New three year joint venture agreement in place with Landcare Australia providing resources to support the Green Army initiative.	Masterplan for Riversdale and its Business Plan and Economic Impact Study receiving strong regional support and indicate significant role for Bundanon in the Shoalhaven.
High standard of applicants; diversity of artforms; strong international interest and increased demand indicates AIR program relevance to arts development.	Recognised specialist programs developed with relevant agencies for Indigenous communities, people living with disability and their carers and young people at risk.	Boyd Collection and Archive growing in value (61% uplift 2012-15) and scholarly importance with primary research being supported.	Landscape Futures Board Sub Committee formed to oversee land management and link to the Living Landscape project.	Integrated database redesign captures new Government reporting requirements and internal statistics.
SITWORKS initiatives recognised nationally as a model of innovation through tertiary sector engagement and international, peer-reviewed, publishing and presentations.	Cross curricular learning models delivered and evaluated. Research outcomes shared.	Growth in volunteer numbers for collection management and interpretation through guiding.	Living Landscape project rids the Trust properties of 60 hectares of Lantana; revegetates Eearie Park and re-fences the cattle grazing areas at Bundanon.	New digital platform, including CRM tools, developed to future proof data & to better service artists, audiences, the collections & donors.
Concerts and events are attracting loyal, repeat, audiences and awareness of Riversdale as a site for public programming is growing.	Partnerships with the tertiary sector (UOW and UWS) offer specialist evaluation and expertise to deepen and grow new models of learning.	Marking of the 150th anniversary of Bundanon Homestead through new signage, sound interpretation and heritage related walks planned for 2016.	Local contractors, including Indigenous entities, engaged to deliver environmental management measures.	Risk and Asset Management Plans capture revised Business Recovery Plan.
BUNDANON LOCAL has achieved strong recognition in the region with excellent community cultural development outcomes & high artistic standards.	New education resources developed and shared.	Heritage assessment of Bundanon Homestead commissioned and remediation progressed through the Asset Management Strategy.	Flora and fauna surveys continue and database developed. Wombat research undertaken and published internationally.	Vibrant and engaged virtual audiences growing 50% per annum through Facebook, with Twitter, Instagram and other platforms emerging.



Section 5 - Operating Context

Strategic Plan 2016 - 2020

Bundanon Trust**5. OPERATING CONTEXT****5.1.2 Challenges**

ARTISTS & PUBLIC PROGRAMS	EDUCATION & OUTREACH	CULTURAL HERITAGE	NATURAL ENVIRONMENT	OPERATIONS & ASSET MANAGEMENT
Artist facilities are in high demand, particularly from groups and companies.	User pays funding model for Education is a barrier to access and equity outcomes.	Public access to the collection and collection growth, from bequests, artist gifts and purchases, is limited due to the lack of gallery and storage space	Funding support required to maintain current gains in environmental management.	Occasional IT instability creates workplace inefficiencies and represents an opportunity loss for arts and learning activities.
Opportunities for national and international partnerships not yet fully exploited.	Public schools remain at less than 30% of residential bookings .	Heritage site interpretation needs to be updated to enhance visitor and education experiences and to reinforce heritage values.	Local Land Services funding to create healthy riparian zones is fast being depleted and future staff resources unfunded.	On site catering is urgently required to address the needs of visiting public, resident schools, artists and staff.
Funding to support artists participation, particularly incentives for Indigenous artists, need to be sourced.	Residential group bookings exceed capacity although group sizes remain small.	Collection storage is inadequate and the collection is at risk, resulting in limited access to Education and research users.	Despite significant effort Lantana and other invasive weeds continue to impact many significant sites on the Trust properties.	Regional Economic Impact Study confirms the significant opportunity loss due to under-development of the Riversdale site.
Public programs require significant investment to attract audiences to the Trust's out of town locations.	Current built capacity restricts the number of concurrent users and is an opportunity loss.	Public access to Bundanon Homestead is negatively impacted by unsealed, Council maintained, roads and public perception of poor safety.	Existing Heritage Management documents need to be revised to ensure the Total Asset Management Strategy is aligned to current conservation benchmarks.	Lack of Development staff negatively impacts on relationship growth and maintenance and is an opportunity loss.
Awareness of Bundanon's programs remains low compared to outputs. Marketing by demographics & psychographics needs to be implemented to improve target focus.	Development of accommodation at Riversdale would better serve education demand - sector survey shows that users seek larger, more flexible, facilities.	Access to funding to tour exhibitions is precarious, impacting on planning, and potentially opportunities to provide access to the collection.	Marsupial damage to new plantings potentially eroding investment in revegetation and needs to be resolved.	Staff isolation, occasional IT instability, inadequate office space and poor road access is a challenge to effective management on the Bundanon site.
Capture of audio visual content and artists' post visit data - Born At Bundanon - to share virtually is difficult and requires considerable staff time.				Lack of storage on both sites impacts on operational efficiency.

