

BUNDANON

CORPORATE PLAN

2025–2028



BUNDANON ACKNOWLEDGES THE DHARAWAL AND DHURGA LANGUAGE SPEAKING PEOPLE AS THE TRADITIONAL OWNERS OF THE LAND WITHIN OUR BOUNDARIES, AND RECOGNISES THEIR CONTINUOUS CONNECTION TO CULTURE, COMMUNITY AND COUNTRY.

Dust of these domains performance by Bianca Hester as part of Siteworks: From a deep valley, 2023. Photo: Rachael Tagg



“Commencing our third 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

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Below: *Miwatj Yolŋu – Sunrise People*, installation view, 2023. Photo: Zan Wimberley

Following page: *Smoking Ceremony* by Gadhungal Marrng as part of *Tales of Land & Sea* opening weekend celebrations, 2024. Photo: Rachael Tagg





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. A major regional, national and international cultural destination, Bundanon is uniquely placed as a driver of economic growth, employment and destination tourism.

Bundanon acknowledges the Dharawal and Dhurga language speaking people as the Traditional Owners of the land within our boundaries, and recognises their continuous connection to culture, community and Country. Bundanon's regional bush location over several contiguous properties on 1000 hectares of bush, parkland and farmland by the Shoalhaven River, near Nowra in NSW, places it uniquely in Australia and abroad as a place of ecological stewardship, and diverse creative and educational programming.

Since its completion and launch in 2021–2022, the Art Museum and Bridge for Creative Learning designed by Kerstin Thompson Architects (KTA) has become the principal focus of Bundanon's visitation at the Riversdale site. These adjacent buildings encompass spaces for exhibitions, collection storage, education, and public programs, as well as visitor accommodation and dining. Three Commonwealth heritage listed buildings at the Riversdale site have been carefully restored and function as a library and display space, information centre, staff offices and retail space.

Bundanon is renowned for its world-class contemporary architecture. The Sulman Medal for Public Architecture was awarded to KTA in July 2022 for the new buildings, followed by the Sir Zelman Cowen Award for Public Architecture, Australia's highest national award in November 2022, and the Royal Institute of British Architects International Award for Excellence in June 2024.

The Boyd Education Centre (BEC) was completed in 1998 and received the Sulman Medal for Public Architecture, and the Sir Zelman Cowen Award for Public Architecture in 1999. Designed by architects Glenn Murcutt, Wendy Lewin, and Reg Lark, the BEC combines an open multi-use venue and education space with accommodation for school groups and visitors.

Adjacent to the Riversdale site, and accessed by a 9km unsealed road, is the historic Bundanon site including the recently restored colonial Homestead and Arthur Boyd's Studio. A suite of buildings on the Bundanon site is dedicated to artists' practice and accommodation through the Artists in Residence program. The purpose of the residencies is to support the creation of new works encompassing visual and performing arts, literature, dance, and music, and an annual ecological residency.

Under the leadership of Chief Executive Officer Rachel Kent and her experienced Bundanon team, visitation has grown significantly, driven by the greater diversity and quality of experience on offer, including the new Art Museum, expanded learning and live programs, and accommodation and dining. The Ramox Café, the core of Bundanon's new food and beverage operations, has built a profile of 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 skills development.

With the vital funding investment by the Australian Government, from 1 July 2023, and increased staffing allowance to 50 Full-Time Equivalent (FTE) positions from a base of 34 FTE, Bundanon is now able to grow sustainably and plan for the medium and long term. The additional staffing capacity enables Bundanon to develop new and engaging programming to ensure excellent visitor experiences, and to sustainably and professionally deliver on the organisation's mission and purpose.

Bundanon has gained significant momentum as a leader 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 Bundanon's Art Collection. Bundanon looks forward to delivering its vision to create a dedicated permanent gallery, the Boyd Collection Gallery, and undertake necessary building and infrastructure improvements in 2024–25.

Bundanon's long-established and sector-leading learning program is an integral component of the organisation's purpose. Residential and day learning programs, inspired by Bundanon's cultural, environmental and architectural heritage, fulfil Arthur Boyd's vision of a place for people of all ages to become immersed in the arts.

Since the 1990s Bundanon's Artists in Residence program has actively supported the generation of new ideas and works across artforms 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 engagement, display and performance.

