

BUNDAANON



CORPORATE
PLAN

2024-
2027

“Celebrating our first year of operations in the new infrastructure, Bundanon has been able to widen public access and deepen engagement with the arts, learning and natural environment for all Australians. As the only National Collecting Institution in regional Australia, Bundanon has a significant role to play in enriching people’s lives and fostering a deep connection to and respect for landscape and Country”

— SAM EDWARDS, CHAIR and RACHEL KENT, CEO



Bushwalking behind the Art Museum, 2023. Photo: Rachael Tagg

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Laboratorium talk in the Art Museum as part of *Siteworks: From a deep valley*, 2022. Photo: Rachael Tagg

OPEN SINCE EARLY 2022, THE AWARD WINNING ART MUSEUM AND BRIDGE FOR CREATIVE LEARNING ADD DRAMATICALLY TO BUNDANON'S VISITOR EXPERIENCE

Bundanon is now a major destination making a strong regional impact by creating jobs and boosting the local economy, while drawing statewide, national, and increasing international visitation.



1 INTRODUCTION

As the only National Collecting Institution in regional Australia, Bundanon has a significant role to play in shaping our nation's cultural identity. Now a major regional, national, and international cultural destination, Bundanon is uniquely placed as a driver of economic growth, employment and destination tourism.

Bundanon's regional bush location and national remit, ecological stewardship, and diverse creative and educational programming position it uniquely in Australia and abroad.

Located over several contiguous properties on 1000 hectares of bush, park and farmland by the Shoalhaven River, near Nowra in NSW, Bundanon acknowledges the people of the Dharawal and Dhurga language groups as the traditional owners of the land within our boundaries, and recognises their continuous connection to culture, community and Country.

Since opening in early 2022, the Art Museum and Bridge for Creative Learning designed by Kerstin Thompson Architects (KTA) have become the principal focus of Bundanon's visitation. These adjacent buildings encompass spaces for exhibitions, collection storage, staff offices, education, and public programs, as well as visitor accommodation and dining.

The nearby Boyd Education Centre (the BEC) was completed in 1998. Designed by architects Glenn Murcutt, Wendy Lewin, and Reg Lark, the BEC combines an open multi-use space with areas for accommodation, and was the recipient of the Sulman Medal for Public Architecture in 1999. Three heritage buildings from the historic 'Riversdale' property are also in the precinct, and function as staff areas and an Information Centre.

Adjacent to the Riversdale site and accessed by a 9km unsealed road is the recently restored colonial Homestead of the 'Bundanon' property, including Arthur Boyd's Studio. Several other buildings on the Bundanon site are dedicated to artists' practice and accommodation through the Artists in Residence program. The purpose of the residencies is to support the creation of new work, with the program encompassing visual and performing arts, literature, dance, and music.

Since the completion of the new Art Museum and Bridge for Creative Learning in December 2021, and its public launch in February–March 2022, Bundanon has become a renowned destination for world-class contemporary architecture. The Sulman Medal for Public Architecture was awarded to KTA in July 2022 for the new build, followed by the Sir Zelman Cowen Award for Public Architecture, Australia's highest national award, in November 2022.

Under the leadership of Chief Executive Officer Rachel Kent and her experienced Bundanon team, visitation has grown significantly, drawn by the greater diversity and quality of experience on offer, including the new Art Museum, expanded learning and public programs, and accommodation and dining. The Ramox Café, which is the core of Bundanon's new food and beverage operations, has built a profile for excellence in the NSW South Coast region that is increasingly known for culinary tourism.

Acknowledging the support of government and our generous donors and patrons, Bundanon's expanded offer as a cultural destination has positioned it to reach new visitors, supporters, and external collaborators. By attracting visitors to the wider

NSW South Coast, Bundanon is a powerful economic driver in the region. It boosts the local economy and drives employment opportunities and work-skill development.

Bundanon has also gained significant momentum as a leading force in the arts sector at state, national and international levels. The Art Museum presents three major exhibition seasons each year, encompassing a diverse array of contemporary practices across a range of disciplines, contextualised by the significant historical legacy of the Art Collection. Bundanon's long-established and extensive day and residential learning programs are also an integral component of Bundanon's activities.

