

BUNDANON

A row of modern, dark-colored wooden houses built on stilts, situated in a lush green field. In the foreground, several kangaroos are grazing on the grass. The scene is framed by a tree with purple blossoms on the left and a tree with green leaves on the right. The background shows a dense forest of green trees.

CORPORATE PLAN

2026-27

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



Smoking Ceremony, 2025. Photo: Jacquie Manning / Cover: The Bridge for Creative Learning, 2025. Photo: Jacquie Manning

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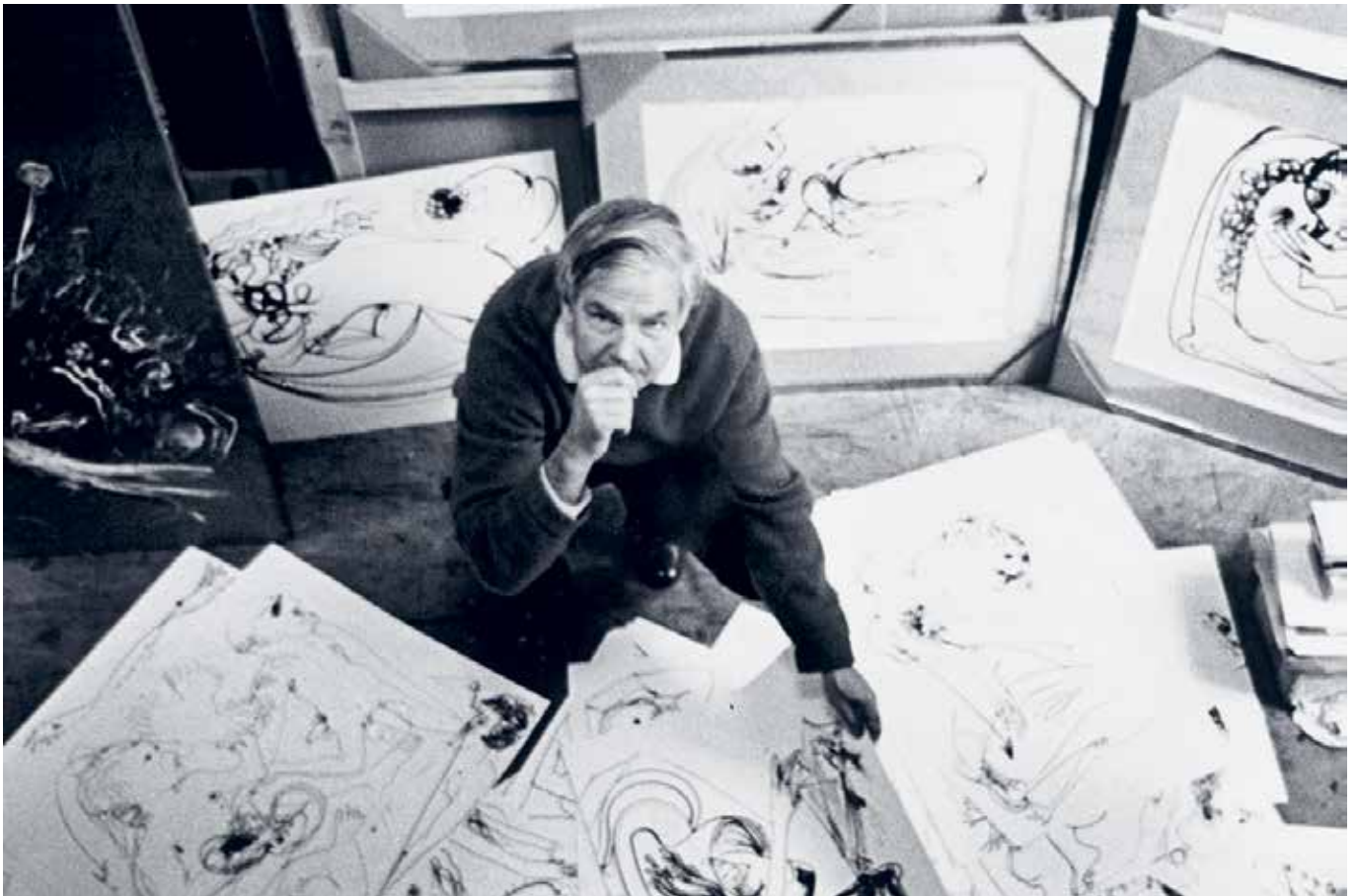
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Arthur Boyd, London studio, early 1960s. Photo: J. S. Lewinski. Bundanon Archive



INTRODUCTION

The Directors of Bundanon present the Corporate Plan 2026–27 for the period 2026–27 to 2029–30 as required under subsection 95(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The Corporate Plan is the primary planning document that articulates Bundanon’s purpose, strategic priorities and the actions it will undertake to achieve its objectives. The Corporate Plan is revised annually to respond to shifts in the operating environment and to meet the requirements of the PGPA Act.

Situated across several adjoining properties on a vast and diverse landscape of bush, parkland and farmland by the Bangli/Shoalhaven River near Nowra, Bundanon holds a distinctive position in Australia and internationally as a centre for diverse creative and educational programming, as well as ecological custodianship. Recognised as a major regional, national and international cultural destination, Bundanon is uniquely placed as a driver of economic growth, employment and tourism. Supporting land care, sustainability, and the careful stewardship of this ancient landscape,

Cultural Walk, 2025. Photo: Jacquie Manning



Bundanon fosters close, deep relationships with broad and diverse communities, especially with First Nations communities across the South Coast and beyond.

Under the leadership of Chief Executive Officer (CEO) 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, ambitious live programs, expanded Learning programs, accommodation and dining.

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 and permanent collection display, the Boyd Collection Gallery.

