BUNDANON

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

27 January 2026

Dear Minister,

I am pleased to provide the Bundanon Trust (Bundanon) Statement of Intent. This outlines our commitment to your Ministerial Statement of Expectations of 4 November 2025. The Statement of Intent provides an overview of initiatives to be taken by Bundanon to fulfill the expectations and priorities of the Australian Government, including the five pillars of the National Cultural Policy *Revive: a place for every story, a story for every place.*

Bundanon sincerely appreciates the significant and ongoing uplift of core funding from the Australian Government in the 2023–24 Budget. This funding ensures Bundanon can deliver on *Revive*, its purpose, Corporate Plan and continue to promote diverse creativity and learning within a unique cultural and natural environment. We are proud of our capability to support the ongoing development of arts practice across all disciplines, reaching new audiences and sharing the nation's many and varied stories.

Yours sincerely,

Samuel Edwards

Chair

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Bundanon Trust Statement of Intent

Bundanon Trust (Bundanon) will ensure both the Minister's Statement of Expectations, November 2025, and this corresponding Statement of Intent are made publicly available on its website. We will also ensure the Minister is kept fully informed of any significant events or developments related to our activities or functions.

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

Assist in the delivery of *Revive*, including supporting our visual and performing artists, craftspeople, and researchers contributing to actions such as the refresh of *Significance 2.0*.

Bundanon will continue to clearly reflect the aims of The National Cultural Policy *Revive: a place for every story, a story for every place (Revive)* in its Corporate Plan, and report against these aims in its Annual Report.

Bundanon's Corporate Plan 2026-2029 outlines its commitment and measures that will deliver outcomes against the Five Pillars of *Revive*.

1. Bundanon will continue to place **First Nations First** through its dedication to recognising and respecting the vital place of First Nations stories at the centre of Australia's arts and culture.
2. **A place for every story** will remain embodied in Bundanon's place-based arts, culture and learning, and in its diverse artistic program which advances access and equity.
3. **Centrality of the artist** is critical to Bundanon's purpose. Established by artists Arthur and Yvonne Boyd, with a vision for 'a creative and working art environment' and a centre for arts education, Bundanon will continue to support the development of artist-led creative practices and foster sustainable careers in creative industries.
4. Bundanon's **strong cultural infrastructure** will enable it to continue to operate successfully, with security and efficiency through its many collaborations, cooperative partnerships, and philanthropy that contribute to a secure and prosperous future for Bundanon.
5. **Engaging the audience** will remain a key purpose of Bundanon as it continues to deliver a broad range of programs, widening access and deepening audience engagement with the organisation's diverse cultural offer.

Bundanon will continue its contributions to key actions in the delivery of *Revive* including to the refresh of *Significance 2.0: A Guide to Assessing the Significance of Collections*. Bundanon recognises the value of this best practice guide and framework, and the importance of updating and broadening it to reflect contemporary collecting practices, including shared custodianship and collaboration with local First Nations communities, and considerations across all collecting institutions.

Participate in the government's consultation on a new National Cultural Policy

Bundanon welcomes the opportunity to participate in the consultation for a new National Cultural Policy and commends the government for revising the policy and for consulting widely and seeking feedback from across the sector. Bundanon can offer a significant contribution through its regional setting, its strong voice and advocacy grounded in First Nations communities and the region's diverse socioeconomic groups.

Foster appreciation and understanding of First Nations arts, culture and knowledge systems in line with the principle that First Nations arts and culture are First Nations led.

Bundanon continues to support First Nations arts, culture and knowledge systems through commissioned works that showcase First Nations heritages, traditional land management practices, and collaboration with First Nations educators and cultural practitioners in co-created programs. In 2025 Bundanon's exhibition *bagan bariwariganyan: echoes of country*, celebrated local traditions, stories and Country and promoted Aboriginal values and kinships. This First Nations-led, world class exhibition brought overdue recognition to highly respected Aboriginal artists from South Coast New South Wales whose work had not previously been displayed at this scale. Also in 2025, *Betty Kuntiwa Pumani: maḻatja-maḻatja (those who come after)*, the artist's first museum survey, featuring major loans from public and private collections, the newly commissioned *Antara,* 2025, and early works from the Mimili Maku Arts Cultural Collection, was exhibited publicly for the first time.