Bundanon's Artists in Residence program has actively supported the generation of new ideas and works across artforms since the 1990s, encompassing visual and performing arts, literature, dance, and music. The interdisciplinary remit of the organisation is reflected in programming for the Art Museum and the wider site, offering an end-to-end opportunity for artists, from creation through to public display and performance.

Bundanon embodies all five pillars of the Australian Government's *National Cultural Policy – Revive 2023*. Bundanon reaches diverse communities through its

many facets, including artistic practice across all forms, science, landscape, and its multiple histories. In its engagement with communities, Bundanon places prime importance on our established relationships with the people of the Dharawal and Dhurga language groups of the South Coast region on which Bundanon is located.

Bundanon is also working to become a Centre for Excellence (CoE) in land management, to further advance its outstanding stewardship of our natural environment, and to promote the development and widespread application of sustainable land management practices in Australia and beyond. As a CoE, Bundanon will be a place for external and internal experts to exchange and further develop land management knowledge.

Bundanon's work of research and innovation in land management occurs in collaboration with a range of relevant experts including First Nations knowledge holders on care for Country. Bundanon continues to seek avenues for engagement with First Nations communities across the remit of all cultural and environmental activities, and in particular with the people of the Dharawal and Dhurga language groups of the NSW South Coast.



Welcome to Country by Djiriba Waagura as part of *We Need To Talk About Fire*, 2020. Photo: John Janson-Moore

2 PURPOSE

“a place for the community to enjoy the bush and the river, and a place to be used as a forum where those from every facet of the arts and sciences could get together”

—ARTHUR BOYD ON BUNDANON

Bundanon’s purpose is to celebrate the importance of the arts and the Australian landscape in the lives of Australians. Gifted to the nation by Arthur and Yvonne Boyd in 1993, Bundanon is committed to the stewardship of its unique natural and built heritage and its collection. Access to its properties and their multiple narratives, including Indigenous, colonial, artistic, architectural, environmental, and agricultural, is encouraged for all. Bundanon is committed to its role as a powerful cultural and educational destination, and to securing a prosperous future for the organisation, for the benefit of all Australians.

OUR MISSION

To operate the Bundanon properties as a centre for creative arts and education, to support the development of arts practice across all disciplines and to enable public access to the arts and to the landscape.

OUR VISION

To promote creativity and learning based in a unique cultural and natural landscape.

OUR VALUES

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.



3 OPERATING ENVIRONMENT

Since the previous Corporate Plan, Bundanon has welcomed a significant uplift in operational funding from the Australian Government. Handed down in the May 2023 Federal Budget, this funding will ensure Bundanon can deliver on its Corporate Plan and continue to promote creativity and learning from our unique cultural and natural environment, support the ongoing development of arts practice across all disciplines, and reach new audiences. Bundanon also looks forward to delivering on its vision to create a dedicated Permanent Collection Gallery as well as additional building and infrastructure improvements to the sites including increased visitor parking.

Encompassing a 1,000 hectare wildlife refuge with multiple habitats and located within a high-risk fire and flood zone, Bundanon must continue however to address the challenge of its location and weather impacts, while balancing its cultural, educational and environmental activity.

3.1 KEY FACTORS OF INFLUENCE IN THE OPERATIONAL ENVIRONMENT

BUNDANON SPECIFIC	MIX: BUNDANON & EXTERNAL	EXTERNAL
Current status as a public company limited by guarantee, and a Commonwealth Government agency, and the related requirements of both	High risk fire location and flood zone Relationships for consultation and collaboration with others, local to international	Weather that can range to the extreme, creating natural disasters Digital security and impacts from cybercrime
Regional and remote bush location, and visitor access including roads, car parking and ferry	Audience response to engagement strategies, and onsite/online experiences	Impacts from COVID-19 or other pandemics Local and wider economy, including the labour market, cost of goods and supply chain issues
1000-hectare setting on bush, park, and farmland		Commonwealth and State government, including legal frameworks, funding, compliance, policy and procedures across the areas of arts, heritage, education and science/environment
Built assets, including Commonwealth heritage-listed buildings		
Nature and scale of other assets, including the Collection		
Staff size, structure, retention and roles; strategic planning to successfully expand staffing; staff policies and procedures		Local government, in relation to Council work and approvals relevant to the site Non-government funding bodies
Digital information systems and equipment		

3.2 CAPABILITY TO DELIVER

Several key factors underpin Bundanon’s capability to deliver on this Corporate Plan.