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 and cultural histories, science and environmental stewardship. Bundanon's engagement with communities is grounded in a profound respect for, and ongoing relationships with, the people of the Dharawal and Dhurga language groups of the South Coast region on whose land Bundanon is located.

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 from diverse communities to become immersed in the arts.

It was Arthur and Yvonne Boyd's vision to establish and preserve Bundanon as a 'creative and working

Bundanon Inspire, 2024. Photo: Live Photography Australia



art environment’ and since the 1990s the Artists in Residence program has actively supported the generation of new ideas and creative works. The Artists in Residence program is inclusive of all artforms encompassing visual and performing arts, literature, dance, and music, and includes an annual ecological residency established in 2025. The interdisciplinary remit of the organisation is reflected in programming for the Art Museum and broader precinct, through a wide and varied live program of talks and workshops, music and festival events, offering an end-to-end opportunity for artists from creation through to public engagement, display and performance.

Bundanon is renowned for its world-class architecture. Since its completion and launch in 2021–22, 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 Art Museum site. These adjacent buildings encompass spaces for exhibitions, collection storage, education, and public programs, as well as visitor accommodation and dining. 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 opened in 1999 and received the Sulman Medal for Public Architecture, and the Sir Zelman Cowen Award for Public Architecture. 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.

Three heritage cottages at the Art Museum site have been carefully restored and function as a visitor information centre, retail space and staff offices, and the construction of new administration pavilions behind the cottages was completed in November 2025. The new infrastructure, also designed by KTA, made way for extended exhibition capacity with a fifth gallery in the Art Museum, opened in March 2026.

Art Museum, Bundanon, 2022. Photo: Rory Gardiner



Adjacent to the Art Museum site, and accessed by a 9 km unsealed road, is the historic Homestead site including the colonial sandstone house and Arthur Boyd's Studio which were restored in 2022–23. A suite of buildings on the Homestead site is dedicated to the Artists in Residence program. Activation of the Homestead site will remain a focus with increased community engagement activities, including workshops led by Artists in Residence, guided and self-guided walks, live music events, and the Homestead Kitchen Café, attracting a growing number of visitors.

Acknowledging the support of the Australian Government and generous donors and patrons, Bundanon's expanded offer as a world-class cultural destination positions it to reach new visitors, supporters, and external collaborators. Bundanon is a powerful economic driver in the region that attracts visitors to the wider NSW South Coast, helping to boost the local economy through increased visitor spending, promotion of local products and businesses, and by raising

the area's profile for further tourism growth. The Ramox Café is the core of Bundanon's food and beverage operations encompassing a public café offering and site-wide catering for launches, live programming, commercial events and learning groups; and has built a profile of excellence in the NSW South Coast region that is increasingly known for culinary tourism.

With the landmark 2023–24 operational funding commitment by the Australian Government, Bundanon welcomed the increase to the staffing allowance to 50 full-time equivalent (FTE) from 1 July 2023 from a prior base of 34. The additional staffing has enabled Bundanon to deliver sustainably and professionally on the organisation's purpose as a working arts centre; and to develop new and engaging programming to ensure excellent visitor experiences across its diverse activities. In 2026–27 Bundanon will continue to consolidate and maintain its ambitious programming across the artforms, with a strong focus on future sustainability.

Haunted Point Loop, Bundanon, 2025. Photo: Keelan Orrrock





malatja-malatja those who come after, 2025. Photo: Live Photography Australia

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, across Australia and beyond. Bundanon’s research and innovation in land management and Caring for Country, and its outstanding stewardship of the natural environment, takes place in collaboration with a range of experts, including First Nations knowledge holders and community Landcare groups, and its ecological researchers. Bundanon continues to engage with First Nations communities, particularly with the people of the Dharawal and Dhurga language groups across all

cultural and environmental activities, including bush regeneration, fire management strategies and cool-temperature cultural burns.

Bundanon is committed to environmental sustainability and achieving net-zero greenhouse gas emissions from Australian Government operations by 2030. Its new, purpose-built infrastructure is designed for market-leading environmental performance and sets 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, implemented as part of the new infrastructure, provides heating and cooling, and solar energy further reduces the reliance on electricity from the national grid.

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 cultural and natural 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, reflecting the Boyds’ wish to establish and maintain Bundanon as a ‘creative and working art environment’. 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, live programming and broader site offer 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 cultural environmental and financial stewardship, securing a prosperous future for the organisation, for the benefit of all Australians. Aligned with *Revive*, 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.



Operating Environment

Bundanon welcomed a significant and ongoing uplift in operational funding from the Australian Government in the 2023–24 Federal Budget. This funding enables Bundanon to deliver on its Corporate Plan and continue fostering creativity and learning within its unique cultural and natural environment. It supports the ongoing development of arts practice across all disciplines, expands engagement with new audiences, and helps share the nation's diverse stories.

National Cultural Policy – *Revive*

Released on 30 January 2023, Bundanon welcomed the Australian Government's National Cultural Policy – *Revive: a place for every story, a story for every place*. Consultation in 2026 on a new National Cultural Policy provided an opportunity to help shape the policy framework for the government's commitment to investing in cultural capacity and infrastructure and reflecting the value and benefits of Australian arts and culture, for all people and communities. The Corporate Plan 2026–27 outlines Bundanon's key activities and measures that continue to deliver outcomes against the five pillars of the National Cultural Policy.

First Nations First

Bundanon places 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. The Traditional Owners of the South Coast region, on whose land Bundanon is located, are key collaborators with Bundanon across all areas of the organisation's business.

