

BUNDANON TRUST

CORPORATE PLAN
2018 - 2021



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Corporate Plan 2018 - 2021

Bundanon Trust

CORPORATE PLAN 2018 - 2021

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1. 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 Trust's purpose is to be an outstanding custodian of the artworks, landscape and heritage infrastructure gifted by Arthur and Yvonne Boyd to its care; to make the Bundanon properties, and their significant Indigenous, colonial, art historical, agricultural and environmental narratives, accessible to all, and to support research and creative excellence.

As the accountable authority of Bundanon Trust, we present the 2018-2021 Corporate Plan, which covers the periods of 2017-18 through 2020-21, as required under paragraph 35(1) (b) of the *Public Governance, Performance and Accountability (PGPA) Act 2013*. It is supported by the Trust's Strategic Plan 2018-21, developed by the Board and staff, and a range of other guiding documents.

2. INTRODUCTION

2.1 Establishment

Bundanon Trust was established in 1993 to own and manage the properties and art collection donated by Arthur and Yvonne Boyd 'as a means of a gift to the nation'. It is a wholly owned Commonwealth Government company limited by guarantee.

Bundanon Trust operates its business as outlined in the Deed of Gift, Deed of Assignment and Constitution of the Bundanon Trust. The property held by the company is subject to a charitable trust. The company is therefore required to deal with the property in accordance with the purposes specified at the time the gift was made. Those purposes require that Bundanon be maintained as a 'living arts and environment centre available both for the use of artists, musicians, craft persons and performers and for the enjoyment of the Australian people for generations to come'.

Today the Trust's mission is 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. The gifting of Bundanon in 1993 was, and remains, an exemplar of philanthropic giving in Australia. Major donors were inspired by Arthur Boyd's generosity and his uncomplicated view that the landscape should be shared and that artworks and artmaking were for all. The current built infrastructure, including the Boyd Education Centre, was almost entirely created through benefaction.

2.2 Vision

As Bundanon Trust enters its 25th year of operation it is spearheading an ambitious proposal to secure its future for the next half century. The Board and staff have over recent years developed a vision to ensure that Bundanon is an internationally acknowledged iconic destination in Australia for unique cultural, educational and environmental experiences. Through the Masterplan for its Riversdale property the Trust also intends to secure its own financial and operational viability from its relatively remote location.

Bundanon's Corporate Plan 2018-21 presents the Trust's aspirations for the next four years and outlines the company's current operating context and challenges. It identifies new investment opportunities with sustainable outcomes through the Masterplan for Riversdale. The Trust's capacity issues are addressed in the Masterplan, proposing a transformed hub for Bundanon's education, arts and tourist activities and enabling more people to stay on site at Riversdale, with new revenue streams to support the expansion.

Bundanon is currently recognized as a cultural attraction in the Shoalhaven. The Masterplan for Riversdale will see the creation of a significant gallery and visitor hub, with attendant accommodation and conferencing facilities. With its realisation the Trust's tourism potential will be maximized and Bundanon Trust will become a major driver of the economy in the region and a significant player in the arts agenda in New South Wales and nationally.

The Trust's important art collection will have an appropriate international platform and its unique children's programs, which are currently at capacity, can continue to flourish. The Trust's ability to support innovation in environmental management, scientific research and artistic experiment will have a more sustainable platform as the infrastructure is further established.

Section 2 - INTRODUCTION

Corporate Plan 2018-2021

Bundanon Trust**2.3 Background**

When they gifted their Shoalhaven properties and art collection to the Australian people in 1993 it was Arthur and Yvonne Boyd's intention to preserve the landscape and to provide access to the arts to people from all backgrounds. They wanted to create a place where people from across Australia and beyond could experience the arts in a setting of unique natural beauty. The Trust, an Australian Government not-for-profit company, was created to become the custodian of the Boyd family art collection, the historic Bundanon Homestead and Arthur Boyd's studio and the Riversdale and Earie Park properties.