3.2.1 GOVERNANCE

Bundanon relies on leadership and advice across key areas, including its highly skilled Board of Directors who operate under the *Corporations Act 2001 (Cth)*. Each member is appointed for a term of 3 years. Board appointments are made by the Australian Government, based on anticipated skill sets and knowledge of the cultural, environmental, commercial and tourism sectors.

The Board plays a role in Bundanon’s approach to the challenges and risks associated with operating, and in the achievement of goals. In addition to four meetings each year for all Board members, three sub-committees are currently in place, namely the Finance Committee (which has an Independent Chair), the Governance Committee, and the Land and Built Assets Committee.

3.2.2 WORKING GROUPS

The CEO establishes working groups according to the priorities for current operation and future planning. These groups include relevant staff, and may draw on Board members or business, government, and community involvement, as appropriate to the group’s remit. The current working groups encompass Collections, Development, and Cultural Tourism. For upcoming minor Capital Works programs, a Project Control Group will also be established.

3.2.3 WORKFORCE REQUIREMENTS

Bundanon’s staffing allowance cap has been increased to 50 FTE from 1 July 2023, from a prior base of 34. With visitation expected to remain high over the term of this Corporate Plan, to achieve its full potential as a major regional economic driver, and as a powerful leader in the Australian and international arts and environment sectors, staffing must continue to expand to keep pace with Bundanon’s visitation.

Growth in staff is fundamental to Bundanon’s capacity to sustain engaging programming and excellent visitor experience across its diverse activities, and to deliver upon its commercial and philanthropic offerings.

3.2.4 INCOME STREAMS

Bundanon's self-generated streams include visitation with new ticketing and membership strategies, philanthropy including the new Bundanon Patrons and Bundanon Bequests programs, and commercial activity encompassing accommodation and food and beverage operations. Bundanon's brand has become widely known, driving visitation that is surpassing projections and is anticipated to rise further across the term of this Corporate Plan. Visitation drivers include excellence in programming and live events in the Art Museum, the Homestead and wider site; a Membership Program which attracts repeat visitation and local community; exemplary publicity across radio, print, television, and digital platforms; energetic multi-platform social media which has shown rapid growth; and partnerships for cross-promotion to local, national and international organisations.

Bundanon's donor engagement program continues to be revitalised and a new Head of Development has been appointed.

Operational grant funding from the Australian Government remains fundamental to Bundanon's successful delivery of the requirements in the organisation's Constitution, and Bundanon has welcomed the recent funding uplift in the May 2023 Federal Budget for all National Collecting Institutions.

Other grants are a critical supplementary income source for cultural, educational, and environmental programs, and Bundanon continues to undertake strategic planning and robust business modelling to increase the value of existing revenue streams, and to identify and realise potential new sources.

3.2.5 INFRASTRUCTURE CAPABILITY

After recent capital investment in the restoration of the BEC and the heritage-listed 1866 colonial Homestead, Bundanon will invest in its vision to deliver a dedicated Permanent Collection Gallery to showcase the Boyd legacy year-round on the Riversdale site, as well as additional car parking facilities to support growth in visitation.

Weather damage to roads, footpaths or other infrastructure occurs regularly across Bundanon's large and remote bushland site. The required remediation costs are often significant, and we are scoping costs for long-term civil engineering solutions for the road to the Homestead, which is unsealed and 9km in length, with the last 2km situated on the Bundanon property.

Maintenance, infrastructure improvements and capital investment across all built assets remains an ongoing operational commitment and additional works will include replacement of deteriorating granite footpaths, creation of a merchandise display area in the Information Centre, restoration work to the Boyd Studio and the Writers' Cottage at Bundanon, as well as extending the fire ember suppression system to the original buildings on the Riversdale site.



Bundanon, 2022. Photo: Rory Gardiner

3.2.6 INFORMATION AND COMMUNICATIONS TECHNOLOGY

To maximise the future scale and opportunities for Bundanon, including the dramatic increase in online visitation, the organisation has transformed its digital information systems, which are now all cloud-server based. This includes new digital systems for: security covering the Art Museum and other areas; an environmental monitoring system for the Art Museum exhibition and collection areas; an expanded and re-branded website; a Collection Management System (EMu); an event management system for all events, external or internal (Ungerboeck); and a ticketing system for booked visitor events (Ticketure).