The people of the Dharawal and Dhurga language groups are key collaborators with Bundanon across all areas of the organisation's core business. Bundanon's governance is strengthened by the ongoing contribution of First Nations Board director, Uncle Gerry Moore OAM, and the continuation of a senior identified First Nations position, Cultural Liaison Manager within the organisation's senior management team. These roles are dedicated to the growth of community partnerships, and they will continue to ensure First Nations voices are at the centre of arts and culture programs, land care, and Bundanon's governance structure.

A First Nations Advisory Body, established in 2025, will provide ongoing specialist First Nations advice to the organisation. The Advisory Body supports Bundanon in furthering respectful, ethical, and meaningful engagement with First Nations communities, ensuring best practices in the care, interpretation, and presentation of First Nations cultural heritage. Bundanon will continue to codify First Nations protocols through the implementation of its second stage Reconciliation Action Plan (RAP) and a new Caring for Country Plan. Bundanon's Arts Program will continue to 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, live programs and events.

Bundanon maintains a strong focus on its co-operative relationships and partnerships with significant First Nations organisations including Gadhungal Marring and Waminda South Coast Women's Health and Wellbeing Aboriginal Corporation. These important and enduring partnerships, formalised in 2025, commit to advancing First Nations-led Caring for Country initiatives and to positively influencing the region and local communities into the future.

A key measure within *Revive* is establishing an Aboriginal and Torres Strait Islander Languages Policy Partnership (LPP) between First Nations representatives and the Australian and State and Territory Governments to improve outcomes for First Nations peoples. Bundanon will continue to support First Nations communities to access, use, and interpret materials related to their languages and cultures, and will continue its contribution to the LPP.

Work closely with the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts and other parties, especially other National Collecting Institutions, to efficiently achieve the objectives of *Revive*.

Bundanon acknowledges the highly co-operative and collaborative relationship with the Department of Infrastructure, Transport, Regional Development, Communications, Sports and the Arts.

Bundanon is pleased to establish a new partnership in November 2025 with the National Gallery of Australia (NGA) as part of Sharing the National Collection, a key action of *Revive*. This partnership brings key works from the NGA collection to Bundanon on long-term loan to be presented in two major exhibition seasons in 2025–2026 and for display at the Homestead. Through this partnership, a strong network of partner institutions will support greater access to and understanding of the national collection.

Working with other National Collecting Institutions, Bundanon regularly manages both inward and outward loans of works from the national collections. This includes a loan of works to the NGA in 2026 for its major exhibition *Arthur Boyd Tapestries,* and inward loan of significant paintings from NGA for major exhibition *Arthur Boyd, Nebuchadnezzar*.

Provide strong leadership and collaboration within national international galleries and cultural sectors, including developing networks and partnerships in the Indo-Pacific and with Pacific diaspora communities.

Bundanon's Chief Executive Officer (CEO) and executive team will continue to provide strong leadership and foster collaboration within the creative arts sector. This includes close collaboration with the other National Collecting Institutions and the visual arts sector, and with a diverse range of creative arts organisations and practitioners in the performing arts, literature, music, dance, science and research sectors.