Bundanon now hosts Australia's largest artists in residence program. Artists of all disciplines, from around the world, are accommodated each year in purpose-built apartments and refurbished nineteenth century houses, with attendant studio facilities for writing, music, visual arts, dance and performance. The Boyd family and Artists in Residence art collection and archive now numbers over 40,000 objects and is valued at \$37.5M.

The award winning Arthur and Yvonne Boyd Education Centre, designed by Glenn Murcutt, Wendy Lewin and Reg Lark, opened in 1999 on Bundanon's Riversdale site. The centre provides residential accommodation for groups of students, who participate in workshops provided by Bundanon's specialist art educators. The centre is also used by performing and other arts companies, tertiary institutions and commercial and community organisations. The Boyd Education Centre provides facilities and a spectacular setting for indoor concerts and outdoor events.

The Trust tours exhibitions from its collection nationally and delivers education programs to over 7,000 school students and hosts over 300 artists each year. Bundanon Homestead is open to the public every Sunday. The Trust's signature public programs in music, arts, science and the environment take place at Riversdale and Bundanon, where the Trust also operates a commercial cattle farm. Participation in the Trust's programs of activity, on and off site, was over 37,000 in 2016-17.

Bundanon has an international, national and regional agenda. The property's significance in Australian art history is widely acknowledged, providing a rare insight into artists' practice, with work by iconic artists such as Arthur Boyd and Sidney Nolan produced in the surrounding landscape and available to view in-situ. The Boyd Education Centre at Riversdale is now considered one of the most important works of architecture in Australia. Both sites are registered on the Commonwealth Heritage List and attract national and international visitors and specialist researchers

3. OPERATING CONTEXT

3.1 External Environment

National and International Benchmarks

Bundanon's offering of cultural significance, artistic relevance, environmental integrity and regional renewal is unique in Australia. Its national and international agenda is realised from a relatively isolated, rural, location and therefore benchmarks are found across a range of related institutions. Balancing responsibility for a nationally significant Australian Government asset (land, buildings and an art collection with a recent growth in value of 61%) with the need for local responsiveness, as well as strong international arts sector interest in the company's activities, is a challenge given the limited resources available to exploit these opportunities.

In terms of the Boyd and other artworks in our care the company finds its equivalence in the major collecting institutions across Australia and elsewhere internationally. Charged with managing a significant body of valuable artworks the company is aligned with the same professional frameworks for display, conservation and interpretation as its peers. While some Australian regional galleries have similar scale exhibition space, few have collections as art historically significant or as valuable (\$37.5M). In addition, the Boyd family archive is considered an outstanding resource for scholarship in Australia. The state and national galleries, albeit on a larger scale, are therefore our appropriate colleagues.

Bundanon's arts and public programs are not replicated elsewhere in Australia. There are some international equivalents in the popular house museums of artists across the world, for example Frieda Kahlo in Mexico, Monet and Rodin in France, and in artist residency and research centres such as the Banff Centre for the Arts, Calgary, Canada, the MacDowell Colony, New Hampshire, USA or Akademie Schloss Solitude outside Stuttgart, Germany. Our international Artist in Residence program is not only the largest in Australia (over 300 participants per annum) but one of the largest in the world. International partnerships form part of this program (China, Africa, France and UK), which provides for all artforms and for artists at all points in their career.

Thousands of people flock to the Bundanon and Riversdale sites to participate in concerts, arts and environmental events throughout the year. Leveraged against the company's relationship with leading artists, but also universities and research organisations, the public offerings are designed to enhance the audience experience of being in the landscape while encountering the best of the arts.

Residential programs for students, primary, secondary and tertiary, which can bring together creative arts, Indigenous culture and environmental sciences are over-subscribed and often create new pathways to learning. Over 7,000 students participate in day and residential programs each year.

Bundanon Trust is custodian of a substantial river-front property (1100 hectares) with outstanding environmental features, including threatened species. Care for the landscape is a core value of the Trust and the engagement of significant national partners has been required to guide our thirty-year plans for the property. National parks and organisations such as Landcare and Greening Australia have enabled Bundanon to identify appropriate advice and to set targets in the area of environmental management. Our scale is approaching that of a regional park and our aspirations are benchmarked accordingly

Section 3 - OPERATING CONTEXT

Corporate Plan 2018-2021

Geography and Demography & Audiences**Bundanon Trust**

Bundanon Trust (comprising the Bundanon, Riversdale and Earrie Park properties) is situated on bush and farm land 22 kilometres west of the town of Nowra in the Shoalhaven on the South Coast of New South Wales. Bundanon's unique programs are framed by its geographic and demographic context.