An online tool for audience evaluation of programming has also recently been launched (Culture Counts), and a new paired Human Resources and Payroll system (Employment Hero) will be launched in late 2023. To meet the challenges of cybersecurity threats, enhanced cybersecurity training for staff has been developed and delivered, with ongoing training and cybersecurity monitoring in place.

3.3 PARTNERSHIPS AND COMMUNITY

Bundanon is proud of its many co-operative relationships and partnerships with significant First Nations, environmental and educational organisations including Gadhungal Murring, Landcare Australia and the University of Wollongong. Bundanon's ten-year Landcare Australia partnership has focused on land management stewardship, with future programs encompassing environmental education and youth focused initiatives. Bundanon has also renewed its valuable collaborative partnership with the University of Wollongong including knowledge sharing, facilitating research alliances, building capacity, developing the next generation of creative thinkers, and providing environmental stewardship.

The Royal Australian Navy also represents an important partnership for Bundanon, with the relationship extending from HMAS Supply at Garden Island in Sydney to Albatross in Nowra and Creswell at Jervis Bay. Key programs include naval families and community onsite events, as well as land care and bush maintenance work with naval recruits and Bundanon's natural resources team. Future programs will encompass veterans as well as the naval serving community.

Bundanon is privileged to also enjoy supportive relationships with Destination Sydney Surrounds South, Destination NSW, Shoalhaven City Council, the Nowra and Jerrinja Local Aboriginal Land Councils, the local business community, the NSW Rural Fire Service volunteers, and our many media partners.

As one of Australia's nine National Collecting Institutions, Bundanon has a key role to play collaborating with peer institutions in Canberra and Sydney, through reciprocal membership programs, shared collection and digital resources, loans, and patron engagement programs. Going forward, closer and more collaborative links are under development including scoping of partnerships for collections sharing, research and digital promotion.

4 RISK

Bundanon has a comprehensive Risk Management Plan (RMP), developed by the executive team and the Board in consultation with staff. Following the recent review of its key strategic and operational risks in consultation with KPMG, detailed mitigation controls have been developed with a framework for implementation.

The RMP is overseen by the Board and its Finance Committee (previously the Audit and Risk Committee).

In addition to this overarching RMP, Bundanon also develops a specific plan for each major public activity, and for ongoing activities including education programs and commercial hires. A wide-ranging review of Workplace Health and Safety is underway to ensure all risk factors are appropriately assessed and considered.

4.1 EXTREME WEATHER

Across Bundanon's 1000-hectare site of bush, park and farmland, extreme weather poses substantial risk to the safety of people, the collection, built and natural heritage, and other assets. It also brings financial risk, through costs to replace or repair after damage or destruction, or by reduced visitation income from a reduction in ticketed museum visits and cancelled bookings (learning or commercial).

Climate change, including the severity and frequency of extreme weather, poses a major risk to Bundanon's operations, access, and future growth. Completed mitigation strategies for extreme weather impacts include KTA's design of the Art Museum (containing the significant and valuable Art Collection) and the Bridge for Creative Learning with its enhanced ability to withstand fire and flood. There is also a hydraulic ember suppression system

on the roofs of buildings across the Homestead precinct, and the pedestrian footbridge near the car parks is an emergency path from the Art Museum precinct.

Bundanon is in ongoing review and enhancement of its preparedness for extreme weather. This includes road remediation to maintain clear access routes, and another cool-temperature cultural burning of bushland which we anticipate undertaking when seasonal and other environmental factors are next suitable. Bundanon also has rigorous procedures in place for emergency response and evacuation as required, regular training of staff in disaster response, and site evacuation exercises are conducted twice yearly.

4.2 GOVERNANCE

As Bundanon embeds the opportunities arising from the new infrastructure and moves forward with an expanded operating model, it is important to ensure Board diversity and skill sets are aligned to organisational needs. Board diversity is a key driver of performance, promotes wider understanding of the organisation's key stakeholders, drives innovation, and deepens community engagement through local Directors. Board diversity is also embedded in the Bundanon Constitution.

Regular communication is undertaken with government in respect of Board member selection. To further build on our highly skilled Board, a skills review, including diversity profiling, will be undertaken through the delivery of an enhanced Board skills matrix.

