

BUNDANON



CORPORATE PLAN

2026-2029

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.



Burrawong Dhunna Gam Waglpa/Cultural Walk with First Nations custodians Joel Deaves and Jordan Thomas, 2025. Photo: Jacquie Manning

Cover: The Bridge, 2024. Photo: Katherine Lu

“Commencing our fourth 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. Linking contemporary artforms with the history and legacy of the Boyd family, Bundanon today reflects the culmination of the Boyds’ vision as a place for people to create, connect, learn and engage in conversation around the artforms and science in a landscape setting.”

— SAM EDWARDS, CHAIR and RACHEL KENT, CEO

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Isabel & Alfredo Aquilizan, *REFLECTIONS /HABITATIONS*, 2025, Cardboard, glue, laminated pine timber, steel cable, paper, aquarelle watercolour pens. *Thinking together: Exchanges with the natural world* (installation view), Bundanon, 2025.
Photo: Zan Wimberley





Aunty Cheryl Davison, Aunty Julie Freeman, Mickey of Ulladulla and Jonathan Jones, *bagan bariwariganyan: echoes of country* (installation view), Bundanon, 2024. Photo: Zan Wimberley

INTRODUCTION

The Directors of Bundanon Trust present the 2026–2029 Corporate Plan for the period 2025–2026 to 2028–2029 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, 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, expanded learning and live programs, and 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.

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 cultural histories. 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 the Boyds' vision to establish and preserve Bundanon as a 'creative and working art environment' and since the 1990s the Artists in Residence program has actively supported the generation of new ideas and creative works. The Artist in Residence program is inclusive of all artforms encompassing visual and performing arts, literature, dance, and music, and includes a newly established annual ecological residency. The interdisciplinary remit of the organisation is reflected in programming for the Art Museum and broader precinct, offering an end-to-end opportunity for artists from creation through to public engagement, display and performance.

Bundanon is renowned for its world-class contemporary architecture. 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 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 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.

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

Adjacent to the Art Museum site, and accessed by a 9km unsealed road, is the historic Homestead site including the recently restored colonial sandstone house and Arthur Boyd's Studio. 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 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 our 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, the core of Bundanon's food and beverage operations, has built a profile of excellence in the NSW South Coast region that is increasingly known for culinary tourism.

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 operate sustainably and plan for the medium and long term. The additional staffing capacity has enabled 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.



Arthur Boyd's Studio, 2025. Photo: Jacquie Manning

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 its ecological researchers. 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 bush regeneration, 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 Australian Government operations strategy to reach net zero. Its new 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 provides heating and cooling, and solar energy further reduces the 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 Haunted Loop, 2024. Photo: Keelan Orrock





Bundanon Inspire, 2024. Photo: Live Photography Australia.

Terara Public School, *Frog Day*, 2024. Photo: Matt Loft



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, as was 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 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 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.

Kate Scardifield in residence at Bundanon, 2022. Courtesy of the artist



OPERATING ENVIRONMENT

Bundanon welcomed a significant and ongoing uplift in core funding from the Australian Government in the 2023–24 Federal Budget. This funding ensures 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 reaches new audiences and share the nation's diverse stories.

CULTURAL POLICY REVIVE

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.

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 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 by 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 Body established in 2025 will provide ongoing specialist First Nations advice to the Board and executive. The Advisory Body will support 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 (*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, supporting First Nations artists in the Artists in Residence program, and in First Nations led exhibitions, live programs and events.

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 creative 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 including diverse communities across the region and beyond. Equity and access will be further ensured via low and no-cost recurring programs for the public, and development of a community-led Learning Access Program to address geographic, physical, and socioeconomic barriers to arts education.

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. 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 with new capacity from 2025 to present its diverse Arts Program. 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. 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.

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 Australian Government funding agreement in 2023–24, the organisation will continue to operate with security, efficiency and appropriate growth, and forward planning can extend to the medium and long term.