Bundanon's governance is strengthened by the ongoing contribution by its First Nations Board director, Uncle Gerry Moore OAM, and the continuation of a senior identified First Nations position, Cultural Liaison Manager, held by Jerome Comisari. These roles are dedicated to the growth of community partnerships, and to ensuring First Nations voices are at the centre of programs, land care, and governance.

A First Nations Advisory Group established in 2025 provides ongoing specialist First Nations advice to the organisation. The Advisory Group supports respectful, ethical, and meaningful engagement with First Nations communities, ensuring best practices in the care, interpretation, and presentation of First Nations cultural heritage, learning and environmental practices.

Bundanon will continue to codify First Nations protocols through the implementation in 2026 of its second stage Reconciliation Action Plan (*Innovate RAP: Implementing change*) and a new Caring for Country Plan. Bundanon's Arts Program will continue to focus on local, national and international First Nations practitioners by supporting First Nations Artists in Residence and through First Nations-led exhibitions, live programs and community engagement.

A Place for Every Story

As the only National Collecting Institution based in regional Australia, Bundanon has a unique role in place-based arts and culture, providing regional and wider 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 creative practitioners and audiences with Cultural and Linguistically Diverse backgrounds, First Nations local and national communities, gender diverse communities, and people living 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 including diverse communities across the region and beyond. Equity and access will be further ensured through low and no-cost recurring programs for a range of audiences, including local families and children, and development of a community-led Learning access program to address geographic, physical, and socioeconomic barriers to arts education.

Bundanon will continue to advance efforts to safeguard pluralism and support diverse communities and perspectives by upholding artistic freedom and creative risk-taking through risk management and values-based approaches. Bundanon's Arts Program Policy is founded on shared values including creative risk, sustainability, inclusion and accountability which will continue to inform cultural programming in the years ahead.

Bundanon was established for the purpose of celebrating arts and culture and the natural environment, as a steward of cultural and natural heritage. Bundanon is a Commonwealth heritage listed place, and its new and expanded Heritage Management Plan, to be delivered in 2026–27, will provide a framework for maintaining the historic, natural and indigenous heritage values for current and future generations, as Bundanon continues to deliver place-based arts and cultural practices integrated with Australia's cultural heritage.

Centrality of the Artist

Bundanon's purpose as a creative and working arts environment, and a centre for arts education, supports the development of artist-led creative practices and cultural appreciation, fostering a foundation for sustainable careers in creative industries, and remuneration in line with national benchmarks.

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. The Art Museum supports new commissions and diverse contemporary practices and artforms with new capacity from 2025 to present its diverse Arts Program. Bundanon's live programs encompass artist talks and workshops, music, dance, concerts and festival events.

Bundanon remains committed to reducing economic barriers faced by artists, and to ensuring appropriate remuneration in accordance with the National Association for Visual Arts (NAVA) Payment Standards. Bundanon took the important step from 1 January 2024 to remove all fees associated with applying for the Artists in Residence program to ensure equity and access for all artists and artforms. This was a direct response to the launch of *Revive* and has resulted in wider and more diverse access, and a significant increase in the number of applicants.



Glenda Nicholls, *I see Country* (detail), 2026, jute, wood, raffia, feathers, coloured dyes / *The Hidden Line: Art of the Boyd Women*, 2025. Photos: Zan Wimberley



Strong cultural Infrastructure

Bundanon's many collaborations and cooperative partnerships encompass knowledge sharing and research, resourcing capacity and community engagement, and are critical to the success of its cultural, educational and environmental programs. Key sector partnerships, including Sydney Opera House through the Boyd Music Series, now in its second year, have expanded audiences and supported Australian and international musicians at Bundanon. Key First Nations partnerships, including Marring and Waminda, have strengthened community connection and Knowledge-sharing through the region.

Bundanon's philanthropy and partnership programs connect patrons and donors with a unique opportunity to contribute to Australia's strong cultural infrastructure and help secure a prosperous future for Bundanon. With the commencement of its Australian Government funding agreement in 2023–24, Bundanon will continue to operate with greater stability, efficiency and appropriate growth, enabling forward planning to extend into the medium and long term.

Engaging the Audience

Bundanon, in its unique role as the only National Collecting Institution based in a regional location, delivers a diverse range of exhibitions, education programs and live events. A broad range of programs are delivered by experts in the arts, science, and the environment, with a focus on concerts, major festivals, artist-led talks, symposia, and workshops, widening access and deepening audience engagement with the organisation's diverse cultural offer.

With funding from the Australian Government's 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. From 2025 to 2027 the exhibition will have travelled to 10 regional and metropolitan galleries and museums across Australia, continuing to build engagement and expand regional and national audiences. Bundanon continues to extend its exhibition outreach through its future programs to include new commissioned works and the Bundanon Art Collection in touring exhibitions that will promote wide and diverse audience engagement.

Sunny Kim's Ensemble Ochaye, Boyd Music Series, 2026. Photo: Live Photography Australia



KEY FACTORS OF INFLUENCE IN THE OPERATING ENVIRONMENT

The context in which Bundanon operates is shaped by a range of external and internal factors that influence its strategic priorities, operational decisions and long-term sustainability. The following areas are central to understanding the broader context in which Bundanon delivers its mission and purpose.

Climate Change and Environmental Resilience

Bundanon's vast and diverse landscape setting, comprising bushland, parkland and farmland, is increasingly vulnerable to the impacts of climate change. Its location in a high-risk fire area and flood zone places significant pressure on operations, visitor safety, and the preservation of natural and built assets. Weather extremes such as fire, storms and flooding pose ongoing risks. Ensuring climate resilience, sustainability and site protection remains a key operational priority, alongside the careful balance of cultural, educational and environmental activity that such a distinctive landscape demands.