4.3 CYBERSECURITY

Like every organisation, Bundanon is at risk of a cyberattack that can be motivated by information theft, financial gain, or sabotage. Any attempt to corrupt or steal our data, or to disrupt our systems or operations, presents a potential threat to Bundanon and our staff, artists, and visitors. To mitigate against this risk, Bundanon closely monitors and manages its network with the support of external cybersecurity expertise, conducts quarterly assessments of its environment, completes regular program fixes and updates (patching) to eliminate potential vulnerabilities, and conducts comprehensive staff training on cyber awareness.

4.4 STAFF

Attracting and retaining sufficient and suitably skilled and qualified staff to support the scale and nature of Bundanon's needs, including rising visitation, remains essential to the delivery of excellent programming and visitor experience.

The business risk of staff turnover, in a prolonged under-staffing context post COVID-19, is amplified by the difficulty of recruitment and retention in a regional/remote location, and by the current state of the labour market, locally and more broadly. The lift to Bundanon's staffing cap has been welcomed and significant work is underway to review and upgrade Bundanon's human resources framework as a mitigation of this risk.



Rebecca Mayo with Aunty Deidre Martin and Jacob Morris, *The Plant Sensibilia Machine*, 2023, stainless steel, PVC pipe, bicycle chain, plant material collected at Bundanon, water, hemp, printed metal salts, as part of *Siteworks: From a deep valley*, 2022. Photo: Zan Wimberley

5 PERFORMANCE

5.1 INTENDED RESULTS

- 5.1.1 ADVANCE BUNDANON AS A POWERFUL CULTURAL AND EDUCATIONAL DESTINATION
- 5.1.2 PROTECT AND SHARE BUNDANON'S UNIQUE CULTURAL AND ENVIRONMENTAL HERITAGE
- 5.1.3 CONSERVE AND SHARE BUNDANON'S COLLECTION, INCLUDING THE ART COLLECTION AND BOYD ARCHIVE
- 5.1.4 SECURE A PROSPEROUS FUTURE FOR BUNDANON



5.2 KEY ACTIVITIES AND MEASURES

5.2.1 ADVANCE BUNDANON AS A POWERFUL CULTURAL AND EDUCATIONAL DESTINATION

PERFORMANCE CRITERIA	TARGET	23/24	24/25	25/26	26/27	
Program innovative seasons of exhibitions and public programming, including opening celebration events	Maintain excellence in quality and delivery of multidisciplinary artistic programs through the development of innovative exhibitions, live events, public programs, projects and publications:	●	●	●	●	
	– Three Art Museum seasons per annum	●	●	●	●	
	– One Homestead display per annum	●	●	●	●	
	– One Permanent Collection Gallery display per annum (25/26, 26/27)			●	●	
	– One publication per annum	●	●	●	●	
	– Minimum four public program events each season	●	●	●	●	
	– Minimum two live events each season.	●	●	●	●	
	Present an artistic program that includes, across a year: contemporary artwork from a diverse range of practitioners and artforms; artworks and objects from the Bundanon Collections; works on loan from private and public collections; new commissions developed in residence at Bundanon:	●	●	●	●	
	– minimum five artforms per annum	●	●	●	●	
	– minimum three new commissions per annum.	●	●	●	●	
	Ensure the artistic program maintains a focus on creativity and creative risk, innovation and learning across the arts and sciences, and advancing access, equity, and diversity.	●	●	●	●	
	Support and connect to environmental science research or researchers via partnerships, events, and other outputs.	●	●	●	●	
	Deliver the Artists in Residence (AIR) Program	Maintain and develop the reputation of the Bundanon Artists in Residence program as a leading national program, offering a unique experience for creative practitioners.	●	●	●	●
		Continue national and international call for applications from creative sectors, with selection determined by expert peer assessment panels:	●	●	●	●
– Minimum 250 applicants per annum.		●	●	●	●	
Ensure diversity and equity in the selection of artists and creative practitioners in residence, actively supporting emerging and innovative arts practices.		●	●	●	●	
Deliver a residency opportunity that supports environmental science research or researchers.		●	●	●	●	
Actively encourage and support applications for residencies by creative practitioners who are First Nations, Culturally and Linguistically Diverse, or who identify as Disabled:		●	●	●	●	
– Minimum three applications per annum.	●	●	●	●		