Creating Together, Isabel and Alfredo Aquilizan in conversation with CEO Rachel Kent, *Thinking together: Exchanges with the natural world* Opening Weekend, 2025. Photo: Jacquie Manning

Sarah Blasko performs as part of *Summer at Bundanon*, 2025. Photo: Chris Frape



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 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 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. From 2025 to 2027 the exhibition will travel to 10 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 with its future program to include new commissioned works and the Bundanon Art Collection in touring exhibitions that will promote wide and diverse audience engagement.

Boyd Collection Gallery, 2025. Photo: Jacquie Manning



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.

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 embraces the National Cultural Policy *Revive: a place for every story, a story for every place* and aligns its Corporate Plan to achieve the policy's outcomes.

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 2024–25, and place pressure on commercial revenue, and support from the corporate and philanthropic sectors.

CAPABILITY

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

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 engaging programming and excellent visitor experience across its diverse activities, and to deliver upon its commercial and philanthropic offerings.

Governance

Bundanon draws upon the strategic oversight across key areas underpinned by its highly skilled Board of directors supported by the leadership of Board Chair, Sam 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 for a three-year term. 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.

Board Subcommittees

In addition to four full Board meetings held each year, the Board is supported by three sub-committees: 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.

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 Navleen Prasad from 10 December 2024 and Holly Byrne previously, ensures a robust approach to Board governance through policy development, Board skills identification and training, the establishment of a Board performance review, and oversight of key governance documents and succession planning.

The Land and Built Assets Committee advises the Board on the management of Bundanon's 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, biodiversity and maintenance of the land and assets.

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. The Capital Works program includes the establishment of a Project Control Group which includes two Directors, the CEO and the CFO, to assist Bundanon in its oversight and management of projects to ensure successful delivery within requirements, scope, budget and timeline.

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. With the launch of the new 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.

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.

Philanthropic income from the Bundanon Patrons, and Bundanon Bequests program is growing annually, alleviating budget pressures and supporting major 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) in 2026–2027, 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 its 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 an ongoing partnership with 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 a strong focus on delivering campaigns and with ongoing resourcing of the Head of Development role and Philanthropy Officer role established in 2022 and 2023 respectively.

Partnerships and Community

Bundanon is proud of its many co-operative relationships and partnerships with significant First Nations and environmental organisations including Gadhungal Marring, Waminda, Landcare Australia, Shoalhaven Landcare and South East Local Land Services. Bundanon's thirteen-year Landcare Australia partnership has focused on land management stewardship, beginning with the Living Landscapes project, on-site carbon forests and ongoing projects being maintained today.

In 2025 an agreement with Gadhungal Marring formalised a new agricultural partnership with Bundanon to establish and 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 NSW Government through an *Aboriginal Economic Development and Business Growth Program* grant, which will partially fund the nursery for its first three years, and it represents a new phase of Bundanon and Gadhungal Marring's important ongoing relationship. 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.

Bundanon is privileged to enjoy supportive 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 our many media partners.



In Conversation: Uncle Bruce Pascoe and Jonathan Jones, 2025. Photo: Tad Souden

Weaving workshop with Uncle Steve Russell, *bagan bariwariganyan: echoes of country* Opening Weekend, 2024. Photo: Rachael Tagg



Through its Artist in Residence program, Bundanon's collaborators provide resources, knowledge, and access to networks or subsidies, whilst Fellowships and Awards uphold Bundanon's dedication to national and international exchange, including collaborations with the British Council and McCahon House. It is anticipated that Bundanon will continue to generate support amongst businesses, corporate clients and partners, towards its residency program and new creative works.

The Royal Australian Navy represents an ongoing 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 2025–26 programs encompassing veterans, as well as the naval serving community, will be delivered.

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. Over the next three years collaborative links will be fostered with our National Collecting Institution peers encompassing collection management, research and display, and cross-promotion.

Infrastructure

Bundanon is undertaking a construction project at the Art Museum precinct, aimed at enhancing its offering through the addition of a new gallery space and improved visitor amenities. A new, fifth gallery is being created in the Art Museum to expand Bundanon's capacity to present exhibitions and to share the Bundanon Collection. A new staff office building, scheduled for completion in November 2025, will provide space for Bundanon's expanded workforce. Design of the new works is by Kerstin Thompson Architects, who designed the Art Museum and Bridge For Creative Learning,

working with our heritage consultants to ensure the care and protection of our natural and built environments and vistas.