Many audiences travel from Sydney and Canberra and further afield to participate in Bundanon's signature public programs and to experience our outstanding architecture and art collection. In addition, our resident artists travel from around Australia as well as all over the world (around 10% - 15% per annum are from overseas). Bundanon had 20,802 visitors on-site in 2016-17.

However, many audiences, and day programs in creative arts for students, are drawn from the surrounding region, which is one of the most disadvantaged in the state. According to the ABS's Socio-Economic Indexes for Areas (SEIFA) the Shoalhaven LGA scored 954.6 on the socio-economic index for disadvantage based on a range of Census characteristics (Shoalhaven City Council). The index outlines the demographic of the Shoalhaven and indicates that 44% of the population are on a low income (4% higher than elsewhere in Regional NSW), over 23% are aged over 65 (compared with over 19% elsewhere in Regional NSW) and this group is growing in the region.

Identified challenges for the Far South Coast include high youth and Indigenous unemployment, skill shortages and an ageing workforce. There is a high proportion of young people disengaged from education without Year 12 or equivalent attainment. Those between the ages of 15 to 24 frequently leave the region for study and employment elsewhere. The young people who remain in the region are often disengaged, with 21% unemployed.

While this context provides fertile opportunities for addressing pressing equity issues in the arts and education it also poses challenges in revenue generation, both from participating children and their families, but also for regional benefaction programs.

In addition, the company's distance from the nearest town means that audiences must be motivated to visit for the specific, advertised, opening hours. Until the Masterplan for Riversdale is realised the Trust cannot open its premises to the public on a daily basis.

Funding and Stakeholders

Bundanon Trust is supported by the Australian Government through the Department of Communications and the Arts. Funding of \$6.592 million is committed for four years from 2015-19.

Funding agreements are also in place with South East Local Land Services, Landcare Australia and the University of Wollongong. In addition, Bundanon has three-year funding, from 2017-19, from the government's former *Catalyst* program for community engagement programs and the composer's house, auspiced, program *Prelude*. Program and project funding comes from the Australia Council for the Arts, Create NSW, Inspiring Australia and various foundations and trusts including the Gordon Darling Foundation and IRT.

The Trust also benefits from the Australian Government's Green Army initiative, the Borland Bequest and an ARC linkage grant through Macquarie University. There is a close working relationship with Shoalhaven City Council which provides services, forgiveness of fees and occasional funding to the Trust. Recently the Council partnered the Trust in a significant infra-structure funding bid.

The Trust generates revenue from user-pays services to the education sector, commercial hire, merchandising, its agricultural operation and box office. In addition, there is a vigorous program of sponsorship and benefaction in place, attracting cash, in-kind services and gifts of art to augment the Collection. (The company has DGR status).

3.2 Internal Assessment

Bundanon Trust has experienced unprecedented growth in participation from audiences as well as professional and financial partners in recent years (37,795 people participated in Trust programs in FYE 2016-17). The company is widely recognised as playing a significant role in arts development nationally and a central role in enriching the cultural landscape and strengthening the tourist economy of the South Coast.

However the Trust has reached capacity in terms of program opportunities and revenue-generating business streams. In particular, the accommodation offered through the Boyd Education Centre (BEC) is fully utilised by education, corporate, cultural and commercial users and the artists in residence program cannot respond to the increasing demand for this service.

We have identified the lack of built assets as a barrier to a sustainable economy and future growth. The Masterplan for the Riversdale site addresses this need and lays out a blueprint for the company's ongoing stability. It allows us to protect the national asset that is the core collection of artworks and properly display it in suitable environment for the public. This, with the creation of new public spaces, access and front of house facilities, as well as accommodation, will allow us to dramatically increase our public access. The opportunities for new revenue streams related to these developments underpin our future.