5. OPERATING CONTEXT

5.2 External Assessment

Arts Sector : International, national and regional

Over the past decade Bundanon has grown into an engine room for contemporary art practice in Australia, across all mediums. Each year 300 -400 artists stay on the properties to generate new work, to undertake strategic planning and to develop new connections with their peers. Bundanon places a high value on the importance of professional artists, placing them at the centre of our work. Our supported accommodation and art-making facilities are provided without the expectation of outcomes or return from the participants.

An important component of the residency operation is delivered through industry partnerships, from small and emerging ensembles of creatives to large, mainstage, companies. It is this breadth of artforms and the range of practices embraced that gives Bundanon its unique character. These industry relationships are greatly valued by Bundanon and enable us to respond to new trends and to maintain a range of resources relevant to artists' practice.

Bundanon's programs are not replicated elsewhere in Australia. There are some international equivalents: for example the Banff Centre for the Arts, Calgary, Canada and Dartington Hall Trust, Devon, UK. The diversity of Bundanon's activities, and its high recognition nationally and internationally, provides an opportunity long-term to enhance Australia's cultural identity by exploiting the asset for soft diplomacy through international exchange. The company is an active member of Res Artis (the international residency organisation) and maintains contact with like institutions and partnering organisations overseas. (Formal arrangements are in place with agencies representing Africa and France, with a new arrangement with China in train.)

The Trust employs a professional team with experience in a range of artforms. Bundanon staff are embedded across the arts sector nationally and internationally, contributing to forums such as Australian Performing Arts Centres Association, Australian Performing Arts Market, Theatre Network NSW and the annual Visual Art & Design Association, Museums Australia, Public Galleries NSW and Museums & Galleries NSW conferences. Bundanon's programs have been presented in recent years to international audiences at Tate Britain (UK), Balance Unbalance (Arizona) and the Malreaux Conversations (presented by the French Government in Sydney).

5. OPERATING CONTEXT

5.2 External Assessment

Audiences: Geography and Demography

Bundanon's national and international agenda is realised from a relatively isolated, rural location. Audiences for its signature public programs, and for many of its creative arts programs for students, are drawn from the surrounding region, which is one of the most disadvantaged in the State. Bundanon Trust (comprising the Bundanon, Riversdale and Earrie Park properties) is situated on 1,100 hectares of bush and farm land 22 kilometres west of the town of Nowra in the Shoalhaven on the South Coast of New South Wales.

Bundanon's unique programs are framed by its geographic and demographic context. According to the ABS's Socio-Economic Indexes for Areas (SEIFA) the Shoalhaven LGA scored 954.6 on the socio-economic index for disadvantage based on a range of Census characteristics (Shoalhaven City Council). The index outlines the demographic of the Shoalhaven and indicates that 44% of the population are on a low income (4% higher than elsewhere in Regional NSW), over 23% are aged over 65 (compared with over 19% elsewhere in Regional NSW) and this group is growing in the region.

Identified challenges for the Far South Coast include high youth and Indigenous unemployment, skill shortages and an ageing workforce. There is a high proportion of young people disengaged from education without Year 12 or equivalent attainment. Those between the ages of 15 to 24 frequently leave the region for study and employment elsewhere. The young people who remain in the region are often disengaged, with 21% unemployed. While this context provides fertile opportunities for addressing pressing equity issues in the arts and education it also poses challenges in audience development and revenue generation.

Due to our location we have worked hard to cultivate the trust and engagement of local audiences. We now enjoy a close working relationship with the rural community in the Shoalhaven and have developed a strong following for our public programs, with many providing opportunities for community participation. We have a multi-stranded marketing strategy which identifies specific audiences for the breadth of activity on offer. Our website, social media, broadcast and print outputs are closely targeted and audience responses appraised regularly. We know where all our audiences reside and for larger events we also monitor their economic return to the region. (For example audiences for Siteworks 2015 comprised 53% Shoalhaven residents and 47% from outside the region. The latter spending \$100K in the region during their stay.)