Government Expectations and Accountability

Bundanon is a public company limited by guarantee and a Commonwealth company. It is subject to high standards of governance, accountability and compliance, as required by the PGPA Act and the *Corporations Act 2001*. The organisation operates within a broad framework of legislated and policy requirements from Commonwealth and State governments across the areas of arts, heritage, education, science and the environment.

Bundanon's Statement of Intent provides an overview of its programs and initiatives to fulfil the expectations and priorities of the Australian Government, including the National Cultural Policy – *Revive: a place for every story, a story for every place*.

Revenue and Funding Sustainability

Bundanon's financial sustainability depends on a combination of government funding, own source revenue and philanthropic support that are essential in supporting its programs, capital works and operations. Economic factors, including the rising cost of goods and services, and increasing cost of living at both local and national levels, have contributed to increased operating costs in 2025–26, and place pressure on commercial revenue, and support from the corporate and philanthropic sectors.



Science Symposium, 2025. Photo: Tad Souden / Sky, Earth, Water Opening Weekend, 2026. Photo: Jacquie Manning



CAPABILITY

Several key factors underpin Bundanon's capability to deliver on the Corporate Plan 2026–27.

Workforce

Bundanon's staffing allowance cap increased to 50 FTE from 1 July 2023, from a prior base of 34 FTE, with significant recruitment during 2023–24 achieving the cap. 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 levels must be maintained to support the breadth of Bundanon's activities and responsibilities.

Highly specialised skills and deep sector knowledge are fundamental to Bundanon's capacity to sustain visionary leadership, engaging and sector-leading programming, and excellent visitor experience across its diverse activities; and to deliver upon its commercial and philanthropic offerings. Due to the location, diversity and scale of the organisation and its public offering, staff are employed across multiple professional sectors including leadership and governance, finance and administration, museum and events management and programming, curatorial, education, philanthropy and business development, hospitality, food and beverage, land management, property and assets management, housekeeping and security.

Governance

Bundanon draws upon the strategic oversight across key areas underpinned by its skilled Board of Directors, supported by the leadership of Board Chair, Samuel Edwards. The Board operates under the *Corporations Act 2001* (Cth) and the PGPA Act, ensuring robust governance accountability frameworks are maintained. Directors are appointed by the Australian Government Minister for the Arts for terms of up to three years. Appointments are informed by the anticipated skills and knowledge required to support Bundanon's objectives with a focus on the arts, cultural, environmental, educational, commercial and tourism sectors, and are made in accordance with the Australian Government Appointments Framework.

Bundanon has developed and implemented a Board skills matrix, and introduced a Board self-assessment process and Board Key Performance Indicators (KPIs) to ensure an appropriate level of skills, experience and engagement on the Board. These practices have strengthened Board governance and accountability and provide valuable information to support government appointment processes.

In addition to four full Board meetings held each year, the Board is supported by three subcommittees: the Audit and Risk Committee, the Governance Committee, and the Land and Built Assets Committee. These advisory subcommittees provide guidance and support the Board's oversight responsibilities in accordance with the PGPA Act.

Partnerships and Community

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

In 2024 a partnership agreement with Marring was formalised and in 2025 a new agricultural collaboration between Bundanon and Marring was established to operate a native plant nursery at the Homestead site, advancing First Nations-led Caring for Country initiatives, and potentially expanding cultural and agricultural educational offerings working with Bundanon's Learning team. The initiative is supported by the NSW Government through an *Aboriginal Economic Development and Business Growth Program* grant, which will partially fund the nursery for its first three years.

Bundanon's important and enduring partnership with Waminda was also formalised in 2025 to strengthen and further the relationship for the mutual benefit of both organisations, and to positively influence the region and local communities in the years to come.

As one of Australia's nine National Collecting Institutions (NCIs), Bundanon continues to strengthen collaborative programs with peer institutions in Canberra and Sydney through reciprocal membership initiatives, cross-promotion and patron engagement offerings, and encompassing inward and outward loans, shared collection access and digital resources and research.

Bundanon is pleased to highlight an important new partnership with its NCI peer, the National Gallery of Australia (NGA), through the Sharing the National Collection initiative. The partnership is strengthened through its presentation of two aligned exhibition seasons: *Arthur Boyd: Tapestries* at the NGA, and *Man on Fire: Visions of Nebuchadnezzar* at Bundanon, with shared marketing and promotion, talk programs and reciprocal membership events and benefits across both institutions. The partnership also brought key works from the NGA collection to Bundanon on long-term loan presented in two major exhibition seasons in 2025–2026 and for display at Bundanon Homestead, supporting greater access to the national collection, which is a central initiative of *Revive*.



Make Good Festival, 2026 / Bundanon Artists & Makers Market, 2026. Photos: Jacquie Manning



Bundanon will continue to provide strong leadership and build its national and international networks by working closely with cultural organisations, fostering shared programs and cultural exchanges, hosting artist residencies, and participating in cultural sector forums and networks, advocacy, talks and keynote addresses. Leadership and collaboration with a diverse range of national and international artists, including from the Indo-Pacific region and Pacific diaspora communities, remain a priority in alignment with the Minister's Statement of Expectations.

Bundanon continues its strong focus on partnerships with environmental organisations including Landcare Australia, Shoalhaven Landcare and South East Local Land Services. Bundanon's 14-year Landcare Australia partnership has focused on land management stewardship, beginning with the Living Landscapes project, on-site carbon forests and ongoing projects that remain a priority and continue to be actively maintained.

Bundanon values its strong and collaborative relationships with Destination Sydney Surrounds South, Destination NSW, Sydney Festival, Sydney Writers' Festival, Sydney Opera House, Shoalhaven City Council, the Nowra and Local Aboriginal Land Councils, the local business community, the NSW Rural Fire Service volunteers, and its many media partners. Bundanon will continue to build and maintain these partnerships, and other strategic collaborations, to support its cultural, community and tourism objectives.