Bundanon is engaged in ongoing stakeholder consultations with the regional business community, existing customers, government and non-government agencies and politicians to build support for the proposed development.

Bundanon Trust's core revenue from the Department of Communications and the Arts will be virtually the same dollar figure in 2019 (\$1.54M) as that received in 2008 – a drop in real terms of 28%. Across the company efforts are being renewed with regard to private benefaction, sponsorship and partnership development. Digital technologies and other systems are being deployed to enhance efficiencies.

Changes in the financing of the Trust's signature Artist in Residence program, through a user-pays approach, reflect shifts in the availability of public funds to adequately support this iconic program. Partnerships with foreign governments and major arts companies are also being sought on a cost-recovery basis. Enlarged arts development programs aimed at engaging with regional audiences and enhancing healthy community outcomes have been the beneficiary of widespread support, from government and other agencies.

Our education programs have strengthened in 2017 with an increase in numbers and in revenues, partly due to reduced outgoings and new pricing structures introduced over the past two years. Nevertheless the costs associated with delivering education programs to schools, particularly residential programs, have risen while the market has a low financial ceiling.

Bundanon's significant environmental commitment is being delivered largely through partnership arrangements, with 66% of the revenues to meet costs being raised from external sources.

3.3 Enterprise Risks

Given the above external and internal contexts that we operate in, Bundanon Trust faces some unique risks in the fulfilment of its purpose and realization of its vision. The major ones that we face are:-

- Our relatively isolated location making access difficult for visitation
- Locally, we operate in one of the most disadvantaged areas of the state
- We do not have a dedicated exhibition space to attract visitation or display and store our collection in a proper manner
- Our rural location makes it prone to natural hazards such as bush fires and flooding and these hazards require constant monitoring and mitigation
- We are at capacity across a range of programs,
- Our funding has remained static since 2008 while the value of our assets has grown
- All of these risks place pressure on revenue generation, but our ability to grow revenue is limited.

Section 4 – ACTIVITIES & PERFORMANCE MEASURES

Corporate Plan 2018-2021

Bundanon Trust**4. ACTIVITIES & PERFORMANCE MEASURES 2018-2021**

The following discussion of Bundanon Trust's outlook for 2018-21 provides an overview of the activity and performance measures for the period of this plan. In broad terms the measures are based on historical performance, benchmarking with peers (in particular those measures relating to our Collection and Exhibitions) and our resource and financial capacity. The latter in particular relate to our Education, Built and Natural Asset management. Our education programs run at near capacity, and our current financial resources allow for maintenance rather than renewal or growth of our assets. As a result, the Riversdale Masterplan and an emphasis on growing new revenue streams is seen as the critical enabler to provide extra capacity and growth in these areas.

4.1 Access

Bundanon Trust's location on the Shoalhaven offers distinctive opportunities for artistic, cultural, educational and environmental research, development and engagement. However, we are relatively remote and within one of the most disadvantaged socio-economic regional areas in the country. Our first objective is therefore to:

Transform and promote Bundanon as a powerful cultural and educational destination located in a unique landscape.

	ACTIVITY	PERFORMANCE MEASURES
1.	Develop an innovative annual program of events and experiences that draw on Bundanon's AIR program, its artistic projects and industry connections, and which integrate Bundanon's cultural and natural ecology.	Music, arts, science and environmental events staged at Bundanon and Riversdale (Minimum 8 per annum) Provision of greater public amenities through the Riversdale Master Plan providing a more attractive environment for visitors resulting in doubling of visitation by 2021.
2.	Maintain a distinctive residential and day education program for students of all ages which draws on Bundanon's unique cultural and natural assets.	Education programs delivered to primary, secondary and tertiary education institutions. (Minimum 40 residential bookings and 30 non-residential bookings per annum) Increase education programs and access by 60% through the expansion of facilities through the Riversdale Master Plan by 2021.
3.	Deliver the regional arts development strategy, Bundanon Local, to generate unique creative experiences and grow awareness of Bundanon in the region.	Special programs offered on and off site to target audiences in the Shoalhaven (Minimum 4 programs per annum) through to end 2019.
4.	Create opportunities for engagement with Bundanon's programs for those disadvantaged by social, economic, geographic, physical or other circumstances.	Supported programs offered to target audiences (Minimum 6 programs per annum).