Bundanon embodies all five pillars of the Australian Government's **National Cultural Policy — *Revive: a place for every story, a story for every place***, reaching diverse communities through its many facets, including engagement across all artforms, sciences, environmental stewardship, and deep cultural histories. In its engagement with communities, Bundanon gives 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 places environmental stewardship at the centre of its mission, continuing its important role as a place of land management excellence. Through the exchange of knowledge and research, it promotes and further develops sustainable and responsible land management practices locally, in Australia and beyond. Bundanon's research and innovation in land management and Caring for Country, and its outstanding stewardship of the natural environment, occurs in collaboration with a range of experts, including First Nations knowledge holders and community Landcare groups, and ecological researchers in residence. Bundanon continues to engage with First Nations communities, in particular with the people of the Dharawal and Dhurga language groups across the remit of all cultural and environmental activities, including fire management strategies and cool-temperature cultural burns.

Bundanon is committed to environmental sustainability and achieving net-zero emissions by 2030 in line with the Government operations strategy to reach net zero. Its new infrastructure is designed for market-leading environmental performance and has set a benchmark for the cultural sector. Bundanon has two onsite carbon forests resulting in 12,000 tonnes of carbon storage since reforestation was established in 2013–14. A geothermal array provides heating and cooling, and solar energy further reduces our reliance on electricity from the national grid. The organisation is committed to increasing its solar generating capacity with an additional 250kw of solar planned for installation by 2027.



The Bundanon Homestead, 2024. Photos: Katherine Lu

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 arts and the Australian landscape through its unique natural and cultural heritage gifted to the nation by Arthur and Yvonne Boyd in 1993. Bundanon actively supports contemporary cultural production across all disciplines, and in all phases of the creative process. Bundanon’s Artists in Residence program provides important career opportunities for artists and researchers to develop their work in an engaging natural environment; and its new Art Museum and wider site provide opportunity and context to showcase diverse artforms and creative practices to the wider public.

Bundanon is committed to its role in cultural and creative education, to support learning opportunities for young people whose aspirations and artistic pursuits will help sustain a creative future. Bundanon is committed to its responsibility of stewardship, securing a prosperous future for the organisation, for the benefit of all Australians. Aligned with the National Cultural Policy, Bundanon plays an important role in safeguarding a diverse and sustainable cultural sector.

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, and transparency.

3 OPERATING ENVIRONMENT

Bundanon welcomed a significant and ongoing uplift in core funding from the Australian Government in the 2023–24 Federal Budget. This funding will ensure Bundanon can deliver on its Corporate Plan and continue to promote diverse creativity and learning, within a unique cultural and natural environment. Supporting the ongoing development of arts practice across all disciplines, it will reach new audiences and share the nation's diverse stories.

On 30 January 2023, Bundanon welcomed the Australian Government's **National Cultural Policy – Revive: a place for every story, a story for every place**. This Corporate Plan outlines Bundanon's key activities and measures that continue to deliver outcomes against the 5 Pillars.

1. FIRST NATIONS FIRST

Bundanon places First Nations First through its dedication to recognising and respecting the crucial place of First Nations stories at the centre of Australia's arts and culture. The people of the Dharawal and Dhurga language groups are key collaborators with Bundanon across all areas of the organisation's remit. Bundanon's governance has been strengthened by the appointment of a First Nations Board director, Uncle Gerry Moore OAM, and the establishment of a senior identified First Nations position, Cultural Liaison Manager, dedicated to ensuring First Nations voices are at the centre of programs, land care, community relationships, and governance. A new Indigenous Advisory Group will be established in 2024–25 to provide specialist First Nations advice to the Board and executive. Bundanon will continue to embed First Nations protocols through the development of a second stage Reconciliation Action Plan, and a new Caring for Country Plan. Bundanon's Arts Program includes a focus on local, national and international First Nations practitioners, supporting First Nations artists in the Artists in Residence program, and in First Nations led exhibitions, programs and events.

2. A PLACE FOR EVERY STORY

As the only National Collecting Institution in regional Australia, Bundanon has a unique role in place-based arts and culture, providing regional communities access to local, national and internationally significant arts and cultural practice. Bundanon celebrates and presents a diverse artistic program which advances access and equity, including a focus on practitioners and audiences with Cultural and Linguistically Diverse backgrounds, First Nations local and national communities, and people with disability.