5. OPERATING CONTEXT

5.2 External Assessment

Funding and Stakeholders

Bundanon Trust is supported by the Australian Government through the Ministry for the Arts. Funding of \$6.275 million is committed for four years from 2015-16 .

Funding agreements are in place with South East Local Land Services, Landcare Australia, the Australia Council for the Arts (until December 2015) and the University of Wollongong. Project funding is in place from Arts NSW, the Gordon Darling Foundation, Inspire Australia and a range of other sources.

The Trust also benefits from the Australian Government's Green Army initiative, the Borland Bequest and an ARC linkage grant through Macquarie University. There is a close working relationship with Shoalhaven City Council from whom the Trust secures services and occasional funding.

The Trust generates revenue from user-pays services to the education sector, commercial hire, merchandising and box office. In addition, there is a vigorous program of sponsorship and benefaction in place, attracting both cash, in-kind services and gifts of art to augment the Collection (The company has DGR status).

5. OPERATING CONTEXT

5.3 Partners and Collaborators

Architecture Foundation Australia
 Artplay
 Arts NSW
 Australian Council for The Arts
 Australian Government, Ministry for The Arts
 Australian Decorative and Fine Art Society
 Australian Theatre for Young People
 Australia's Open Garden Scheme
 Biennale of Sydney
 Borland Bequest
 Care South
 Cerebral Palsy Alliance
 Critical Path
 East Nowra Neighbourhood Centre
 Essential Employment and Training
 Greening Australia
 Headspace, Nowra
 Ironwood
 Landcare Australia
 Macquarie University
 National Aboriginal and Islander Skills Development Agency
 Nowra Family Support Services
 Nowra Local Aboriginal Land Council
 NSW Department of Education and Communities
 Shoalhaven City Council
 Shoalhaven Literary Association
 South Coast Correctional Centre
 South Coast Register
 Strut Dance
 Sydney Conservatorium
 Sydney Symphony Fellowship
 The Africa Centre
 The Australian Ballet
 The Disability Trust
 The Red Room Company
 The Song Company
 UNESCO
 University of Western Sydney
 University of Wollongong
 Visual Arts and Design Educators Association
 Wollongong Conservatorium of Music
 YWCA Links to Learning



Section 6 - Management

Strategic Plan 2016 - 2019

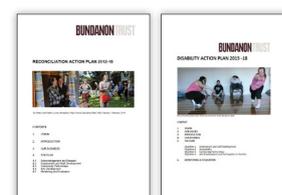
Bundanon Trust

6. MANAGEMENT & ACCOUNTABILITY

6.1 Guiding Documents

The work of the Trust is guided by a range of documents developed by the staff, ratified by the Board and regularly refreshed. The current suite of guiding documents appear on the Trust's website and are listed below.

- Corporate Plan 2016-19
- Total Asset Management Plan
- Risk Management Plan
- Masterplan for Riversdale
- Land Management Plan
- Collection Management Plan
- Conservation Management Plan
- Indigenous Heritage Management Plan
- Reconciliation Action Plan
- Disability Action Plan



These key plans are supported by policy and procedure documents which are available to all staff through the company's digital portal.

6. MANAGEMENT & ACCOUNTABILITY

6.2 Risk Management

Bundanon Trust is committed to the management of risk to continue to protect its customers and stakeholders, employees and their skills, environment, quality of service, assets and intellectual property, contractual and statutory obligations, image and reputation.

Risk management is a key part of improving our business. Our aim is to achieve best practice in controlling all the risks to which our business is exposed. To achieve this aim, risk management systems and standards have been created, maintained and are being continually improved. This involves risk identification and risk evaluation linked to practical and cost-effective risk treatment and control measures commensurate with our business.

Risk management is a continuous process demanding constant awareness and action from all Bundanon Trust's employees and outsourced service providers to reduce the possibility and impact of accidents and losses.

Risk Management is a core responsibility for all managers. Suitable risk management activities have been incorporated into our business planning, operations and the management of our contractors and service providers. The scope of these activities encompasses education and training in risk management for staff; conducting surveys for identifying and eliminating risks; creating risk plans for all events; managing all customer interactions through inductions and risk agreements, helping to prioritise and schedule risk control improvements in each of the organisation's business units; reporting to the Bundanon executive on risk improvement and compliance. Our aim is to ensure that risk awareness and the effective management of risk is embedded into our working culture.