**Section 4 - ACTIVITIES &
PERFORMANCE MEASURES**

Corporate Plan 2018 - 2021

Bundanon Trust

4.2 Artistic Excellence

Bundanon Trust is recognized nationally and internationally as a crucible for artistic development and as a residency destination for artists. We acknowledge that we are situated on Indigenous lands and operate alongside important Indigenous communities in the region. While our location provides us with an advantage it also means we are some distance from major centres for artistic work. Our second objective is therefore to:

Maintain Bundanon as a centre for artistic excellence and the creation of new work for local, regional and global audiences.

	ACTIVITY	PERFORMANCE CRITERIA
1.	Maintain Bundanon is the pre-eminent national and international artistic residency destination for emerging and established artists and thinkers from all disciplines, by invitation and application.	International call for applications (Minimum 150 applications per annum) National and international partnerships established and maintained (Minimum 7 per annum)
2.	Maintain and develop Bundanon's support for Indigenous artists and integrate the celebration of Indigenous cultural heritage and contemporary practice across the organisation.	Indigenous artists and thinkers represented in residencies and public programs (Minimum 5 per annum) Indigenous community members engaged in designated arts and education programs (Minimum 3 per annum)
3.	Showcase work generated at Bundanon to national and regional audiences, through publication, exhibition, performances and digital sharing.	Three programs/products developed and presented per annum.

**Section 4 - ACTIVITIES &
PERFORMANCE MEASURES**

Corporate Plan 2018 - 2021

Bundanon Trust

4.3 Collection & Built Heritage

Bundanon Trust is charged with the care of a significant collection of art and objects and heritage buildings bequeathed to the nation by Arthur and Yvonne Boyd. Additionally, it is also the location for one of Australia's most iconic pieces of contemporary architecture in the Boyd Education Centre designed by Glenn Murcutt. It is a significant Commonwealth asset and as such requires careful oversight while remaining as accessible as possible to Australians. It's location in a rural landscape presents fire and flood risk and distance from population centres makes access difficult. Our third objective is therefore to:

Share and protect Bundanon's Boyd archive, art collection and built heritage through conservation management and access strategies to ensure they are retained for future generations.

	ACTIVITY	PERFORMANCE MEASURES
1.	Provide public access to the Bundanon Trust collection by displaying key components on-site, developing exhibitions for national tour, supporting scholarship and facilitating loans and copyright.	Collection housed in new, internationally benchmarked, gallery through the realisation of Riversdale Master Plan by 2021. One exhibition on display at Bundanon, one touring nationally and one in development per annum. Loans and copyright requests actioned. Amount reported annually.
2.	Ensure Bundanon's art collection and archive are appropriately stored, conserved and digitised and provide access to them for the arts industry and researchers.	The creation of new, industry standard, collection and archive storage and back of house facilities, through the Riversdale Masterplan by 2021. Continuing conservation and digitisation of artworks and archive undertaken throughout the year.
3.	Conserve and maintain the colonial and contemporary architecture on the Bundanon Trust properties guided by heritage and architectural experts.	Relevant heritage advisers and stakeholder architects consulted regarding proposed work to be undertaken. Total Asset Management Strategy updated annually.
4.	Develop a built asset management plan for the Bundanon and Riversdale precincts, informed by the Heritage Management Plan, which address maintenance needs.	Built asset management plan developed by FYE 2018.

**Section 4 - ACTIVITIES &
PERFORMANCE MEASURES**

Corporate Plan 2018-2021

Bundanon Trust

4.4 Environmental Management

Bundanon Trust is located in a natural landscape relatively unspoilt by agriculture and development. This presents an opportunity to marry our artistic objectives with environmental ones and develop another attractor for visitation. The major risks are natural in terms of fire and flood but a need to maintain the landscape and return it to its pristine state as much as possible. Our third objective is therefore to:

Protect and share Bundanon's landscape via responsible environmental management and effective access strategies.