The Learning Program at Bundanon is sector leading, delivering place-based arts and creativity education programs to over 5,000 students and visitors from across Australia each year. This includes low-fee and no-fee programs for people experiencing socio-educational disadvantage. Equity and access will be further ensured via low and no-cost recurring programs for the public, and development of a community-led Learning Outreach Program to address geographic, physical, and socio-economic barriers to arts education.

3. CENTRALITY OF THE ARTIST

Bundanon's purpose as a creative and working arts environment, and a centre for arts education, supports the development of creative practices and cultural appreciation, fostering a foundation for sustainable careers in the creative industries. Bundanon's Artists in Residence program supports new work, research and collaborations by Australian and international professional artists, helping to bolster the arts sector and professional practice; and its Art Museum supports new commissions and diverse contemporary practices and artforms. Bundanon is consistently working to remove economic barriers to participation by artists, and to ensure appropriate remuneration in accordance with the National Association for Visual Arts (NAVA) Payment Standards. From 1 January 2024 Bundanon removed its fees for individuals and groups applying for the Artists in Residence program resulting in wider and more diverse access, and a significantly increased number of applicants.

4. STRONG CULTURAL INFRASTRUCTURE

Bundanon's many collaborations and cooperative partnerships encompass knowledge sharing, research alliances, and capacity building, and are critical to the success of its cultural, educational and environmental programs. Bundanon's philanthropy and partnership programs connect patrons and donors with a unique opportunity to contribute to Australia's strong cultural infrastructure and secure a prosperous future for Bundanon. With the commencement of its new Australian Government funding agreement in 2023–24, the organisation is able to operate with security, efficiency and appropriate growth, and forward planning can extend to the medium and long term.

5. ENGAGING THE AUDIENCE

Bundanon, in its unique role as the only National Collecting Institution in a regional location, delivers a diverse range of exhibitions, education programs, live events and digital offerings. A broad range of new events and programs will be delivered over the term of this Corporate Plan with a focus on musical concert series and major festival events, literary events, and artist-led forums, widening access and deepening audience engagement with the organisation's diverse cultural offer. Bundanon has further expanded its touring and outreach program with funding for touring exhibitions that will create pathways to engage and expand regional and national audiences.

3.1.1 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	High risk fire location and flood zone	Weather that can range to the extreme, creating natural disasters (fire, storms and floods)
The related requirements of its regional and remote bush location, including visitor access, car parking and roads	Relationships for consultation and collaboration with others, local and international	Digital security and threat of cybercrime
1000-hectare setting on bush, parkland, and farmland	Audience response to engagement strategies, and onsite/online experiences	Lasting impacts from COVID-19 or other pandemics
Built assets, including Commonwealth heritage-listed buildings	Composition, continuity and diversity of government Board appointments	Local and wider economy, including the labour market, cost of goods and supply chain issues
Nature and scale of other assets, including the Collections		Escalating cost of living challenges, locally and nationally
Staff size, structure, retention and roles; strategic planning to successfully expand staffing; staff policies and procedures		Commonwealth and State government, including legal frameworks, funding, compliance, policy and procedures across the areas of arts, heritage, education and science/environment
Site vulnerability to the impacts of climate change, and extreme weather events		Local government, in relation to Council work and approvals relevant to the site
		Non-government funding

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 currently operate under the *Corporations Act 2001* (Cth) and the *Public Governance, Performance and Accountability Act 2013* (POGPA act). Each member is appointed for a maximum single term of 3 years. Board appointments are made by the Australian Government, based on anticipated skill sets and knowledge of the cultural, environmental, educational, commercial and tourism sectors.

3.2.2 BOARD SUBCOMMITTEES

In addition to four meetings each year for all Board members, three sub-committees are in place, namely the Audit and Risk Committee, the Governance Committee, and the Land and Built Assets Committee. These advisory subcommittees assist the Board in its oversight of the organisation in accordance with the PGPA Act.

The Audit and Risk Committee oversees financial reporting, systems of risk management, internal control, and performance management, and is led by independent Chair, Courtney West.