Risk Management is overseen by the Audit and Risk Committee chaired by Merran Dawson, Partner, Price Waterhouse Coopers, who is responsible for risk management and control practices. Risk policies at Bundanon are implemented through the company's management structure and overseen by the Chief Operating Officer.



6. MANAGEMENT & ACCOUNTABILITY

6.3 Board of Directors

Chairman Shane Simpson AM is Special Counsel at Simpsons Solicitors. He is Chairman of the Peggy Glanville Hicks Composers' House Trust, Chairman of the Advisory Council of the College of Fine Arts UNSW, and a director of the Australian National Academy of Music, the UNSW Foundation and the Luca and Anita Belgion-Nettis Foundation. He is the author of many books including Collections Law: Legal Issues for Australian Archives, Galleries, Libraries and Museums.

Helen Bauer held chief executive roles in the NSW Public Sector, then established an independent management consulting practice specialising in workplace management. In retirement Ms Bauer provides pro bono services to high performing young professionals. In 1998 Ms Bauer was invited to membership of Chief Executive Women Inc. In 2000 she was appointed a National Fellow of the Institute of Public Administration and in 2003 she was awarded an Australian Centenary Medal for her contribution to business and the community. In 2015 she was appointed to the inaugural board of the City Recital Hall.

Tony Emery is Managing Director of Soilco. He received the 2007 Award for Leadership on recycled organics from his industry peers. Tony is currently an executive member of the Shoalhaven Business Chamber and is currently a Director of the Australian Organic Recycling Association and Chair of the NSW Branch.

Anne Flanagan is the former Deputy Director of the Art Gallery of New South Wales. Her academic background includes visual arts, interior design and education. For more than two decades she has worked in arts organisations, including the Crafts Council of NSW, Powerhouse Museum, Biennale of Sydney, Australian Bicentennial Authority and Historic Houses Trust of NSW.

Mani Thiru heads the Digital Consulting Practice for Cognizant Australia New Zealand. She has over 15 years of Business and Technology Transformation experience with blue chip clients across Europe, North America, Australia and New Zealand in the Telco, Financial Services, Tech, Education and Retail sector. Mani holds a post-grad in Business & IT from the Auckland University of Technology and International Management from Stanford University, USA.

Professor Paul Wellings CBE joined the University of Wollongong as Vice-Chancellor in January 2012. Prior to his current role, Professor Wellings held the position of Vice-Chancellor of Lancaster University from 2002-2011. He has extensive board experience as a Director of the Australian Nuclear Science and Technology Organisation (ANSTO), the Australian Centre for International Agricultural Research (ACIAR), and the Cumbrian Rural Regeneration Company. He is currently a board member of the University of Wollongong, Dubai, a Trustee of Guangdong University of Foreign Studies (GDUFS), China, and a Director of the Illawarra Health and Medical Research Institute (IHMRI). He received an Honorary DSc from Lancaster University in 2014.

