

The Hon Tony Burke MP
Minister for the Arts
PO Box 6022
Parliament House
Canberra ACT 2600

13 March 2024

Dear Minister Burke

I am pleased to provide you the Bundanon Trust (Bundanon) Statement of Intent. This outlines our commitment to your Ministerial Statement of Expectations of 18 January 2024. The Statement of Intent also provides an overview of initiatives to be taken by Bundanon to fulfill the expectations and priorities of Government, including the five interconnected pillars of the National Cultural Policy *Revive: a place for every story, a story for every place*.

Bundanon sincerely appreciates the ongoing commitment and support the Australian Government has provided to address our challenges of recent years. As the only National Collecting Institution in regional Australia, we acknowledge the vital role Bundanon has to play in shaping our nation's cultural identity and achieving the National Cultural Policy outcomes over the next five years. As a major regional, national and international cultural destination, we are fully committed to delivering against these pillars and principles in our work.

Yours sincerely

A handwritten signature in black ink that reads "S Edwards". The signature is fluid and cursive, with the first name "S" being a large, stylized initial.

Samuel Edwards
Chair

BUNDANON TRUST - STATEMENT OF INTENT

In response to the Ministerial Statement of Expectations, Bundanon Trust (Bundanon) provides the following response.

Corporate Plan and Annual Report

Bundanon's current Corporate Plan includes four key strategic pillars:

- Advance Bundanon as a powerful cultural and educational destination
- Protect and share Bundanon's unique cultural and environmental heritage
- Conserve and share Bundanon's collection, including the art collection and Boyd archive
- Secure a prosperous future for Bundanon.

Our strategic focus is already very closely aligned to the five pillars of *Revive*. To ensure we further embed the five pillars into our next Corporate Plan for 2025-2028, we have undertaken *Revive* Strategic Planning events with staff, senior management, and the Bundanon board of directors in March 2024.

Bundanon will also ensure it reports against the delivery of *Revive* in its Annual Reports. This reporting commenced in our 2022-2023 Annual Report, where Bundanon reported outcomes against its four current strategic goals and their alignment with the pillars of *Revive*.

Strategic Priorities

Bundanon acknowledges the key strategic priorities of the Australian Government over the next year, and is committed to their implementation as follows:

- ***Strong leadership and collaboration within the arts sector to promote Revive*** – our senior leadership team will continue to provide strong leadership and foster collaboration within the arts sector to promote *Revive*. This includes not only close collaboration with the other National Collecting Institutions (NCIs) and the visual arts sector, but also with a diverse range of creative arts organisations and practitioners in the performing arts, literature, music and dance sectors. By way of example, with funding support from the National Collecting Institutions Touring and Outreach (NCITO) Program, Bundanon will tour the *Fantastic Forms* exhibition in 2024-2025 to multiple art galleries across Australia.
- ***Policies and procedures to promote diversity, sustainability, reconciliation and inclusion*** – Bundanon maintains a suite of policies and procedures to ensure diversity, sustainability, reconciliation and inclusion across all our activities. Bundanon is conducting an organisation-wide compliance and regulatory scan over the coming year, and further uplift and review of all relevant policies is also underway. Revitalised policies in the areas of *EEO, Diversity & Inclusion, Bullying, Harassment & Discrimination, and Flexible Working Arrangements* will be delivered for 2024. Further, Bundanon's recently delivered *Arts Program Policy 2023* is founded on shared values including Creative Risk, Sustainability, Inclusion and Accountability which will inform all cultural programming in the years ahead. Bundanon is also working on a revitalised

Reconciliation Action Plan (RAP) with its recently appointed Cultural Liaison Manager and new First Nations board director, and a site-wide *Caring for Country Plan*.

Situated on 1,000 hectares of bush and farmland, Bundanon also has a significant sustainability focus, with programs underway to address our changing climate and reduce our carbon footprint. We are working towards a **net zero energy target** including a site fully powered by solar energy, rainwater harvesting, black water treatment, and heating and cooling provided by a geothermal array. Bundanon is implementing fire management strategies including cool-temperature cultural burns with south coast Traditional Custodians and will continue to offset our carbon footprint through our two carbon sequestration forests onsite.