The Governance Committee, led by Board director Holly Byrne, ensures a robust approach to Board governance through policy development, Board skills identification, training and performance including oversight of key governance documents and succession planning.

The Land and Built Assets Committee advises the Board on the management of the natural heritage and built assets. Led by Board director Uncle Gerry Moore OAM, the Committee oversees risk and compliance in relation to the conservation, research, and maintenance of the land and assets.

3.2.3 WORKING GROUPS

The CEO establishes working groups according to the priorities for current operation and future planning. These groups can include relevant staff, relevant sector expertise, and may draw on members of business, government, and community involvement, including Board members, as appropriate to the group's remit. Current working groups encompass collections, hospitality and cultural tourism. For upcoming minor Capital Works programs, a Project Control Group has been established.

3.2.4 WORKFORCE REQUIREMENTS

Bundanon's staffing allowance cap has been increased to 50 FTE from 1 July 2023, from a prior base of 34 FTE. With audience 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 remit. 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.

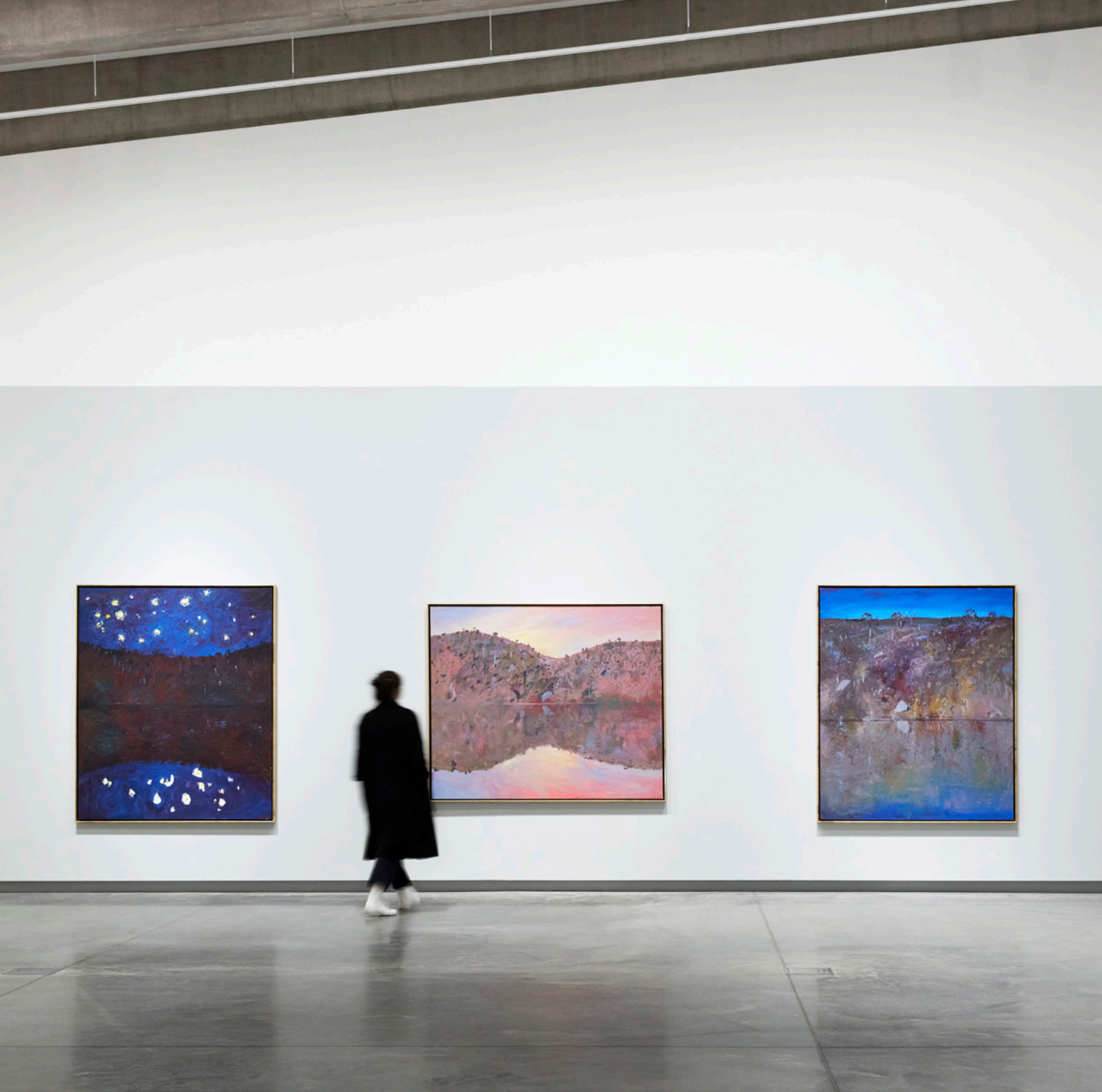
3.2.5 INCOME STREAMS

Bundanon's self-generated income streams include visitation, with ticketing and membership strategies, philanthropy and commercial activity encompassing quality food and beverage operations, corporate events, conferences, weddings, and onsite stay weekends. Bundanon's brand has become widely known, driving visitation that is surpassing projections and anticipated to rise further across the term of this Corporate Plan. Visitation drivers include a world-class exhibition program, alongside excellence in live programming and live events at 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.

Philanthropic income from the Bundanon Patrons, and Bundanon Bequests programs is growing annually, alleviating budget pressures and supporting special projects, alongside fundraising campaigns and smaller donations made at tap points or with ticket purchases. Improvements to data storage and analysis being undertaken through the introduction of an integrated Customer Relationship Management system (CRM), will ensure revenue streams and philanthropic income work together, alongside strategic partnerships, to ensure sustained growth for years to come.

Core funding from the Australian Government remains fundamental to Bundanon's successful delivery of the requirements in its Constitution, and Bundanon welcomed a funding uplift in the 2023–24 Federal Budget. Other grants and partnerships are a critical supplementary income source for cultural, educational, and environmental programs including ongoing partnerships with University of Wollongong, and Landcare Australia.