Through its Artists in Residence program, Bundanon's Fellowships and Awards, including collaborations with Sir William Dobell Art Foundation, McCahon House and the William Fletcher Foundation uphold Bundanon's dedication to national and international exchange and provide resources, knowledge and cross-promotional opportunities. It is anticipated that Bundanon will continue to generate support amongst businesses, corporate clients and partners, towards its residency program and new creative works.

Infrastructure

Bundanon has delivered its highest priority infrastructure projects including the Boyd Collection Gallery (2024) and a new, fifth gallery at the Art Museum (2026) to expand Bundanon's capacity to present exhibitions and to share the Bundanon Collection, showcasing the Boyd legacy year-round. A new administration building was completed in November 2025, providing space for Bundanon's expanded workforce and allowing more effective use of the gallery space in the Art Museum. Design of the new works is by Kerstin Thompson Architects, who designed the Art Museum and Bridge for Creative Learning, working with heritage consultants to ensure the care and protection of the natural and built environments and vistas.

Critical capital funding for the Bundanon 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 a 2 km stretch of the road and carparks on the Bundanon Homestead site and Artists in Residence complex. The work is scheduled to be completed in 2027 and will address vital safety and access needs for Bundanon's many visitors, artists, students, and staff and will ensure ongoing revenue through events and tours at the Homestead site. Bundanon continues to encourage local government to undertake upgrade and sealing of the remaining 7 km of road to build on the critical repairs and upgrades that have occurred, leading to greater resilience of the road. Repairs to storm-damaged sections of the road were completed in 2025 and significant road repair and stabilisation work on the Bundanon Road to install drainage and embankment reinforcement was completed in July 2026.

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, which is now complete, addressed exterior upgrades including parking, ramps, handrails, and a levelled, accessible courtyard. Phase two, scheduled for 2026–28, will upgrade interior facilities, including accessible bathrooms and kitchens, as well as enhancements to the art studios and upgrades for the safe disposal of studio materials. The Musicians Cottage will undergo an interior refresh and upgrade, with completion expected in March 2027, followed by a major structural repair and conservation project scheduled for 2027–28.

Maintenance, infrastructure improvements and capital investment across all built assets remains an ongoing operational commitment. Planned further capital works will include delivery of a secondary bore for ongoing water supply to the fire protection system, solar backup power battery system in 2027.

The allocation of government funding for infrastructure and asset maintenance will be prioritised according to need, and in accordance with Bundanon's strategic objectives and Total Asset Management Strategy. The Strategy 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.



Lisa Mitchell, 2025. Photo: Chris Frape / *The Hidden Line: Art of the Boyd Women* Opening Weekend, 2025. Photo: Jacquie Manning



Information and Communications Technology and Artificial Intelligence (AI)

To maximise the future opportunities for Bundanon, including the dramatic increase in online visitation, the organisation has transformed its digital information systems, which are now all cloud-based. This includes new digital systems for security, an environmental monitoring system for the Art Museum display and storage areas and systems for collections management, events, ticketing, audience evaluation, human resources, payroll and staff rostering. A cloud-based workplace health and safety system was implemented in 2024 to streamline and manage health and safety processes across the organisation.

Bundanon's website optimisation program continues to strengthen audience acquisition, increase ticket conversions and enhance brand presentation through a refreshed brand platform, updated visual design, and ongoing improvements to website infrastructure. In 2026–27 the program will focus on further enhancing website performance, accessibility, compliance, and improving discoverability across search engines and AI platforms.

Bundanon will explore the responsible use of AI and emerging technologies, taking a considered approach that ensures new solutions support strategic priorities and are implemented with appropriate oversight. Bundanon does not currently use artificial intelligence for administrative or decision-making purposes and while the Australian Government's Policy for the responsible use of AI in government does not apply to Commonwealth companies, Bundanon will develop best practice guidance in 2026–27 to ensure adoption is safe, ethical and responsible and establishes clear guidelines for Bundanon staff and Board directors in the responsible use of AI in relation to the organisation.

Information Management

Bundanon acknowledges its responsibilities under the Archives Act 1983 (Archives Act) 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 has completed its Information Governance Framework that sets out the parameters for the development of an information management strategy, and policy in 2026–27 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.



The Hidden Line: Art of the Boyd Women, 2025. Photo: Zan Wimberley

RISK

Bundanon recognises there are both opportunities and threats intrinsic to its remote bush location, the built and natural heritage within its remit, its stewardship of the Collection, and the operation of the site as a centre for creative arts and education. Bundanon fosters a positive risk culture by promoting an open and proactive approach to raising, discussing, and managing risk, and encourages constructive challenges, accountability, and good risk behaviours at all levels.

Bundanon's Risk Management Plan (RMP) is central to exercising best practice in controlling the risks to which Bundanon is exposed, and allows the organisation to capture, collate, assess, review and report risk data. The RMP is overseen by the Board and the Audit and Risk Committee, and baseline risks are reviewed annually. In 2026 a review and update of the RMP was completed in consultation with the Board, external consultants and the executive, and a Board strategy session was conducted to assess enterprise risk appetite and tolerance and to establish Bundanon's Risk Appetite Statement.

A wide-ranging review of Workplace Health and Safety (WHS) has been completed, and a WHS Management System implemented in 2024. The system continues to be enhanced and improved to ensure all safety risk factors are appropriately assessed and considered.

Extreme Weather

Across Bundanon's vast and diverse landscape of bush, park and farmland, extreme weather and environmental events pose a 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 learning and commercial bookings. Climate change, including the severity and frequency of extreme weather, poses a major risk to Bundanon's operations, access, and future growth.