Since the Art Museum opened in 2022 Bundanon has presented a diverse program of national and international artists including from the Indo-Pacific region, partnering with:

- Filipino-born artists Alfredo & Isabel Aquilizan, and Thai-New Zealand artist Sorawit Songsataya, in *Thinking together: Exchanges with the natural world*
- Indonesian-born artist Jumaadi, and Sancintya Mohini Simpson whose work reflected on colonial histories in South Asia, in the exhibition *Tales of Land and Sea.* The season also featured the Javanese-Australian live performance *Ngayomi/Shelter*
- twelve artists from Aotearoa New Zealand for *The Polyphonic Sea* including Ruth Buchanan, Shannon Te Ao and Nova Paul
- Indian-born artist David Sequeira in the exhibition *David Sequeira: The Shape of Music*.

The forthcoming exhibition of new work by Pakistani-born artist Mehwish Iqbal will be presented in the 2026 summer season in the Art Museum.

Bundanon will continue to build its networks and partnerships in the Indo-Pacific and diaspora communities by working closely with national and international cultural organisations, fostering

shared programs and cultural exchanges, hosting artists residencies, and participating in cultural sector forums and networks, advocacy, talks and keynote addresses.

The Boyd Music Series presented in partnership with Sydney Opera House and curated by Utzon Music Series curator Genevieve Lacey, will continue in 2026 with six concerts by world leading chamber musicians and renowned soloists from western and eastern classical traditions including Water Song, a cross-cultural collaboration led by acclaimed South Korean vocalist Sunny Kim and composed by Ensemble Ochaye.

Bundanon will continue collaborative partnerships with Sydney Opera House, Destination NSW, Sydney Festival, Sydney Writers Festival, Destination Sydney Surrounds South, Shoalhaven City Council and Local Aboriginal Land Councils, amongst others.

Policies and procedures to promote diversity, sustainability, reconciliation and inclusion

Bundanon is committed to the advancement of diversity and inclusion within the creative sector in Australia, and to building an inclusive organisation that champions diversity and equity. Policies and procedures are in place to measure the diversity of Bundanon's board, staff and creative program with the goal of building a safe, inclusive and respectful workplace for all employees, informing board recruitment practices and promoting a diverse arts sector. Bundanon's Arts Program strives to be diverse and accessible to a wide range of specialists and general audiences, with a balanced program of exhibitions and events, including access options that cater to a broad audience. The Arts Program Policy (2023) is founded on shared values including creative risk, sustainability, inclusion and accountability which will continue to inform all cultural programming in the years ahead.

Bundanon's Reconciliation Action Plan 2025-27 (RAP) will form its framework for advancing First Nations culture, voices and leadership, and nurturing a community that respects, celebrates and learns from living traditions, knowledge systems and creative excellence of First Nations peoples. Building on the achievements of Bundanon's 2022 RAP, the newly developed second-stage *Innovate* RAP represents a substantial step forward, with deeper consultation, thoughtful reflection and more detailed case studies. The RAP will serve as a foundational resource for enacting meaningful engagement and contributing to a reconciled future.

Situated on a vast and diverse landscape, Bundanon has a significant sustainability focus, with programs underway to mitigate the risks associated with climate change and extreme weather events. Bundanon's fire management strategies include cool-temperature cultural burns with South Coast Traditional Custodians, and sustainable Caring for Country practices. Sustainable design of Bundanon's new infrastructure includes rainwater harvesting, black water treatment, and geothermal heating and cooling, solar generation and EV charging stations. Two onsite carbon sequestration forests offset the remaining carbon footprint, and scoping is underway for the long term expansion of solar infrastructure.

Ensure a current Disability Inclusion Action Plan is in place to support greater equity, access and inclusion for d/Deaf and disabled artists and arts workers, and audiences with disability

Bundanon delivers a range of initiatives to remove barriers and ensure that the principles of access are embedded throughout the organisation across its programs, systems and procedures. Bundanon has made significant progress on its initial Disability Inclusion Action Plan 2022-2025 (DIAP) and is pleased to be implementing a refreshed and expanded DIAP in February 2026, looking ahead for the next three years. The DIAP 2026-2028 embeds Bundanon's ongoing aim to ensure accessibility and inclusion is built into all its programs and communications in line with the government's *Equity: the Arts and Disability Associated Plan*. Disability confidence training was delivered by Accessible Arts, the peak arts and disability organisation in New South Wales, to Bundanon's board and staff members in November 2025 to strengthen how Bundanon connects with and supports people with disability.

