

STRATEGIC PLAN
2026-2029

EXPERI MENTA

"Experimenta [is] a key player in the Australian and global ecosystem, where, over significant timeframes, the organisation has contributed in the pursuit of identifying, presenting and documenting artists and work at the forefront of technological advancements"

SEB CHAN
DIRECTOR & CEO, ACMI



Universal Everything, Infinity 2021. Video still. Now Or Never Art Trail 2023. Courtesy of the artist.



Theatre of Thunder, Berthing Place, Earthing Space, 2023. Now or Never Art Trail, 2023. Photo by Long Story Short.

Experimenta acknowledges the Traditional Owners of the land on which we meet, create and work, the Wurundjeri Woi-wurrong and Bunurong Peoples of the Kulin Nation, and pay our respects to Elders past and present. We recognise that sovereignty was never ceded and this land always was and always will be Aboriginal and Torres Strait Islander land.

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EXPERIMENTA

STRATEGIC PLANNING PROCESS

The following document has been produced through a series of strategic workshops with the Board and Director as a leadership team. The Board and Management have met regularly to clarify and confirm our strategic vision, values, frameworks, viability and plan accordingly.

.We have surveyed staff and stakeholders, and developed budgets, timelines and detailed KPIs as tools to manage the implementation of our vision, brand strategy and 4-year strategic plan. We have ensured we can mitigate against any risks that prevent us from achieving our strategic vision and associated goals. We build on the work done in our 2023 Strategy to deliver our refreshed position and objectives.



*Scripture for a Smokescreen, episode 3: The Invisible Hand, by Amrita Hepi, 2025.
An Experimenta Commission. Part of Experimenta Emergence. Photo by Warwick Gow.*

Reimagining the human experience



Universal Everything, Infinity. Now or Never Art Trail, Now or Never Festival, City of Melbourne, 2023. Photo by Long Story Short.

"As an organisation with a global reputation in delivering high quality and curated programming at the nexus of art, science and technology, we wanted to engage with [Experimenta's] proven experience in curating inspiring content in accessible ways"

ELISE PEYRONNET - ARTISTIC DIRECTOR,
NOW OR NEVER FESTIVAL - CITY OF MELBOURNE

ABOUT EXPERIMENTA

Experimenta's vision is a world where art and technology shape the way we explore new thinking. We believe that our exploration today builds knowledge for our future and embeds creativity at the inception of the thinking process. Our unique offer removes boundaries between art and technology, creating pathways for collaboration, audience engagement and artist development.

In the age of technological acceleration, Experimenta's role is vital to our understanding of what it is to be human, encouraging exploration of contemporary issues through visual arts engagement. Since our inception in Melbourne in 1986, Experimenta has fostered inspiration and pushed boundaries.

Experimenta has a global reputation for high-quality curated programming. We commission new work from some of the world's most adventurous contemporary artists working on the periphery of convention and make these technologically complex and inspirational works accessible for metropolitan and regional audiences Australia-wide. We function as an incubator to launch careers and nurture Australian artists.

As a Melbourne based arts organisation, our ambitious agenda for the future focuses on a rebalancing of metropolitan engagement, after the significant disruptions created by COVID that saw us deploy exhibitions interstate and regionally. We will deliver benefits for Victorians through activating city locations, suburban spaces and working with partners in regional Victoria. Our ability to deliver curated packages and commissions will see us achieve a higher presence with regular and visible public programming activations, dialogue and the unexpected. Our signature exhibition programs will continue to engage and inspire audiences through thematic journeys and context in public programming.

We will continue to fearlessly support ambitious and complex projects and offer audiences multiple entry points to access and experience these. Building on our proven exhibitions distinction, we are expanding engagement further through our Experimenta Social platform with talks and online content in the public domain and our curatorial commissions and packages for festivals.

As a trusted partner, we amplify our sector leadership role to build communities through mentorship and industry engagement. Experimenta has cultivated our role as a sector leader, nurturer and developer. Our convening power allows us to undertake sector-strengthening activities and demonstrate values and models for sustainable art and organisational practice.

Experimenta's value proposition is two-fold. We operate to at once to define and enable our creative sector whilst nurturing the artists and audiences of the future. Secondly, our unique offer engages broad audiences in the big ideas of our times, with experiences of art and technology inspiring new ways of thinking. We champion art, fostering social and cultural dialogue and advancement.

We support truth telling and Treaty, and embed First Nations voice into our organisation. We work and learn, building deep relationships and connection. Our Reconciliation Action Plan reflects our commitment to self determination for First Nations people. We are deeply honoured to sustain and grow an organisation that addresses cultural equity and demonstrates articulated goals and actions towards reconciliation.