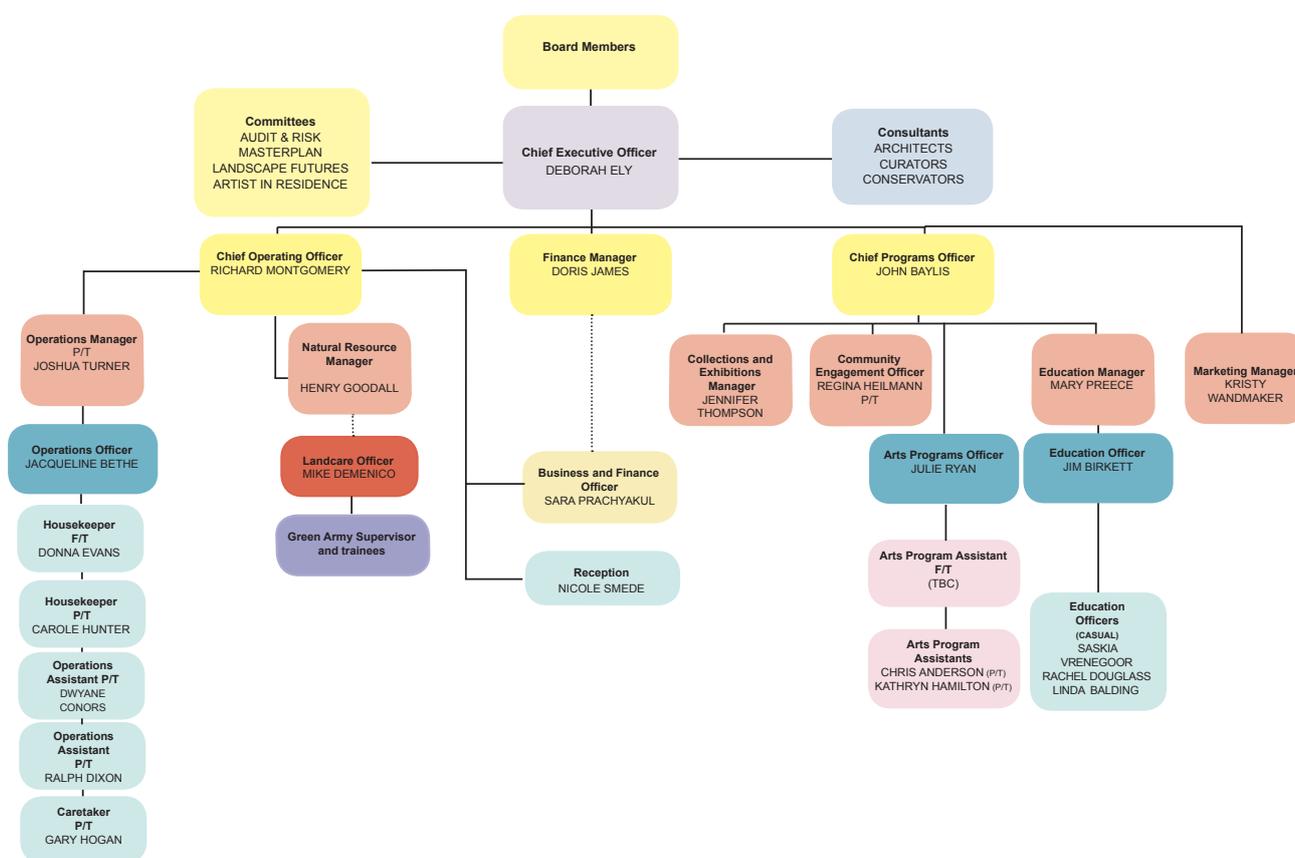
Section 6 - Management

Strategic Plan 2016 - 2019

Bundanon Trust

6. MANAGEMENT & ACCOUNTABILITY

6.4 Organisational Structure



Section 7 - Finance Forecast

Strategic Plan 2016 - 2019

Bundanon Trust

7. FINANCE ACTIVITY FORECAST

Budget Forecast 2016-20

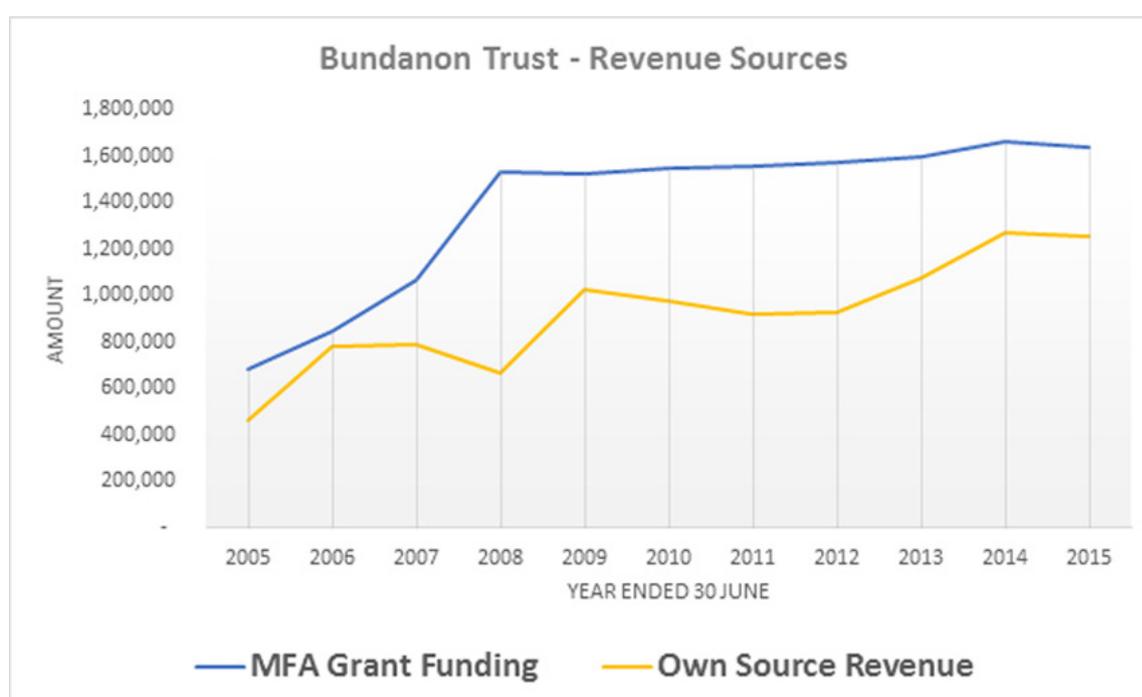
Bundanon Trust (Bundanon) is a not for profit company, wholly owned by the Commonwealth of Australia and limited by guarantee.