PERFORMANCE CRITERIA	TARGET	23/24	24/25	25/26	26/27
Deliver the Artists in Residence (AIR) Program <i>continued</i>	Deliver experiences and outcomes for resident artists at a standard of excellence:	●	●	●	●
	– 80% of artist’s surveyed report satisfaction.	●	●	●	●
	Offer opportunity for selected resident artists to contribute to public programs for a wider visitor experience:	●	●	●	●
	– three resident artist talks or showings per annum.	●	●	●	●
Develop the Learning Program	Maintain and sustainably develop the scale of programs for early years, school, tertiary and adult cohorts:	●	●	●	●
	– minimum 5,000 participants (23/24)	●			
	– increase participants by 5% per annum from 24/25		●	●	●
	Ensure learning programs are accessible via a mix of fee-for-service and no- or low-fee outreach events.	●	●	●	●
	Improve access to students from schools experiencing socio-educational disadvantage.	●	●	●	●
	Deliver learning programs to maintain a focus on creative risk alongside sustainable practice, place-based learning, and engagement with First Nations knowledge.	●	●	●	●
	Devise and deliver inclusive learning programs to accompany the Art Museum seasons:	●	●	●	●
	– minimum one per season.	●	●	●	●
	Develop a Learning Outreach Program (23/24).	●			
	Develop frameworks for future delivery of annual social impact programs (24/25).		●		
Develop a proposal for increased environmental science and sustainability focus (25/26).			●		
Establish and maintain external relationships related to the above	Maintain local, national, and international partnerships with relevant institutions and organisations:	●	●	●	●
	– minimum ten per annum.	●	●	●	●
	Continue to build partnerships and fellowships both nationally and internationally to deliver an expanded Artists in Residence program:	●	●		
	– minimum two new partnerships/fellowships per annum.	●	●		
	Sustain and deepen relationships with First Nations practitioners and knowledge-holders, to enhance all aspects of cultural and educational programming:	●	●	●	●
– minimum three relationships with First Nations/ knowledge-holders per annum.	●	●	●	●	

5.2.2 PROTECT AND SHARE BUNDANON'S UNIQUE CULTURAL AND ENVIRONMENTAL HERITAGE

PERFORMANCE CRITERIA	TARGET	23/24	24/25	25/26	26/27
Conserve and maintain Bundanon's buildings, guided by heritage and architectural experts, and Heritage Management Plans	Maintain and appropriately restore and refurbish Bundanon's heritage and contemporary buildings: – ensure compliance with all restoration and refurbishment projects as outlined in the 2023 Total Asset Management Strategy.	●	●	●	●
Further develop Bundanon's onsite and online interpretation	Progressively improve wayfinding signage, in response to onsite changes, visitor feedback and onsite activity, including the Permanent Collection Gallery (from 24/25).	●	●	●	●
	Implement relevant Disability Inclusion Action Plan (DIAP) targets including accessible wayfinding signage and tactile indicators.	●	●	●	●
	Deliver interpretation content online and in print to better inform all visitors of Bundanon's cultural and environmental aspects: – deliver print and digital collateral for each season (three per annum) – deliver a minimum of two audio guides (eg for architecture, Collection, First Nations) for 24/25 and 25/26.	●	●	●	●
		●	●	●	●
Protect and enhance Bundanon's natural environment and native flora and fauna, guided by Land Management Plans, and advance Bundanon's existing leadership in land management practice	Support the Landcare Living Landscape environmental initiative (Landcare Australia); maintain and develop the existing partnerships.	●	●	●	●
	Obtain resources and develop long-term business strategies, to secure Bundanon's investment in its natural environment: – apply for a minimum of two grants per annum.	●	●	●	●
	Action land management for bush, farm, and parkland, to promote the health of native flora and fauna, in consultation with First Nations practitioners; maintain existing re-vegetation areas.	●	●	●	●
	Adopt strategies to enhance the resilience of Bundanon's environment in the face of climate change.	●	●	●	●
	Implement fire management strategy including cultural burns and annual hazard reduction.	●	●	●	●
	Support research projects for the development of sustainable land management practice: – a new project established every two years.	●	●	●	●
	Establish Bundanon as a Centre for Excellence in land management, for exchange of learning between internal and external experts.		●	●	
Maintain and develop partnerships with First Nations communities, particularly the local Dharawal and Dhurga language groups	Maintain existing partnerships for habitat management to enrich Bundanon's work in this area, and to support connection to Country for First Nations communities	●	●	●	●
	Continue and expand collaborative relationships with First Nations and international Indigenous artists, cultural practitioners, and Indigenous-led organisations: – employ a Cultural Liaison Officer (23/24) – complete cultural immersion training for all staff (23/24) – deliver an updated Reconciliation Action Plan (24/25) – deliver a Caring for Country Plan (24/25 and 25/26).	●	●	●	●
		●			
		●			
			●	●	