Bundanon has rigorous procedures in place for disaster response and evacuation as required by the complexity and remoteness of its location, and in compliance with safety protocols, regular training of staff in emergency response, and site evacuation exercises are conducted annually.

Mitigation strategies for extreme environmental 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. Hydraulic ember suppression systems on the roofs of buildings, designed to protect the site from ember attack during bushfires, have been fitted across the Homestead precinct and the Art Museum site which will be reviewed and enhanced as required.



Bundanon continually reviews and enhances its preparedness for extreme environmental events. This includes the maintenance of asset protection zones and cool-temperature cultural burning of bushland by First Nations custodians when seasonal, environmental and cultural conditions are appropriate. Bundanon will continue to foster community engagement and partnerships opportunities with Indigenous ranger programs and cultural fire practitioners that further First Nations fire stewardship practices.

Site safety and maintenance continue to be prioritised in strategic and budget planning through fire mitigation strategies including the clearing and maintenance of asset protection zones. A black wattle reduction program continues with the first phase completed in June 2026, and phase two scheduled for completion in September 2026. Bundanon will continue to implement its Emergency Management Plan updated in 2026 in consultation with the NSW Rural Fire Service.

Funding and Financial Sustainability

Continued Australian Government funding remains essential to Bundanon's long-term sustainability and its ability to deliver its mission and purpose. The funding increase provided through the 2023–24 Federal Budget underpins Bundanon's financial position. Engagement with government and advocacy for future funding remains a focus, while continuing to pursue increased contribution from non-government funding sources. Bundanon will continue to strengthen its financial sustainability through careful management of expenditure, responsible investment management practices, strong governance frameworks, philanthropic development, led by Bundanon's experienced CEO and Development team, and strategic oversight by its Board of Directors.

Bundanon's self-generated income streams continue to expand through philanthropic activities including the Bundanon Patrons Program, Bequests Program, and individual giving initiatives that support Learning, First Nations and environmental programs. Bundanon's philanthropy has been further strengthened by Boyd Collection Gallery donor program in 2024–25, and the introduction of a new philanthropic Exhibition Supporter Program in 2026. A growing number of generous patrons support Bundanon's Learning programs, making them accessible and equitable for disadvantaged participants; and its many partnerships and grants remain a critical supplementary income source for cultural, educational, and environmental programs.

Visitation and commercial activities remain an important funding component through an expanded retail offering, high-quality food and beverage services, corporate events, conferences, weddings, and onsite Stay Weekends that introduce visitors to Bundanon's diverse cultural and hospitality offer. Visitation drivers include a world-class exhibition program alongside excellence in live programming; a Membership Program which attracts repeat visitation and local community; exemplary publicity across digital platforms, print, television, and radio; a dynamic, multi-platform social media presence demonstrating strong and sustained growth; and partnerships for cross-promotion to local, national and international organisations.

Now in its fourth year of the new public infrastructure, Bundanon's brand has become widely known, driving new visitation that is surpassing projections and anticipated to be maintained across the term of this Corporate Plan.

Cybersecurity

Like every organisation, Bundanon is at risk of a cyberattack 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. A Security Operations Center (SOC) has been implemented to monitor login attempts and respond to security threats including those originating from international sources. Bundanon closely monitors and manages its network with the support of external cybersecurity expertise, conducts quarterly assessments of its environment, completes regular program fixes, updates, and patching to eliminate potential vulnerabilities, and conducts comprehensive staff training on cyber awareness.

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 was welcomed and significant work has been undertaken to review and upgrade Bundanon's human resources framework and employment structure. The ongoing resourcing of a full-time Human Resources (HR) Officer role established in 2024, supported by a senior-level Human Resources Consultant, supports the organisation's staffing expansion. The HR team will continue to focus on embedding a positive employee experience, while developing and implementing a compliance and employment framework to support staff wellbeing and organisational development.

Bundanon continues its commitment to safe and respectful workplaces including psychosocial and cultural safety, and to provide sustainable pathways for creative workers and artists throughout their careers.



Shaun Gladwell, *Bundanon*, 2026. Photo: TW Baker/ *Man on Fire: Visions of Nebuchadnezzar*, 2026. Photo: Jacquie Manning



PERFORMANCE MEASURES

ADVANCE BUNDANON AS A POWERFUL CULTURAL AND EDUCATIONAL CENTRE

Performance Criteria: Program innovative seasons of exhibitions and public programming, including opening celebration events

NATIONAL CULTURAL POLICY REVIVE • A PLACE FOR EVERY STORY • CENTRALITY OF THE ARTIST • ENGAGING THE AUDIENCE

2026–27 TARGET	2027–30 TARGET	
Maintain excellence in quality and delivery of multidisciplinary artistic programs through the development of innovative exhibitions, live events, public programs, projects, and publications.	Three Art Museum seasons per annum	Ongoing activity
	One exhibition publication per annum	Ongoing activity
	One institutional publication every two years	One institutional publication (2027–28)
	Minimum four public program events each season	Ongoing activity
	Minimum two public-facing activities reflecting science or research activities or partnerships	Ongoing activity
	Minimum four live events each season	Ongoing activity
	A launch event each season	Ongoing activity
	One annual festival	Ongoing activity
Implement the Arts Program Policy to ensure the artistic program maintains a focus on creative risk, sustainability, inclusion, and accountability	Minimum five artforms per annum	Ongoing activity
	Minimum three new commissions per annum	Ongoing activity

Performance Criteria: Deliver the Artists in Residence program

NATIONAL CULTURAL POLICY REVIVE • FIRST NATIONS FIRST • A PLACE FOR EVERY STORY • CENTRALITY OF THE ARTIST • ENGAGING THE AUDIENCE