- **Disability Action Plan** – Bundanon has a current Disability Inclusion Action Plan that is reviewed annually, with monitoring against the Plan undertaken quarterly. We are pleased to advise *Disability Confidence* training was delivered by Accessible Arts to all staff in February 2024, and over the coming year we will implement a whole-of-organisation review to ensure people with disability can fully participate in Bundanon’s activities. This will include a review of our website, access to our Artists in Residence program, information formatting in the delivery of exhibition collateral, and addressing physical barriers to our remote sites.
- **First Nations First, ensuring First Nations arts and culture are First Nations led** – in the last year Bundanon has welcomed the appointment of a First Nations (Wiradjuri) Cultural Liaison Manager and our inaugural First Nations board director, Uncle Gerry Moore OAM. To ensure we continue to foster appreciation and understanding of First Nations arts, culture and knowledge systems, in consultation with local Community and Reconciliation Australia, Bundanon will deliver a revitalised *Reconciliation Action Plan*. Indigenous knowledge and pedagogies are embedded in all new programs.

A *Caring for Country Plan* will be delivered in 2024-25. We have recently implemented a revised *Indigenous Cultural and Intellectual Property Policy*, and Cultural Awareness training will be delivered to all staff in May 2024 by Julie Moore and Koorimunication. Discussions are underway with First Nations knowledge holders for a five-year cultural burn strategy across all Bundanon sites, and we will develop an Indigenous Advisory Body in 2024 to provide specialist First Nations advice to the board and executive team.

- **Support and promote artists ensuring appropriate remuneration** - Bundanon is consistently working to remove economic barriers to participation by artists. On 1 January 2024 we removed the fee for Artists in Residence, widening access, broadening diversity and resulting in a doubling of the number of applications in the 2024 round. Assessments of the Artists in Residence applications are undertaken by peer assessors with diverse experience including artists identifying with disability, First Nations, CALD, LGBTQI+, regional backgrounds, and of diverse ages. All peer assessors are remunerated, and all artists are paid appropriately in accordance with the NAVA Payment Standards.
- **Access for all Australians to arts and culture** – as the only National Collecting Institution in regional Australia, Bundanon has a significant role to play in enriching

people's lives and promoting access for many different communities. With the vital funding investment by the Australian Government, Bundanon is now able to grow sustainably and plan in the medium and long term for the delivery of a diverse range of exhibitions, education programs, live events and digital offerings. Over the next year, this includes major exhibitions by renowned contemporary artists from Australia, South and South-East Asia, including Jumaadi, Sancintya Mohini Simpson and Isha Ram Das, and First Nations artist and curator Jonathan Jones. A further exhibition highlight will showcase Arthur Boyd's famed 1984 Shoalhaven paintings through a major new partnership with the Arts Centre Melbourne.

To further build wide access to our program of exhibitions, events and programs, we will continue our collaborative partnerships with Destination NSW, Sydney Festival, Darwin Festival, Musica Viva Australia, Destination Sydney Surrounds South, Shoalhaven City Council and our Local Aboriginal Land Councils, amongst others. Forthcoming collaborations include Sydney Writers Festival and other significant concert venues.

Significantly, Bundanon is also planning an expansion of the award-winning Art Museum to increase its footprint from four galleries to five, to include a new, dedicated Boyd Collection Gallery. This will provide the Australian public with year-round access to Bundanon's collections, and we are undertaking further digitisation of the collection over 2024-25 to ensure wider dissemination of collection works. With the recent appointment of an inaugural Head of Live Programs & Audience Engagement, a diverse range of new events and programs will be delivered over the coming year, with a focus on musical concert series and major festival events at Bundanon. Diverse community initiatives encompass our south coast LGBTQI+ community ('Queer South'), and opportunities to share food and conversation across pertinent topics with artists and cultural commentators ('Breaking Bread with Friends').

- **Activities to enrich arts and cultural education** – the Learning Program at Bundanon is sector leading, with place-based arts and cultural education programs to be delivered to over 5,000 students and visitors from across Australia in the coming year. This will include low-fee and no-fee programs to support arts education experiences for students from socio-educational disadvantage from Western Sydney and local regional areas. Further professional development of Bundanon learning staff is under way, with a community-led Learning Outreach Program in development to address geographic, physical, and socio-economic barriers to education.