Following major capital investment in the restoration of the Homestead in 2023 and the Boyd Education Centre (BEC) in 2022, Bundanon has delivered the Boyd Collection Gallery showcasing the Boyd legacy year-round on the Art Museum site. Additional car parking facilities have been constructed to support growth in visitation, and a new staff office building have now been completed in May 2025 to accommodate the increased number of staff and allow more effective use of the gallery space in the Art Museum.

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 unsealed 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. Repairs to storm damaged sections of the road are underway in 2025 and significant road repair and stabilisation work is scheduled for 2025–26 on the Bundanon Road to install drainage and embankment reinforcement. The organisation has scoped the cost of long-term civil engineering solutions for the 9 kilometres of unsealed Bundanon Road to address ongoing access issues.

Maintenance, infrastructure improvements and capital investment across all built assets remains an ongoing operational commitment. Priority works include further refurbishment of the Artists in Residence Complex to improve site accessibility and safety, a refresh of the Bridge For Creative Learning and of the BEC, upgrade works to public toilets, and a refurbishment of the Musician's Cottage.



Betty Kuntiwa Pumani, *Antara*, 2020, synthetic polymer paint on linen. Collection of the Museum of Contemporary Art Australia, purchased with funds provided by the MCA Foundation, 2021. Courtesy of the artist, Mimili Maku Arts and Museum of Contemporary Art Australia © Betty Kuntiwa Pumani/Copyright Agency, 2025. Photo: Zan Wimberley

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, 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 is in use along with a system for staff rostering. A cloud-based health and safety solution has been 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.

Information Management

Bundanon acknowledges its responsibilities in respect of 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 developed a draft Information Governance Framework that sets out Bundanon's information management aims and the timeframe and responsibilities for implementation. In the next three years Bundanon will develop an Information Management Strategy in accordance with the Archives Act, including policies and procedures to identify and mitigate information management risks and ensure better practice information governance and accountability.



Feeding The Glossies community tree planting event, 2025. Photo: Keelan Orrock

RISK

Bundanon's Risk Management Plan (RMP) developed by the executive team and the Board in consultation with staff, was delivered following a review of its key strategic and operational risks in collaboration with KPMG in June 2023. The RMP is overseen by the Board and the Audit and Risk Committee, and baseline risks are reviewed annually. A review and update of the RMP is underway and will be completed in 2025–26 in consultation with external consultants, executive and staff.

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 WHS Management System implemented in 2024. The system continues to be enhanced and improved to ensure all risk factors are appropriately assessed and considered.

Extreme Weather

Across Bundanon's vast and diverse landscape 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 commercial or learning bookings.

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. 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 will be installed at the Art Museum site in the long term. Bundanon continually reviews and enhances 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.

Governance

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. Diverse Boards bring a range of perspectives that lead to better decision-making, more innovative and culturally sensitive programming, and stronger community engagement and public trust. Board diversity is embedded in Bundanon's Constitution and in the Board's governance framework that

supports optimisation of the Board's structure and composition. A skills matrix has been adopted to inform Board appointments, renewal and succession planning, and a Board performance review was established in 2025 through the Chair of the Board and Chair of the Governance Committee. Board director training and development, processes for the selection of directors for committees, and action plans to address critical skills gaps have been established. The skills matrix 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 the Minister's consideration for future appointments.

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 including the implementation of an employment structure. The ongoing resourcing of a full time Human Resources Officer role established in 2024, supported by a senior level Human Resources Consultant support 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.

Reflecting the new level of organisational maturity, Bundanon established a new ongoing Chief Financial Officer role to lead its Finance Team with a focus on audit, risk, governance, and reporting frameworks.