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. Bundanon's donor engagement program continues to be revitalised with the appointment of the Philanthropy Officer in 2022, and Head of Development in 2023.



Wilder Times: Arthur Boyd and the mid-1980s landscape, Installation view. Bundanon, 2024. Photograph: Zan Wimberley

3.2.6 INFRASTRUCTURE CAPABILITY

After capital investment in the restoration of the Boyd Education Centre (BEC) and the heritage-listed 1866 colonial Homestead, Bundanon will invest in its vision to deliver the Boyd 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 and other infrastructure occurs regularly across Bundanon's large and remote bushland site, significantly impacting the organisation's ability to deliver its core mission. Damage to the Bundanon Road is often considerable with site access blocked or suspended, forcing closure of the Homestead, Boyd Studio, and walking tracks making it inaccessible to visitors, artists in residence, staff, learning and commercial groups, and contractors. The loss of associated income, and the ongoing site access safety issues are additional concerns that hamper the delivery of Bundanon's core business operation and programs. The required remediation costs are significant, and the organisation is scoping the cost of long-term civil engineering solutions for the 9 kilometres of unsealed Bundanon Road.

Maintenance, infrastructure improvements and capital investment across all built assets remains an ongoing operational commitment and additional works will include upgrades to improve site accessibility and safety, expansion of the retail space in the Information Centre, refurbishment of the Artists in Residence Complex at Bundanon, as well as extending the fire ember suppression system to the original buildings on the Riversdale site. New staff office space will be realised in the coming 18 months to accommodate the increase in staff numbers and allow more effective use of existing space including expanded gallery space in the Art Museum.

3.2.7 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, an event management system for all events external or internal, and a ticketing system for booked visitor events and memberships.

An online tool for audience evaluation of programs encompassing stay weekends, learning programs, exhibitions and events, has been launched, and a new paired Human Resources and Payroll system has recently been launched along with a system for staff rostering. A cloud-based health and safety solution is being implemented to streamline and manage health and safety processes across the organisation. Bundanon is currently evaluating integrated technology platform solutions bringing together ticketing, membership, fundraising, retail, CRM, Marketing and Reporting and Analytics. To meet the challenges of cybersecurity threats, cybersecurity training for staff has been enhanced, with ongoing training and cybersecurity monitoring also in place.