2026–27 TARGET	2027–30 TARGET	
Deliver a residency opportunity that supports environmental science research or sustainable land management practices.	One ecological researcher per annum	Ongoing activity
Actively encourage and support applications for residencies by creative practitioners who are First Nations, Culturally and Linguistically Diverse, or who identify as Disabled.	Minimum 30% of applications per annum	Ongoing activity
	Minimum two fellowships per annum	Ongoing activity
Deliver experiences and outcomes for resident artists at a standard of excellence.	80% of artists surveyed report satisfaction	Ongoing activity
Offer opportunities for selected resident artists to contribute to public programs for a wider visitor experience.	Five resident artist talks or showings per annum	Ongoing activity

Performance Criteria: Develop the Learning Program

NATIONAL CULTURAL POLICY REVIVE • FIRST NATIONS FIRST • CENTRALITY OF THE ARTIST

2026–27 TARGET		2027–30 TARGET
Maintain and sustainably develop programs for learners of all ages and abilities across diverse community and education sectors.	Minimum 5,000 engagements annually	Ongoing activity
Ensure learning programs are accessible via a mix of fee-for-service and no-fee or low-fee events.		Ongoing activity
Ensure access to students from schools experiencing socio-educational disadvantage.		Ongoing activity
Deliver learning programs to maintain a focus on creative risk alongside sustainable practice, place-based learning, and engagement with First Nations knowledge.		Ongoing activity
Devise and deliver inclusive learning programs to accompany Art Museum seasons.	Minimum one per season	Ongoing activity
Maintain a framework for annual social impact programs		Ongoing activity
Maintain a framework for increased environmental science and sustainability.		Trial a proposal for increased environmental science and sustainability in 2028 for delivery by 2029–30

Performance Criteria: Establish and maintain external relationships

NATIONAL CULTURAL POLICY REVIVE • FIRST NATIONS FIRST • STRONG CULTURAL INFRASTRUCTURE

2026–27 TARGET		2026–27 TARGET
Maintain local, national, and international relationships with relevant institutions and organisations.	Minimum ten activities per annum	Ongoing activity
Sustain partnerships and fellowships both nationally and internationally to deliver the Artists in Residence program.	Maintain minimum five partnerships/fellowships per annum	Ongoing activity
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	Ongoing activity

Bundanon Inspire, 2024. Photo: Live Photography Australia



CONSERVE AND SHARE BUNDANON'S UNIQUE CULTURAL AND ENVIRONMENTAL HERITAGE

Performance Criteria: Conserve and maintain Bundanon's buildings, guided by heritage and architectural experts, and Heritage Management Plans

NATIONAL CULTURAL POLICY REVIVE • STRONG CULTURAL INFRASTRUCTURE

2026–27 TARGET	2027–30 TARGET
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
Deliver updated Heritage Management Plan	Review Heritage Strategy in 2028

Performance Criteria: Further develop Bundanon's onsite and online interpretation

NATIONAL CULTURAL POLICY REVIVE • A PLACE FOR EVERY STORY • ENGAGING THE AUDIENCE

2026–27 TARGET	2027–30 TARGET
Progressively improve wayfinding signage, in response to onsite changes, visitor feedback, and onsite activity.	Ongoing activity
Deliver interpretation content online and in print to better inform all visitors of Bundanon's cultural and environmental heritage.	Deliver print and digital collateral for each season (three per annum)

Performance Criteria: 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

NATIONAL CULTURAL POLICY REVIVE • FIRST NATIONS FIRST • STRONG CULTURAL INFRASTRUCTURE

2026–27 TARGET	2027–30 TARGET
Support the Landcare Living Landscape environmental initiative (Landcare Australia); maintain and develop existing partnerships.	Ongoing activity
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.	Ongoing activity
Implement the Property Management Plan to enhance the resilience of Bundanon's environment in the face of climate change.	Research and develop biodiversity plantings
Implement fire management strategy including cultural burns and annual hazard reduction.	Facilitate one cultural burn season per annum if culturally appropriate and conditions

Performance Criteria: Maintain and develop partnerships with First Nations communities, particularly the local Dharawal and Dhurga language groups

NATIONAL CULTURAL POLICY REVIVE • FIRST NATIONS FIRST • STRONG CULTURAL INFRASTRUCTURE

2026–27 TARGET	2027–30 TARGET
Maintain existing partnerships for habitat management to enrich Bundanon's work in this area and support connection to Country for First Nations communities.	Ongoing activity
Continue and expand collaborative relationships with First Nations and international First Nations artists, cultural practitioners, and First Nations-led organisations.	Maintain a Cultural Liaison Manager dedicated position
	Provide Cultural Awareness training for all staff every two years
	Implement the <i>Innovate</i> Reconciliation Action Plan (RAP)
	Deliver a Caring for Country Plan (2026–27)
	Ongoing activity
	Cultural Awareness training for all staff in 2028–29
	Implement Caring for Country Plan



The Homestead, 2024. Photos: Katherine Lu



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

Performance Criteria: Provide public access to the Bundanon Collection, Homestead and Arthur Boyd Studio as an integral part of the artistic program

NATIONAL CULTURAL POLICY REVIVE • STRONG CULTURAL INFRASTRUCTURE

2026–27 TARGET	2027–30 TARGET	
Present high-quality changing displays or artworks and other objects from the Collection, across all venues, alongside wider Art Museum programming.	Bundanon Collection display rotating every 12–18 months	Ongoing activity
	One Homestead display per annum	Ongoing activity
Develop exhibitions and projects for regional and national touring opportunities and seek required funding.	Minimum one tour every three years	Ongoing activity
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 20 catalogue entries	Minimum 25 catalogue entries