Ramox Café, Autumn Menu, 2025. Photo: Anna Wieworia

Boyd Music Series inaugural performance from Bronzewing. 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

2025–26 TARGET		2026–29 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 (25/26 and 27/28)	– one institutional publication (27/28)
	– 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
	– deliver a launch event each season	ongoing activity
	– deliver an 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

2025–26 TARGET		2026–29 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 five 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 artist's surveyed report satisfaction	ongoing activity
Offer opportunity 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

2025–26 TARGET		2026–29 TARGET
Maintain and sustainably develop programs for early years, school, tertiary and adult cohorts:	— minimum 5,000 engagements	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 the Art Museum seasons:	— minimum one per season	ongoing activity
Develop frameworks for future delivery of annual social impact programs 25/26.		— deliver a framework in 2027
Develop a proposal for increased environmental science and sustainability (25/26).		— deliver and trial a proposal in 2027

Performance Criteria: Establish and maintain external relationships

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

2025–26 TARGET		2026–29 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:	— minimum two 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

The Homestead (interior), 2024. Photo: Katherine Lu



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

2025–26 TARGET		2026–29 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 2024	ongoing activity
Deliver updated Heritage Management Plan (25/26).		— 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

2025–26 TARGET		2026–29 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)	ongoing activity

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

2025–26 TARGET		2026–29 TARGET
Support the Landcare Living Landscape environmental initiative (Landcare Australia); maintain and develop the 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.		ongoing activity
Implement fire management strategy including cultural burns and annual hazard reduction:	— facilitate one cultural burn season per annum when conditions allow	ongoing activity

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

2025–26 TARGET		2026–29 TARGET
Maintain existing partnerships for habitat management to enrich Bundanon's work in this area, and to 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 Officer dedicated position	ongoing activity
	— provide Cultural Awareness training for all staff every two years (achieved in 24/25)	— Cultural Awareness training for all staff 26/27
	— implement an <i>Innovate</i> Reconciliation Action Plan (RAP)	— renew the <i>Innovate</i> RAP (2027)
	— deliver a Caring for Country Plan (25/26)	— implement Caring for Country Plan



Art Museum, 2022. Photo: Zan Wimberley

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

2025–26 TARGET		2026–29 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 in the Art Museum rotating every 12–18 months – 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 15 catalogue entries	– minimum 20 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