3.2.8 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. Bundanon prioritises internal record keeping and will develop an appropriate information governance framework. In 2024–25, Bundanon will undertake a full organisation-wide review of information management requirements including the appointment of external expertise in 2025 to support the review and implement the required uplift.

3.2.9 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, Waminda, Landcare Australia and the University of Wollongong. Bundanon's ten-year Landcare Australia partnership has focused on land management stewardship, beginning with the Living Landscapes project and on-site carbon forests, ongoing projects being maintained today. Bundanon has renewed its valuable and collaborative partnership with the University of Wollongong which includes knowledge sharing, facilitating research alliances, building capacity, developing the next generation of creative thinkers, and providing environmental stewardship through its new ecological residencies.

The Royal Australian Navy 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. In 2024–25 programs encompassing veterans, as well as the naval serving community, will be delivered.

Bundanon is privileged to 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.

Through its Artist in Residence program, Bundanon's Sector Collaborators provide resources, knowledge, and access to networks or subsidies, whilst supported Fellowships and Awards uphold Bundanon's dedication to national and international exchange. It is anticipated that Bundanon will continue to generate support amongst businesses, corporate clients and partners, towards its residency program and new creative works.

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 access and digital resources, loans, and patron engagement programs. In 2024–25, collaborative links are being established with our NCI peers encompassing collection management, research and display, and cross-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 review of its key strategic and operational risks in consultation with KPMG in June 2023, detailed mitigation controls have been developed with a framework for implementation. The RMP is overseen by the Board and its Audit and Risk Committee, and baseline risks are reviewed annually.

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 (WHS) has been completed and a new WHS management system has been implemented in 2024 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, roads 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 public programs, and other 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 cool-temperature cultural burning of bushland by First Nations custodians when seasonal and other environmental factors are suitable. Bundanon also has rigorous procedures in place for disaster response and evacuation as required, regular training of staff in emergency response, and site evacuation exercises are conducted annually.

4.2 GOVERNANCE

As Bundanon embeds the opportunities arising from the new infrastructure and moves forward with its 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 and in the Board's governance framework that supports optimisation of the Board's structure and composition. A skills matrix has been created to inform Board appointments, renewal and succession planning. Board director training and development, processes for the selection of directors for committees, and action plans to address critical skills gaps have been established. This allows Bundanon to identify the skills, knowledge, experience and capabilities desired of the Board to meet both our current and future challenges and opportunities, and to support and inform the Minister for future appointments.

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 its data, or to disrupt its systems or operations, presents a potential threat to Bundanon and its staff, artists, and visitors.

To mitigate against this risk, Bundanon, with its technology partner, has implemented IT security measures to increase resilience to cyber threats, in line with best practice guidelines developed by the Australian Cyber Security Centre (ACSC), the Essential Eight Maturity Model. 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 organisation faces ongoing challenges recruiting and retaining staff in a regional, remote location, and in an operating environment influenced by trends in the labour market locally and more broadly.

The lift to Bundanon's staffing cap from July 2023 has been welcomed and significant work has been undertaken to review and upgrade Bundanon's human resources framework including the changes required for the new employment structure. A full time Human Resources Officer has been appointed to support the organisation's growth, and the role is supported at senior level by a Human Resources Consultant. Reflecting the new level of organisational maturity, Bundanon will recruit a new high level financial leadership role to lead its Finance Team with a focus on audit, risk, governance, and reporting frameworks.



5 PERFORMANCE

5.1 INTENDED RESULTS

- 5.1.1 ADVANCE BUNDANON AS A POWERFUL CULTURAL AND EDUCATIONAL CENTRE
- 5.1.2 CONSERVE 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

Ramox Café, 2023. Photo: Anna Wieworia



5.2 KEY ACTIVITIES AND MEASURES

5.2.1 ADVANCE BUNDANON AS A POWERFUL CULTURAL AND EDUCATIONAL CENTRE

PERFORMANCE CRITERIA	TARGET	24/25	25/26	26/27	27/28
Program innovative seasons of exhibitions and live 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:	●	●	●	●
<i>Revive</i>					
2. A place for every story	— three Art Museum seasons per annum	●	●	●	●
3. Centrality of the Artist	— one Homestead display per annum	●	●	●	●
5. Engaging the Audience	— one Permanent Collection Gallery display per annum		●	●	●
	— one exhibition publication per annum	●	●	●	●
	— one institutional publication every two years		●		●
	— minimum four public program events each season	●	●	●	●
	— minimum four live events each season	●	●	●	●
	— develop an annual winter festival.	●	●	●	●
	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.	●	●	●	●
	Implement the Arts Program Policy to ensure the artistic program maintains a focus on creative risk, sustainability, inclusion and accountability.	●	●	●	●
	Support and connect to environmental science research or researchers via partnerships, events, and other outputs.	●	●	●	●
	— minimum two public facing activities reflecting science or research activities or partnerships.	●	●	●	●