A major refurbishment of the Artists in Residence Complex began in 2025, with a focus on accessibility and meeting disability access compliance standards. Phase one, now complete, addressed exterior upgrades including parking, ramps, handrails, and a levelled, accessible courtyard. Phase two, scheduled for 2026–27, will upgrade interior facilities, including accessible bathrooms and kitchens, as well as enhancements to the art studios.

Opportunities for all Australians to access arts and culture, including through a diverse range of exhibitions, programs, events and digital offerings, and engage in activities to enrich arts and cultural education at all levels

With the vital funding investment by the government, Bundanon will continue to sustainably deliver a diverse range of exhibitions, education programs, live events and digital offerings. 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.

The Learning Program at Bundanon is sector leading, delivering place-based arts and creative education programs to over 6,000 students and visitors from across Australia each year. This includes low-fee and no-fee programs for people experiencing socio-educational disadvantage including diverse communities across the region and beyond.

A dedicated Boyd Collection Gallery opened in November 2024, giving the Australian public year-round access to the Bundanon Collection. In 2025–26, Bundanon expanded its architectural award-winning Art Museum, increasing its footprint from four galleries to five. This expansion provides greater access to the work of contemporary artists and to the Bundanon Collection.

With funding by the National Collecting Institutions Touring and Outreach Program (NCITO), Bundanon's major exhibition *Fantastic Forms* featuring over 150 drawings and ceramics from the Bundanon Collection, will continue its national tour which commenced in November 2024. By 2027 the exhibition will have travelled to ten regional and metropolitan galleries and museums across Australia, continuing to build engagement and expand regional and national audiences. Planning is underway to extend Bundanon's exhibition outreach program with a major touring

exhibition *The Hidden Line: Art of the Boyd Women* that will continue to promote wide and diverse audience engagement across Australia.

Support and promote artists and arts and cultural workers, and ensure they are remunerated appropriately and able to work safely

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. Bundanon's Art Museum supports new commissions and a wide range of contemporary practices and artforms, and with the expanded gallery space from 2025–26 Bundanon has greater capacity to present its diverse Arts Program. Bundanon promotes artists and cultural workers through its ambitious program of live works across multiple artforms, including the Boyd Music Series, festivals and events.

Bundanon remains committed to reducing economic barriers faced by artists, and to ensuring appropriate remuneration to exhibiting artists and performers in accordance with the National Association for Visual Arts (NAVA) Payment Standards. From 1 January 2024 Bundanon removed fees for individuals and groups participating in the Artists in Residence program, resulting in wider and more diverse access, and a significantly increased number of applicants.

Bundanon remains committed to advancing safe and secure workplaces including psychosocial and cultural safety, and to provide sustainable pathways for artists and creative workers throughout their careers. Bundanon actively employs artists, arts educators and professionals in curatorial, museology and heritage sectors. Bundanon ensures compliance with best practice guidance developed by Creative Workplaces on issues of safety, welfare and pay in the arts and entertainment sector. Bundanon implemented a comprehensive revised *Work Health and Safety Framework* in 2024-25 covering its multiple diverse sites, infrastructure, and concomitant risks to artists, staff, learners and visitors across all Bundanon properties and activities.

Information management

Bundanon acknowledges its responsibilities under 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 is pleased to report the completion of a new Information Governance Framework in 2025 to guide the creation, use and management of its information assets. The Framework sets out the parameters for the development of an information management strategy, and policy in 2027–28 that will define Bundanon's principles and actions to manage information assets strategically with appropriate governance and reporting, implement fit-for-purpose information management processes, practices and systems, reduce areas of information management inefficiency and risk.