5.2.3 CONSERVE AND SHARE BUNDANON’S COLLECTION, INCLUDING THE ART COLLECTION AND BOYD ARCHIVE

PERFORMANCE CRITERIA	TARGET	23/24	24/25	25/26	26/27
Provide public access to Bundanon’s Collection, Homestead and Arthur Boyd Studio as an integral part of the artistic program	Present high-quality changing displays or artworks and other objects from the Collection, across all venues, alongside wider Art Museum programming.	●	●	●	●
	Deliver one display per annum that draws on the Collection.	●	●	●	●
	Develop exhibitions and projects for regional and national touring opportunities and seek required funding:	●	●	●	●
	– minimum one tour every three years.	●	●	●	●
	Facilitate timely responses to loans, images, copyright, and onsite access requests, and support other exhibiting institutions, fellow National Collecting Institutions, and researchers.	●	●	●	●
	Progress the digitisation and historical research of the Collections, creating visual and written assets for use across departments and to enhance the website experience:	●	●	●	●
	– minimum ten catalogue entries in 23/24, increasing to 15 per annum in the following years.	●	●	●	●
	Research and produce publications on Bundanon’s legacy and practices:	●	●	●	●
	– one per annum.	●	●	●	●
	Appropriately store and conserve Bundanon’s collections, including artworks and other important objects and documents	Maintain industry-standard storage and display environments at the Art Museum.	●	●	●
Deliver updated Heritage Management Plan and Heritage Strategy (24/25).			●		
Remain aware of object condition and environmental factors across all display sites at Bundanon.		●	●	●	●
Undertake conservation and/or environmental modification with relevant external parties, as required.		●	●	●	●
Review and update the Bundanon Collections Policy (24/25).			●		



Blance Hester, *Dust of These Domains*, 2022, as part of *Siteworks: From a deep valley*, 2023. Photo: Rachael Tagg

5.2.4 SECURE A PROSPEROUS FUTURE FOR BUNDANON

PERFORMANCE CRITERIA	TARGET	23/24	24/25	25/26	26/27
Ensure effective governance and management structures, undertake robust future planning	Deliver on a robust business case, that reflects Bundanon's current infrastructure and operational needs.	●	●	●	●
	Actively ensure that all operational areas deliver on the Disability Inclusion Action Plan:	●	●		
	– over 80% of plan delivered by 24/25.	●	●		
	Ensure compliance with the 2023 Total Asset Management Strategy including delivery of planned infrastructure projects.	●	●	●	●
	Develop and deliver First Nations input into governance structures and processes, including:	●	●	●	●
	– First Nations Board member (23/24)	●			
	– Establish Indigenous Advisory Committee (23/24).	●			
Expand personnel and support staff welfare and best-practice, for a staff capacity that is suited to Bundanon's infrastructure, and the rising levels of visitation	Within ASL caps, expand personnel at a progression matched to role priorities, workloads, and other relevant factors.	●	●	●	●
	Implement new Workplace Health and Safety framework (23/24).	●			
	Deliver WHS training.	●	●	●	●
	Review WHS practices annually for ongoing uplift and improvement.	●	●	●	●
	Review of Human Resources (HR) to identify future needs and progressively action improvement.	●	●	●	●
	Review and update HR policies and procedures.	●	●	●	●
	Integrate HR policies and procedures onto the HR operating platform.	●	●	●	●
Drive onsite and online visitation, with excellent visitor experience, robust commercial income streams, and strong, diverse audience engagement strategies	Deliver excellent visitor experience and strong, diverse audience engagement strategies, with a view to balancing creative and educational engagement with visitation and income levels:	●	●	●	●
	– deliver a minimum of 120 visitor surveys each season	●	●	●	●
	– achieve an 80% satisfaction rate on surveys delivered	●	●	●	●
	– deliver Phase One of updated website (23/24).	●			
	Expand visitation offers, including programming, commercial and accommodation.	●	●	●	●
	Increase overall visitation:	●	●	●	●
	– from 50,000 to 55,000 by end 24/25	●	●		
	– by 5% each year from 25/26			●	●
	– 14–18 Experience Weekends delivered per annum	●	●	●	●
	– 10–12 weddings hosted per annum.	●	●	●	●
	Retain and grow Bundanon's Membership Program to a total of 1,200 members by 2027.	●	●	●	●
Deliver Food and Beverage operations, with a focus on the Ramox Café as a destination experience of excellence; deliver commercial catering including catering for residential school programs.	●	●	●	●	