Performance Criteria: Appropriately store and conserve Bundanon’s collections, including artworks and other important objects and documents

NATIONAL CULTURAL POLICY REVIVE • STRONG CULTURAL INFRASTRUCTURE

2026–27 TARGET	2027–30 TARGET
Maintain industry-standard collection storage and display environments at the Art Museum.	Ongoing activity
Store and conserve Bundanon’s collections in accordance with the Collection Procedures Manual.	Ongoing activity

Arthur Boyd’s Studio, Bundanon, 2025. Photo: Jacquie Manning



SECURE A PROSPEROUS FUTURE FOR BUNDANON

Performance Criteria: Ensure effective governance and management structures, undertake robust future planning

NATIONAL CULTURAL POLICY REVIVE • FIRST NATIONS FIRST • STRONG CULTURAL INFRASTRUCTURE

2026–27 TARGET		2027–30 TARGET
Deliver on the funding agreement with the Australian Government including the National Cultural Policy Revive, Minister's letter of expectation, governance documents Corporate Plan, that reflects Bundanon's current infrastructure and operational needs.		Ongoing activity
Actively ensure that all operational areas deliver on the Disability Inclusion Action Plan 2025–2028.		80% of plan delivered by 2027–28
Ensure compliance with the Total Asset Management Strategy including delivery of planned infrastructure projects.		Ongoing activity
Develop and deliver First Nations input into governance structures and processes.	First Nations Board member	Ongoing activity
	Maintain First Nations Advisory Group ongoing	Ongoing activity
Develop and implement a framework to meet Bundanon's information management responsibilities.	Develop an information management strategy in accordance with the Archives Act	Ongoing activity
	Develop a responsible use of AI policy	Ongoing activity

Performance Criteria: Ensure and support staff welfare and best practice, for a staff capacity that is suited to Bundanon's infrastructure, and the rising levels of visitation

NATIONAL CULTURAL POLICY REVIVE • STRONG CULTURAL INFRASTRUCTURE

2026–27 TARGET		2027–30 TARGET
Deliver WHS training.		Ongoing activity
Review WHS Management System annually for ongoing uplift and improvement.		Ongoing activity
Develop and implement a compliance and employment framework.		Ongoing activity
Continue to focus on building a constructive employee experience.		Ongoing activity



Performance Criteria: Drive onsite and online visitation, with excellent visitor experience, robust commercial income streams, and strong, diverse audience engagement strategies

NATIONAL CULTURAL POLICY REVIVE • ENGAGING THE AUDIENCE

2026–27 TARGET	2027–30 TARGET	
Deliver excellent visitor experience and strong, diverse audience engagement strategies, that balance creative and educational engagement with visitation and income levels.	Minimum 150 visitor surveys each quarter	Ongoing activity
	80% Net Promoter Score on visitor surveys	Ongoing activity
	Optimisation, governance, accessibility, and discoverability enhancements to the website	Ongoing activity
	Consistent quarterly growth in retail revenue and inventory turnover	Ongoing activity
Maintain overall visitation rates.	80,000 annually	Ongoing activity
	14–18 Experience Weekends delivered per annum	Ongoing activity
	12–14 weddings hosted per annum	Ongoing activity
Retain and grow Bundanon's Membership Program to a total of 1,400 members by 2028.		Ongoing activity
Deliver Food and Beverage operations, with a focus on the Ramox Café as a destination experience of excellence; deliver catering including for residential school programs.		Ongoing activity
Build and maintain a suite of external partnerships for cross-promotion, to reach local community, state, national and international audiences.		Ongoing activity
Build and maintain relationships with Destination NSW and Destination Sydney Surrounds South.		Ongoing activity
Continue to build a strong media and social media profile and web visitation	20% growth on prior year total website views	Ongoing activity
	20% social media growth (as measured across number of campaigns, social media followers, e-news subscribers)	Ongoing activity

Performance Criteria: 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

NATIONAL CULTURAL POLICY REVIVE • STRONG CULTURAL INFRASTRUCTURE

2026–27 TARGET	2027–30 TARGET	
Build on the Bundanon Patrons Program	Six new commitments per annum	Ongoing activity
Build on the development program encompassing philanthropic contributions, corporate partnerships, bequests, grants, trusts and foundations, and targeted individual giving.	10% growth per annum	Ongoing activity
Develop efficient systems and tools to streamline philanthropic activities to ensure sustainable growth of own-sourced revenue.		Ongoing activity

Performance Criteria: Implement business tools to meet Bundanon's operational and cybersecurity risks

NATIONAL CULTURAL POLICY REVIVE • STRONG CULTURAL INFRASTRUCTURE

2026–27 TARGET	2027–30 TARGET	
Identify current and future digital requirements, and invest in appropriate systems, equipment, and staff.	Refine CRM requirements audit and re-evaluate software options and digital platforms	Implement CRM 28/29
Ensure staff undertake training related to cyber safety including phishing simulations.		Ongoing activity

COMPLIANCE

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

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
Purposes	The purpose(s) of the company
Key Activities	The key activities the company will undertake during the entire period of the plan to achieve the purposes of the company
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
BILL GAMMAGE AM FASSA
LAURA JONES
BEN MAGUIRE AM
UNCLE GERRY MOORE OAM
ELIZABETH PAKCHUNG
NAVLEEN PRASAD
JASMIN SHAHIN
BRUCE SOLOMON
EZEKIEL SOLOMON AM

**INDEPENDENT CHAIR, AUDIT AND
RISK COMMITTEE**

COURTNEY WEST

**CHIEF EXECUTIVE OFFICER
AND COMPANY SECRETARY**

RACHEL KENT

Cameron Robbins, *Wind Anolog*, 2026. Photo: Jacque Manning



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