Bundanon Board obligations and Code of Conduct

Bundanon ensures its board of directors understand their obligations under the *Corporations Act 2001* and the *Public Governance, Performance and Accountability Act 2013* to maintain a high standard of professionalism, fairness, and impartiality. Board inductions and directors' commitment to the Board Code of Conduct principles of integrity, objectivity, accountability, openness, honesty and leadership foster a culture of support, inclusion and respect. The Code highlights the importance of

communication, generosity and support for the organisation and its team, reinforcing collaboration and supporting the CEO in effective leadership. Board directors commit to protecting the reputation of Bundanon and the Commonwealth and avoiding discussions or activities, personal or business, that may bring Bundanon or the Commonwealth into disrepute, and directors are aware that failure to adhere to the Code may be considered misconduct.

Board members continue ongoing training and development, including disability confidence training completed in 2025, further cultural awareness training in 2026, and philanthropy training in 2026 for Boards of for-purpose organisations. The Board established a self-reflection and performance review process in 2025, with key performance indicators to be implemented in 2026. A biannual strategy day will also be held, with the 2026 session addressing on risks and opportunities related to its purpose and *Revive*.

Social media policy

Bundanon will continue to ensure that its staff are aware of, and abide by, the requirements of Bundanon's social media policy, which was updated in March 2025. This policy seeks to limit the risk of damage to Bundanon, and its employees, arising from inappropriate or unlawful use of social media and endeavours to establish a culture of openness, trust and integrity in relation to social media use. Employees are obliged under Bundanon's Code of Conduct to maintain a high standard of integrity and professionalism and act solely in the interests of Bundanon when representing the organisation, including on social media.

Funding commitment

With the landmark funding commitment from the government, Bundanon welcomed the increase to the staffing allowance to 50 FTE from 1 July 2023 from a prior base of 34. The additional staffing has enabled 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. In 2026-27 Bundanon will continue to consolidate and maintain its ambitious programming across the artforms, with a strong focus on future sustainability.

Bundanon remains actively focussed on maximising own-sourced revenue through its philanthropy program and commercial activities. Bundanon's Patrons Program and Bequest Program continues to grow and expand, and a growing number of generous Patrons support Bundanon's Learning programs, focussing on disadvantaged participant access and equity. A new philanthropic exhibition supporter program has been introduced and will commence in 2026. The Bundanon Membership program now totals over 1000 local, state and interstate families and members.

Capital works and additional reporting

The funding uplift has enabled Bundanon to deliver its highest priorities including the Boyd Collection Gallery, conservation of Arthur Boyd's Studio, repair and upgrade of the Homestead Kitchen, additional car parking for expanded site visitation, upgrading the Artists in Residence complex to deliver accessible and safe outdoor areas to a professional standard for resident artists, and a new administration building.

Critical capital funding for the Bundanon access road was announced in the Mid-Year Economic and Fiscal Outlook (MYEFO) 2025–26 on 17 December 2025. This funding will enable repairs to and sealing of the road and carparks on the Bundanon Homestead site and Artists in Residence complex, addressing vital safety and access needs for Bundanon's many visitors, artists, students, and staff and to ensure ongoing revenue through events and tours at the Homestead site.

Planned further capital works will include delivery of a secondary bore for ongoing water supply to the fire protection system, scoping of solar infrastructure upgrades and the completion of phase two of the Artists in Residence complex refurbishment to provide accessible and refreshed indoor facilities.

The allocation of government funding for infrastructure and asset maintenance will be responsibly prioritised according to need, and in accordance with Bundanon's strategic objectives and *Total Asset Management Plan*. The Plan supports proactive capital maintenance planning, and the development of capital annual budgets and work plans for each of Bundanon's properties. This includes planning for future frequency of conservation, restoration and renovation works required for Bundanon's core business and mission.

In alignment with the government's commitment to fiscal responsibility and transparency, Bundanon provides biannual updates on its financial performance.