PERFORMANCE CRITERIA	TARGET	24/25	25/26	26/27	27/28
Deliver the Artists in Residence program <i>Revive</i> 1. First Nations First 2. A place for every story 3. Centrality of the Artist 5. Engaging the Audience	Maintain and develop the reputation of the Bundanon Artists in Residence program as a leading national program, offering a unique experience for creative practitioners.	●	●	●	●
	Deliver a residency opportunity that supports environmental science research or researchers.	●	●	●	●
	— one ecological researcher per annum.	●	●	●	●
	Actively encourage and support applications for residencies by creative practitioners who are First Nations, Culturally and Linguistically Diverse, or who identify as Disabled:	●	●	●	●
	— minimum five applications per annum	●	●	●	●
	— minimum two fellowships per annum.	●	●	●	●
	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:	●	●	●	●
	— five resident artist talks or showings per annum.	●	●	●	●
Develop the Learning Program <i>Revive</i> 1. First Nations First 3. Centrality of the Artist	Maintain and sustainably develop the scale of programs for early years, school, tertiary and adult cohorts:	●	●	●	●
	— minimum 5,000 participants.	●	●	●	●
	Ensure learning programs are accessible via a mix of fee-for-service and no-fee 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 (24/25).	●			
	Develop frameworks for future delivery of annual social impact programs (24/25).	●			
	Develop a proposal for increased environmental science and sustainability focus (25/26).		●	●	●



Artmaking with Bundanon's Learning team as part of *Tales of Land & Sea* opening weekend celebrations, 2024. Photo: Rachael Tagg
Live music as part of *Miwatj Yolŋu – Sunrise People* opening weekend celebrations, 2023. Photo: Rachael Tagg

PERFORMANCE CRITERIA	TARGET	24/25	25/26	26/27	27/28
Establish and maintain external relationships related to the above	Maintain local, national, and international partnerships with relevant institutions and organisations:	●	●	●	●
<i>Revive</i> 1. First Nations First 4. Strong Cultural Infrastructure	— minimum ten activities per annum (for example professional placements or learning collaborations).	●	●	●	●
	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 five partnerships and cultural activities with First Nations/ knowledge-holders per annum.	●	●	●	●
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 of conservation projects as outlined in the Total Asset Management Strategy 2024.	●	●	●	●
<i>Revive</i> 4. Strong Cultural Infrastructure	Deliver updated Heritage Management Plan and Heritage Strategy (24/25).	●			
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).	●	●	●	●
<i>Revive</i> 2. A place for every story 5. Engaging the Audience	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.	●	●		



Exhibiting artist Sancintya Mohini Simpson in residency at Bundanon, 2024. Photo: Tad Souden
Exhibiting artist Jumaadi in residency at Bundanon, 2024. Photo: Tad Souden

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

PERFORMANCE CRITERIA	TARGET	24/25	25/26	26/27	27/28
Protect and enhance Bundanon's natural environment and native flora and fauna, guided by Land Management Plans, and advance and promote Bundanon's existing leadership in land management practice <i>Revive</i> 1. First Nations First 4. Strong Cultural Infrastructure	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.	●	●	●	●
	Actively engage with First Nations practitioners to action land management for bush, farm, and parkland, to promote the health of native flora and fauna and maintain existing re-vegetation areas.	●	●	●	●
	Implement the Property Management Plan 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:	●	●	●	●
	— facilitate one cultural burn season per annum when conditions allow.	●	●	●	●
	Support research projects for the development of sustainable land management practice:	●	●	●	●
	— One new ecological researcher in residence annually.	●	●	●	●
	Maintain existing partnerships for habitat management to enrich Bundanon's work in this area, and to support connection to Country for First Nations communities.	●	●	●	●
Maintain and develop partnerships with First Nations communities, particularly the local Dharawal and Dhurga language groups <i>Revive</i> 1. First Nations First 4. Strong Cultural Infrastructure	Continue and expand collaborative relationships with First Nations and international Indigenous artists, cultural practitioners, and Indigenous-led organisations:	●	●	●	●
	— maintain a Cultural Liaison Officer dedicated position	●	●	●	●
	— complete Cultural Awareness training for all staff	●		●	
	— deliver an Innovate Reconciliation Action Plan (24/25)	●			
	— deliver a Caring for Country Plan (24/25 and 25/26).	●	●		