The current financial position of Bundanon is sound, with cash and liquid assets in excess of \$2 million. These liquid assets are adequate to cover all liabilities as and when they fall due. The net asset position reflects a significant increase in the value of the collection and property assets of Bundanon, with Total Equity of \$51,542,120 reported in the most recently published annual report. This value is predominantly fixed assets, including the aforementioned Collection and Property Assets gifted to establish Bundanon and therefore not realisable.

Bundanon is supported by an ongoing operational grant from the Minister for the Arts and has an agreement covering the 4 year period from 2015-16 to 2018-19 for total funding of \$6.275 million.

To support our various programs, Bundanon has successfully pursued a range of income generated from direct charges for services, marketing and development of a commercial program, donations, sponsorships and partnerships as well as accessing grants from all levels of government.

As evidenced by the following graph, Bundanon has been consistently growing its own source revenue whilst our operating grant has remained fairly constant over the last 9 years.



Section 7 - Finance Forecast

Strategic Plan 2016 - 2019

Bundanon Trust

7. FINANCE ACTIVITY FORECAST

INCOME	2016	2017	2018	2019	2020
A request	0	300,000	300,000	300,000	300,000
Other Australia Council grants	182,500	0	0	0	0
Other Commonwealth Government funding	1,779,000	1,700,000	1,700,000	1,700,000	1,700,000
State or Territory Government funding	71,375	72,000	72,500	75,000	75,000
Local Government funding	0	0	0	0	0
Event income	43,519	43,019	47,750	56,000	60,000
Other activities and income	857,358	880,267	900,315	898,051	921,632
Cash sponsorship	104,975	100,000	105,000	117,500	125,000
In-kind support	6,000	8,000	10,000	12,000	12,000
Donations	65,813	67,458	69,144	70,873	72,645
Fundraising (Net)	41,250	73,750	85,000	92,500	100,000
Foundations	0	0	0	0	0
TOTAL INCOME	3,151,790	3,244,494	3,289,709	3,321,924	3,366,277
EXPENSES					
Salaries, wages and fees – Performers, artists, artswokers, creative, technical	54,500	56,000	58,000	59,000	59,000
Salaries, wages and fees – Management and administrative	1,548,373	1,556,333	1,590,240	1,635,122	1,670,000
Production, exhibition and touring	128,925	138,000	138,000	128,000	123,000
Other programs and expenses	285,222	334,700	337,193	336,872	343,760
Marketing costs	77,500	80,000	90,000	90,000	95,000
Infrastructure expenses (Administration costs)	1,056,083	1,071,107	1,049,151	1,047,900	1,034,400
TOTAL EXPENSES	3,150,603	3,236,140	3,262,584	3,296,894	3,325,160
NET RESULT	1,187	8,354	27,125	25,030	41,117
BALANCE SHEET					
Current assets	1,974,000	2,092,440	2,218,000	2,284,550	2,353,100
Non-current assets	50,403,182	50,203,182	55,558,500	55,408,500	55,208,500
Current liabilities	-1,050,000	-1,200,000	-1,100,000	-1,050,000	-1,025,000
Non-current liabilities	-40,000	-45,000	-50,000	-60,000	-75,000
NET ASSETS	51,287,182	51,050,622	56,626,500	56,583,050	56,461,600