	ACTIVITY	PERFORMANCE MEASURES
1.	Through the Landcare Living Landscape environmental initiative maintain existing partnerships, secure new resources and develop long-term business strategies to secure the Trust's investment in its landscape.	Two partnerships retained; relevant grants applied for and at least one funding strategy for agriculture, carbon farming or other revenue streams initiated.
2.	Pursue actions which conserve the flora and fauna across the Trust properties and support actions and research initiatives which protect and enhance the environment in Bundanon's care.	Suppress weed growth and maintain new plantings across the property. Minimum 42,000 trees retained FYE 2019. Support one research project by FYE 2019.
3.	Maximise Bundanon's status as a nature conservation area to encourage eco and cultural tourism through delivery of the Masterplan for Riversdale.	Pursue the Masterplan and put in place related environmental activities by FYE 2021.
4	Enhance visitor experiences through improved visitor facilities, interpretation strategies, walking trails etc.	Walking tracks and interpretive signage in place by FYE 2019.

**Section 4 - ACTIVITIES &
PERFORMANCE MEASURES**

Corporate Plan 2018-2021

Bundanon Trust

4.5 Sustainability

To enable the above objectives to be achieved and to ensure long term protection of the the assets in our care, Bundanon Trust must ensure its future sustainability in a declining funding environment. Our final objective is therefore to:

Secure the future of Bundanon Trust by identifying resources for the Riversdale Masterplan, communicating effectively and being entrepreneurial.

	ACTIVITY	PERFORMANCE MEASURES
1.	Generate support for the Trust's Masterplan for Riversdale and undertake robust planning to ensure business continuity through the construction phase.	Secure capital funding from public and private sources to ensure the Masterplan for Riversdale commences FYE 2019. Planning tools and strategy developed FYE 2018.
2.	Identify new, and retain existing, public and private funding partners, grow self-generated revenue streams and philanthropy to support the Trust's programs and ensure ongoing financial viability.	Maintain existing partnerships and retain 2017 levels of self-generated revenues.
3.	Develop effective communication strategies which target Bundanon's unique position as an internationally significant cultural institution located in regional Australia.	Engage high level public relations and communications expertise to leverage Bundanon's unique message of artistic relevance and regional renewal. FYE 2018 and ongoing.
4.	Identify digital business and communications tools (including cloud based, storage, CRM etc) to build capacity, mitigate risk and remoteness and to enhance sustainability.	Implement new software programs for day-to-day management (FYE 2018) and assess resource requirements as new options become available.

Section 5 - CAPABILITY

Corporate Plan 2018-2021

Bundanon Trust

5. CAPABILITY

Bundanon Trust has identified four key strategies to deliver over the period of this Corporate Plan to support our Performance Measures.

5.1 Building on our Achievements: A Masterplan for Riversdale

The Riversdale Masterplan provides a roadmap for the next half a century for Bundanon Trust, securing its operational future and gaining resilience. The plan outlines new built infrastructure including a gallery for the Trust's Boyd Collection, collection storage, student facilities, accommodation and visitor services.

A Business Case and Regional Economic Impact Study have been developed for the Masterplan. The NSW Department of Industry has applied a Cost Benefit Analysis to the existing proposal demonstrating a positive outcome for any State investment. An architectural competition, managed by JBA Urban, with the endorsement of the Australian Institute of Architects, saw a jury led by DCM's John Denton and comprising Landscape Architect Elizabeth Mossop, Bundanon Chairman Shane Simpson and Principal of TZG Brian Zulaikha select Melbourne based architect Kerstin Thompson of KTA awarded the opportunity to develop a Concept Design for the Riversdale project.

New built infrastructure is essential to provide a sustainable business model for Bundanon through income generation and provision of visitor services to meet the growing demand from schools, the tertiary sector and artists; to better care for Bundanon's collection and heritage buildings and to increase opportunities for public participation.

In the near 25 years since the founding of the Trust, Bundanon has invested considerable funds in caring for its heritage buildings and art collection, and securing the safety of visitors by improving road access. However, there has been no significant capital investment in the properties since 1999.