2025–26 TARGET	2026–29 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

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

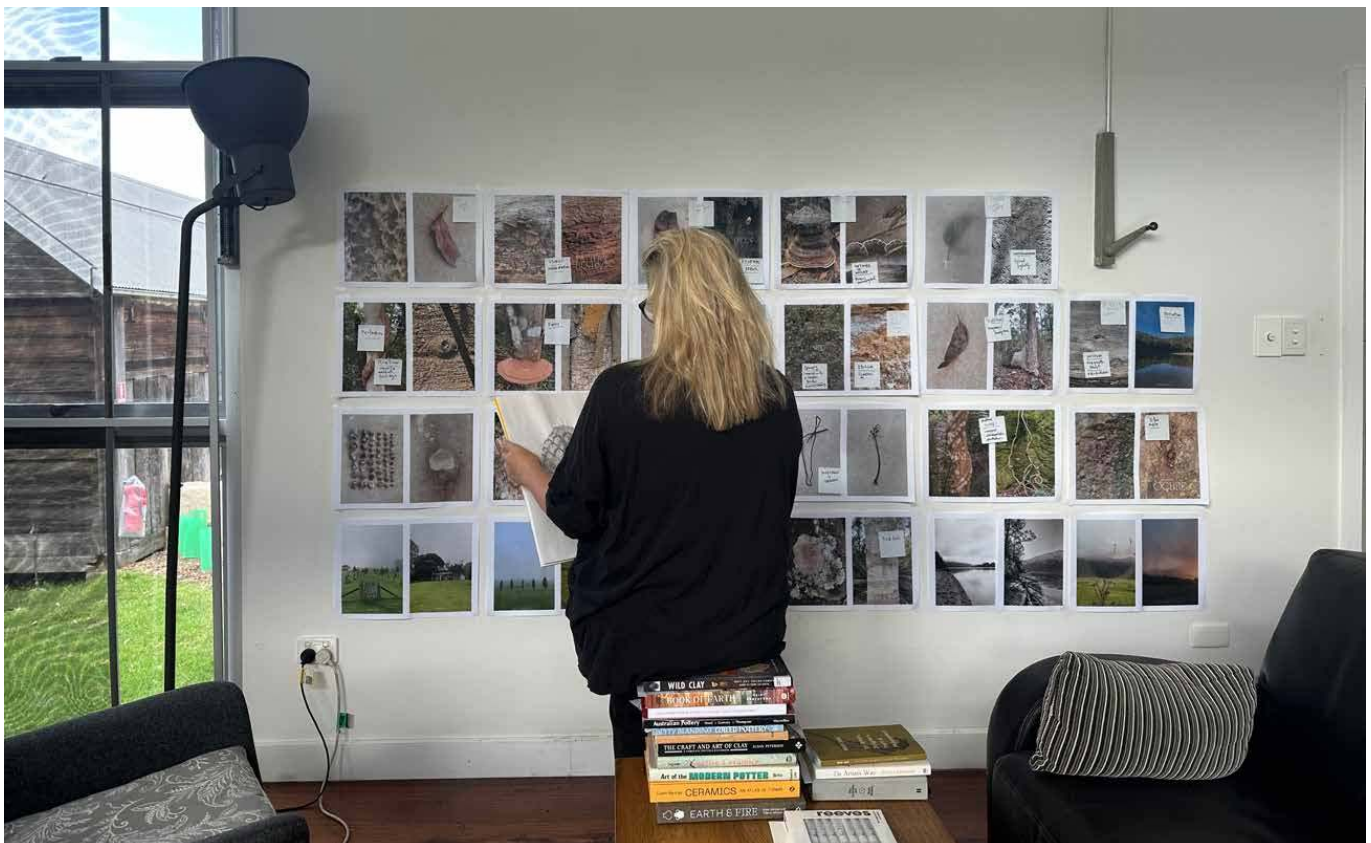
2025–26 TARGET		2026–29 TARGET
Deliver on our funding agreement with the Australian Government including the National Cultural Policy <i>Revive</i> , Minister's letter of expectation, governance documents Corporate Plan, that reflects Bundanon's current infrastructure and operational needs.		ongoing activity
Actively ensure that all operational areas deliver on the Disability Inclusion Action Plan 2025–2028:	— over 80% of plan delivered by 27/28	ongoing activity
Ensure compliance with the Total Asset Management Strategy 2024 including delivery of planned infrastructure projects.		ongoing activity
Develop and deliver First Nations input into governance structures and processes, including:	— First Nations Board member — establish First Nations Advisory Body (25/26)	ongoing activity — maintain a FNAB
Develop and implement a framework to meet Bundanon's information management responsibilities:	— develop an information management strategy in accordance with the Archives Act (25/26)	— develop policies and guidelines to support better practice information governance

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

2025–26 TARGET	2026–29 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

Zoë Pollitt and Natasha Hasemer in residence at Bundanon, 2025. Courtesy of the artist



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		
2025–26 TARGET		2026–29 TARGET
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	ongoing activity
	— maintain an 80% satisfaction rate on visitor surveys	ongoing activity
	— refine and user experience, and increase conversions, interim improvements to the website on existing platform 25/26	Rebuild and consolidate website on new platform 26/27 – 27/28
	— deliver a strong and consistent retail offering	ongoing activity
Maintain overall visitation rates:	— 80,000 annually	ongoing activity
	— 14–18 Experience Weekends delivered per annum	ongoing activity
	— 10–12 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:	— achieve 15% growth on prior year total website views	— achieve 20% growth from 26/27
	— achieve 15% 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		
2025–26 TARGET		2026–29 TARGET
Build on the Bundanon Patron’s Program.	— four 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.		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		
2025–26 TARGET		2026–29 TARGET
Identify current and future digital requirements, and invest in appropriate systems, equipment, and staff.	— refine CRM requirements audit and reevaluate software options and digital platforms	— implement CRM 26/27
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*.

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

The Homestead, 2025. Photo: Jacquie Manning



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