Safe and Inclusive Workplaces

Bundanon remains committed to the creation of safe and secure workplaces (including psychosocial and Cultural Safety); and to provide sustainable pathways for artists and creative workers throughout their careers. We will ensure compliance with codes of conduct developed by Creative Workplaces on issues of safety, welfare and pay in the arts and entertainment sector. We anticipate Bundanon will be well placed in this regard, and note that after extensive consultation, we will be launching a comprehensive revised *Work Health and Safety Framework* in 2024. This will cover our multiple diverse sites, infrastructure, and concomitant risks to artists, staff and visitors across all Bundanon properties and activities.

Working Cooperatively

We are grateful for the highly co-operative and collaborative relationship, with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts. Working with the other NCIs, we regularly manage both inward and outward loans of works from the national collections. A recent example includes loans from the National Gallery of Australia for the 'Parallel Landscapes' exhibition. The recently reviewed *Bundanon Collection Policy 2023* includes best practice guidelines for the management and development of the Collection, including recognition of the Collection's significance. The revised Policy also includes a detailed Collection Disaster Plan in response to the environmental challenges of our site, which is situated in a high-risk fire and flood zone. This is critical given the Bundanon Collections are in storage and on display across two remote regional properties.

Allocation of Government Funding

The allocation of Government funding across all areas of staffing, suppliers and asset replacement will be responsibly prioritised according to need, and in accordance with our strategic objectives and *Total Asset Management Plan*. This Plan supports the organisation in the development of capital annual budgets and work plans for each of our properties. This includes planning for future frequency of conservation, restoration and renovations works required for Bundanon's core business and mission.

The funding has also enabled Bundanon to plan for its highest priorities including development of the permanent Boyd Collection Gallery and new staff office space, repair of Arthur Boyd's Studio, repair and restoration of the Homestead Kitchen, addition of a secondary bore, structural repairs to the Writers Cottage at the Artists in Residence site, infrastructure upgrade at the Boyd Education Centre, and additional car parking for expanded site visitation. In 2024-26 we will upgrade and refurbish the wider Artists in Residence complex to ensure professional and safe workspaces for our artists onsite.

With the landmark funding commitment from the Government, Bundanon has also welcomed the increase to the staffing allowance to 50 FTE from 1 July 2023 (from a prior base of 34). With long-term financial sustainability that is indexed and ongoing, the additional staffing enables Bundanon to develop new and engaging programming to ensure excellent visitor experiences across our diverse activities; and to deliver sustainably and professionally on the organisation's purpose as a working arts centre.

Information Management

Bundanon acknowledges its responsibilities in respect of the *Archives Act 1983* and the National Archives of Australia's *Building trust in the public record: managing information and data for government and community policy*. While Bundanon maintains satisfactory internal record keeping, we have further work to do to achieve full compliance against this expectation, including an appropriate information governance framework and the transfer of records to the National Archive.

Bundanon will be undertaking a full organisation-wide review of requirements in respect of Information Management in 2024-25, including the appointment of external expertise by third quarter 2024 to support the review and implement the uplift required.

Additional Reporting

In alignment with the Government's commitment to fiscal responsibility and transparency, Bundanon is providing biannual updates about its financial performance. As referenced above, Bundanon has a detailed *Total Asset Management Plan* that supports proactive capital maintenance planning. In the latest biannual report, we have however flagged a critical capital funding need in respect of the Bundanon access road. Damage to this unsealed, remote road now requires significant repair and sealing to provide safe access to our expanding site visitors, Artists in Residence and staff, and to ensure we can maintain critical ongoing income for events and tours to our heritage Homestead site.

Bundanon remains actively focussed on maximising own-sourced revenue through both philanthropic and private sector contributions. Recently celebrating 30 years since the initial generous gift from Arthur and Yvonne Boyd, Bundanon instigated a new Patrons Program and Bequest Program in 2022-23 which continues to grow and expand. We also have a growing number of generous patrons supporting our learning programs with a focus on disadvantaged participant access and equity. The Bundanon Membership program now totals over 600 local, state and interstate families and members.

Bundanon will ensure both the Minister's Statement of Expectations and our Statement of Intent are made publicly available on the website. We will also ensure the Minister is kept fully informed of any significant events or developments related to our activities or functions.