The architectural concept design for the Masterplan is now complete (announced in 2016) and funding discussions well advanced with both the State and Commonwealth governments. The proposal has wholehearted support from Shoalhaven City Council.

5.2 Supporting the Development of New Work

Bundanon's commitment to supporting primary research in the arts and sciences is a key point of differentiation for the organisation. The scale and breadth of the company's residency program (over 300 resident artists and scholars per annum) is unique in Australia. We have international residencies in place with France, UK, China and the Africa Centre, with several others in train. Over the next four years Bundanon will be endeavoring to secure further international relationships as a host organisation and to foster artist exchange.

Bundanon's knowledge and expertise in meeting the needs of artists, and others engaged in open-ended creative research, has been established over decades. The Trust is now utilizing its professional management capacity to work in partnership with other organisations to realise residency programs around the country. *Prelude*, a national network of composer houses, is the first of these off-site ventures. Launched in 2017, it will be managed by Bundanon Trust in partnership with the National Trust of Australia and the National Trust of WA, Australian Performing Rights Association (APRA), the Australia Council and the Peggy Glanville Hicks Trust. A new partnership is currently being developed with a university and a major State government museum to bring resident artists and scientists together in locations across remote Australia.

Section 5 - CAPABILITY

Corporate Plan 2018-2021

Bundanon Trust**5.3 Widening Our Reach**

Over the period of this Corporate Plan, Bundanon will revisit its public programs, renew its commitment to its regional arts development program Bundanon Local through support from *Catalyst*, and reshape its artists in residence program. New sustainable ways of engaging with the public, including international audiences, will be explored and modelled in the context of the Masterplan for Riversdale.

Bundanon's public programs have grown and developed over the past eight years to include music and performance events and celebrations of the arts and the environment, such as the annual *Siteworks* program.

These programs, which bring disciplines together and reflect upon place, have increased Bundanon's national reputation and built expectations about program delivery. The richness of the Bundanon Local program, now entering its sixth year, has seen thousands of Shoalhaven residents, including Indigenous, young, disabled and elderly people, benefit from Bundanon's creative arts leadership.

Bundanon will undertake audience evaluation locally and nationally and seek new partnerships for international exchange and explore destination-based tourism options for its unique, place-based, offerings.

5.4 Leading in Environmental Management and Education

Bundanon places caring for the environment at the centre of its mission and strives to become an organisation which supports innovative and responsible approaches to managing the land, provides a platform for primary research and shares land management information with specialists and the public.

Bundanon's renewed partnership with Landcare Australia (2016-18) will see a consolidation of the gains made through the *Landcare Living Landscape* environmental initiative. This continuing partnership with Landcare Australia and Local Land Services will be enhanced by new resources flowing to Bundanon from the Australian Government's Green Army (current program completes in December 2017). Through the remediation of degraded former agricultural land the project will continue to increase biodiversity and reconnect native habitat.

Over the past decade scientists – geologists, archeologists, zoologists, marine biologists, agronomists, environmental and human geographers - have joined artists in visiting the properties and sharing the knowledge gained at Bundanon with members of the public and school children, both on site and in forums nationally and internationally. Bundanon's annual *Field Day* and the collaborative *Siteworks* project offers a framework for this exploration and for public education and engagement.

6 RISK OVERSIGHT & MANAGEMENT

6.1 Guiding Documents

The work of the Trust is guided by a range of documents developed by the staff, ratified by the Board and regularly refreshed. The current suite of guiding documents appear on the Trust's website and are listed below.

- 6.1.1 Strategic Plan 2018-21
- 6.1.2 Total Asset Management Plan
- 6.1.3 Risk Management Plan
- 6.1.4 Masterplan for Riversdale
- 6.1.5 Land Management Plan
- 6.1.6 Collection Management Plan
- 6.1.7 Conservation Management Plan
- 6.1.8 Indigenous Heritage Management Plan
- 6.1.9 Reconciliation Action Plan
- 6.1.10 Disability Action Plan

These key plans are supported by policy and procedure documents which are available to all staff through the company's digital portal.