Shoalhaven High School visit with the Bundanon Learning team, *Tales of Land & Sea*, 2024. Photo: Tad Souden
Bundanon Collection Store, 2023. Photo: Bundanon

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

PERFORMANCE CRITERIA	TARGET	24/25	25/26	26/27	27/28
Provide public access to Bundanon's Collection, Homestead and Arthur Boyd Studio as an integral part of the artistic program <i>Revive</i> 4. Strong Cultural Infrastructure	Boyd Collection Gallery exhibition 12–18 monthly display.	●	●	●	●
	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 15 catalogue entries in 24/25 increasing to 20 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 <i>Revive</i> 4. Strong Cultural Infrastructure	Maintain industry-standard collection storage and display environments at the Art Museum.	●	●	●	●
	Remain aware of object condition and environmental factors across all display sites at Bundanon.	●	●	●	●

5.2.4 SECURE A PROSPEROUS FUTURE FOR BUNDANON

PERFORMANCE CRITERIA	TARGET	24/25	25/26	26/27	27/28
Ensure effective governance and management structures, undertake robust future planning <i>Revive</i> 1. First Nations First 4. Strong Cultural Infrastructure	Deliver on our funding agreement with the Australian Government including the National Cultural Policy <i>Revive</i> , Minister's letter of expectation, governance documents Corporate Plan, 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 Total Asset Management Strategy 2024 including delivery of planned infrastructure projects.	●	●	●	●
	Develop and deliver First Nations input into governance structures and processes, including:	●	●	●	●
	— First Nations Board member	●	●	●	●
	— Cultural Liaison Manager position	●	●	●	●
	— Establish Indigenous Advisory Committee (24/25).	●	●	●	●
	Develop and implement a framework to meet Bundanon's information management responsibilities:	●			
	— Undertake an information management review (24/25).	●			
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 <i>Revive</i> 4. Strong Cultural Infrastructure	Within ASL caps, expand personnel at a progression matched to role priorities, workloads, and other relevant factors.	●	●	●	●
	Implement new Workplace Health and Safety framework (24/25).	●			
	Deliver WHS training.	●	●	●	●
	Review WHS Management System 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.	●	●	●	●

PERFORMANCE CRITERIA	TARGET	24/25	25/26	26/27	27/28
Drive onsite and online visitation, with excellent visitor experience, robust commercial income streams, and strong, diverse audience engagement strategies <i>Revive</i> 5. Engaging the Audience	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 Two of updated website (24/25).	●			
	Expand visitation offers, including programming, commercial and accommodation.	●	●	●	●
	Increase overall visitation:	●	●	●	●
	— from 50,000 to 55,000 by end 25/26	●	●		
	— 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.	●	●	●	●
	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).	●	●	●	●

PERFORMANCE CRITERIA	TARGET	24/25	25/26	26/27	27/28
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 Bundanon 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 contributions.	●	●	●	●
<i>Revive</i> 4. Strong Cultural Infrastructure					
Implement business tools to meet Bundanon's operational 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.	●	●	●	●



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

BEN MAGUIRE AM

UNCLE GERRY MOORE OAM

JASMIN SHAHIN

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BRUCE SOLOMON

EZEKIEL SOLOMON AM

**INDEPENDENT CHAIR, AUDIT
AND RISK COMMITTEE**

COURTNEY WEST

**CHIEF EXECUTIVE OFFICER
AND COMPANY SECRETARY**

RACHEL KENT

Cover: Art Museum, 2024. Photo: Katherine Lu
Below: Ramox Café, 2022. Photo: Zan Wimberley

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