PERFORMANCE CRITERIA	TARGET	23/24	24/25	25/26	26/27
Drive onsite and online visitation, with excellent visitor experience, robust commercial income streams, and strong, diverse audience engagement strategies <i>continued</i>	Build and maintain a suite of external partnerships for cross-promotion, to reach local community, state, national and international audiences.	●	●	●	●
	Build and maintain relationships with Destination NSW and Destination Sydney Surrounds South	●	●	●	●
	Continue to build a strong media and social media profile and web visitation:	●	●	●	●
	– achieve 15% growth on prior year total website views	●	●	●	●
	– achieve 15% social media growth (as measured across number of campaigns, social media followers, e-news subscribers).	●	●	●	●
Identify new, and retain existing, public, and private funding partners and donors; continuing to grow and strengthen philanthropy including the Bundanon Patron and Bundanon Bequest Programs	Build on the Patron's Program and Bequest Program:	●	●	●	●
	– four new commitments per annum.	●	●	●	●
	Deliver other philanthropic opportunities, with a focus on corporate partnership opportunities and targeted individual giving.	●	●	●	●
	Engage current, and develop new, donor programs, to sustain annual growth in philanthropic contribution.	●	●	●	●
Utilise digital business tools to meet the operational needs of Bundanon, and future plan for evolving cybersecurity risks	Identify current and future digital requirements, and invest in appropriate systems, equipment, and staff.	●	●	●	●
	Where remote work is undertaken, ensure staff devices are enabled to meet our minimum security and patching requirements.	●	●	●	●
	Ensure only registered and compliant devices can access secure Bundanon Wi-Fi.	●	●	●	●
	Ensure staff undertake training related to cyber safety including phishing simulations.	●	●	●	●
	Onboard new combined payroll and human resources system (Employment Hero).	●			

6 COMPLIANCE

Bundanon is a Commonwealth Company, subject to the governance and accountability framework prescribed in the *Public Governance, Performance and Accountability Act 2013*.

ITEM	TOPIC	MATTERS TO BE INCLUDED
1	INTRODUCTION	(a) a statement that the plan is prepared for section 95(1)(b) of the PGPA Act (b) the reporting period for which the plan is prepared, and (c) the reporting periods covered by the plan
2	PURPOSES	The purpose(s) of the company
3	KEY ACTIVITIES	The key activities the company will undertake during the entire period of the plan to achieve the purposes of the company
4	OPERATING CONTEXT	(a) the environment in which the company will operate (b) the capability required by the company to undertake its key activities and to achieve its purpose (c) the risk oversight and management systems, the key risks the company will manage and how those risks will be managed (d) how a company cooperates with others to achieve its purposes (e) how any subsidiaries will contribute to achieving the company's purposes. It is noted this element is not applicable to Bundanon.

BOARD OF DIRECTORS

SAMUEL EDWARDS, *Chair*

PHILIP BACON AO

HOLLY BYRNE

PROF. PATRICIA M. DAVIDSON

ANNE FLANAGAN

THE HON. JOHN SHARP AM

EZEKIEL SOLOMON AM

**INDEPENDENT CHAIR,
FINANCE COMMITTEE**

COURTNEY WEST

**CHIEF EXECUTIVE OFFICER
AND COMPANY SECRETARY**

RACHEL KENT

Cover: The Bridge, 2023. Photo: Rachael Tagg



Red Room Poetry Workshop, 2022. Photo: Tad Souden

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