6.2 Risk Management

Risk Management is overseen by the Audit and Risk Committee chaired by David Willcocks, Partner, KPMG, who is responsible for risk management and control practices. Risk policies at Bundanon are implemented through the company's management structure and overseen by the Manager Corporate Services.

Bundanon Trust is committed to the management of risk to continue to protect its customers and stakeholders, employees and their skills, environment, quality of service, assets and intellectual property, contractual and statutory obligations, brand and reputation.

Risk management is a key part of improving our business. Our aim is to achieve best practice in controlling all the risks to which the business is exposed. To achieve this aim, risk management systems and standards have been created, maintained and are being continually improved. This involves risk identification and risk evaluation linked to practical and cost-effective risk treatment and control measures.

Risk Management is a core responsibility for all managers. Suitable risk management activities have been incorporated into our business planning, operations and the management of our contractors and service providers. The scope of these activities encompasses education and training in risk management for staff; conducting surveys for identifying and eliminating risks; helping to prioritise and schedule risk control improvements in each of the organisation's business units; reporting to the Bundanon executive on risk improvement and compliance. Our aim is to ensure that risk awareness and the effective management of risk is embedded into our working culture.

6.3 Board of Directors

The Trust's Board of Directors and its Chairman are appointed by the Minister for the Arts. The company's current directors are listed below.

Shane Simpson AM, Chairman,
Sydney, NSW

Helen Bauer Sydney,
NSW

Jennifer Bott, AO
Southern Highlands,
NSW

Tony Emery Shoalhaven,
NSW

Anne Flanagan Sydney,
NSW

James Ostrobrski
Melbourne, VIC

Mani Thiru Sydney,
NSW

Mark Tucker
Canberra. ACT

Professor Paul Wellings CBE Illawarra,
NSW

6.4 Donors, Partners and Collaborators

Bundanon's founding donors were Arthur and Yvonne Boyd. Dot and Fred Street made a significant contribution towards the building of the Boyd Education Centre and other early benefactors include Terry Fern, Kathy and Laurence Freedman, Alec & Helene Gonski, the Mordant family, Paul Ramsay and Hymie Sherman among others.

Addisons Lawyers
Architecture Foundation Australia
Create NSW
Australian Council for the Arts
Australian Decorative and Fine Art Society
Australian Government, Department of Communications and the Arts

**Section 6 - RISK OVERSIGHT
& MANAGEMENT**

Corporate Plan 2018-2021

Bundanon Trust

Australian Theatre for Young People
Berry Community Activity Centre
Borland Bequest
Carers NSW
Coolangatta Estate
Critical Path
East Nowra Neighbourhood Centre
Elton Consulting
Essential Employment and Training
French Embassy
Friends of the Brush Tailed Rock-Wallaby Green Army
Headspace, Nowra
Inspiring Australia
IRT Foundation
Jacobs Engineering
JBA Urban Planning Consultants
Kerstin Thompson Architects
Landcare Australia
Macquarie University
Manpower Australia
Nowra Local Aboriginal Land Council
NSW National Parks and Wildlife Services
NSW Department of Education and Communities
Peckish on the Park
Performance Space
Playwriting Australia
Price Waterhouse Coopers
Red Gate Gallery, Beijing
Shoalhaven Arts Centre
Shoalhaven Business Chamber
Shoalhaven City Council
Shoalhaven Literary Association
South East Local Land Services
Stuarts Coaches
Sydney Living Museums, Meroogal
Sydney Symphony Fellows
The Africa Centre
The Australian Ballet
The Australian Brandenburg Orchestra
The Disability Trust
The Red Room Company
The Song Company University of Western Sydney
University of Wollongong
Visual Arts and Design Educators Association
William Fletcher Foundation
YWCA Links to Learning

Section 6 - RISK OVERSIGHT & MANAGEMENT

Corporate Plan 2018-2021

Bundanon Trust

6.5 Organisation Structure

Bundanon Trust employs 44 people (23 FTE).

BUNDANON TRUST STAFF STRUCTURE