Shaping creative possibilities through art and technology

We believe that our exploration through art and technology today, allows us to reimagine the human experience and builds knowledge for tomorrow. It embeds creativity at the inception of the thinking process.



*Hochschuh & Donovan, Plasticity of Mirrors, 2025. An Experimenta Commission.
Part of Experimenta Emergence.. Photo by Warwick Gow.*

OUR VISION

A better tomorrow.

Let's build a better world where the fusion of art and technology inspire new ways thinking.



OUR MISSION

To champion creative possibilities by empowering artists to fearlessly experiment with technology, inspiring audience perspectives and unearthing emerging art forms.



*Planet (2019) by Laura Woodward. Experimenta Life Forms
Photo credit: Remi Chauvin*

OUR VALUES

Our values underpin all our goals and activities, including commissioning, exhibiting, touring, programming, partnerships, funding, curation, producing, staffing and relationships.



DISRUPTION

We value the disruptive power of experimental art practice to unearth new possibilities. We believe in the strength art has to shift perspectives and generate new ways of seeing and being in the world. When we support artists in experimental art practices with technology, we inspire audiences to embrace new possibilities.



NURTURE

To establish supportive and generous relationships with our artists, arts practitioners, partners, funders, and audiences, through listening, nurturing, and sharing knowledge.



MUTUALITY

We welcome open, respectful dialogue, diversity, and the richness of challenging viewpoints. We embrace a culture that invites collaboration and evolves sustainably with shared outcomes. A shared benefit is a mutual benefit and mutual benefits endure.



CURIOSITY

To challenge assumptions, back courageous experimentation and be unwavering in our exploration of new practice.

SECTOR ANALYSIS

As the new technologies of the fourth industrial revolution infiltrate every aspect of contemporary life, experimental artists are responding by embracing the creative potential of these technologies in their practice. They interrogate the issues that may arise for society as technologies are adopted, and in turn, impact, the ways in which we live in and engage with our world. For an organisation that operates at the nexus of art and technology, the rapid pace of these changes demands a continual and nuanced assessment of its purpose and contribution for audiences, artists, collaborators and partners.

New and emergent technologies allow audiences to experience unique forms of expression and diverse perspectives. Audience expectations for cultural experiences have shifted, too, expanding beyond the viewing experiences within institutions and galleries. Our identified audiences desire cultural experiences that are interactive, experiential, participatory, and facilitate individual contributions. Core audiences are artists and the general public, identified in Australia Council's Culture Segments Australia (2017) as Essence cultural consumers, and Expression, Release and Stimulation segments, who seek innovative, thought-provoking experiences.

Experimenta's programming provides artistic outcomes that are naturally attuned to exploring the concerns of our times: experimental artists play an important role in questioning political, social, economic and environmental issues, through pioneering new art forms and expanding existing ones. Our offering is differentiated by an audience-centric operating model which understands and meets these audience expectations, optimising real impact from our operational and curatorial strategies and resulting activities.

Experimenta is proud to play a significant role in Australia's small but vibrant and expanding experimental arts sector. Building upon our strong history and ever-expanding expertise, Experimenta looks to this sector, not as fiscal and profile competitors, but as contributors to a powerful ecology of shared concerns, interests, and expertise. Our sector analysis demonstrates our unique positioning as a sector leader and highlights the shared challenges and constraints we can help lead on, from programming to secure staffing and development, resource constraints and best practice.

Like many organisations, Experimenta felt the full impacts of the COVID pandemic, as they related to operating impacts, such as increasing costs and the availability of resources, affecting our staffing, supplier relationships, planned programs and outcomes. Our nimble staffing model which drives programming development, is underpinned by Experimenta's Values Framework – an essential piece of our operating infrastructure. Our values of Mutuality (how we collaborate with mutual, positive outcomes), Nurture, Curiosity, and Disrupt are at the core of how we organise, operate and activate, and will enhance our agility and resiliency to deal with any future uncertainties.

We have worked closely with our nationally located presenting partners over the last 24 months to assess the value of Experimenta programming and engagements. We developed a deeper understanding of their future aspirations relevant to their local operating models, creative community and audiences. This process has established and validated a clear, current demand that we will further develop to support and nurture Australia's metropolitan and regional creative economy.

*Michaela Gleave, A Galaxy of Suns, 2016. Produced in association with Experimenta
Launched in association with Dark Mofo Tasmania,*



Experimenta Social #48: The Future of Art? Bianca Durrant with Jonny Scholes, David Throsby AO, Angharad Wynne-Jones, 2025. Held at ACMI, Melbourne



NATIONAL REACH



“Without Experimenta, our audiences would miss out on exciting opportunities such as this to engage with contemporary art at the cutting-edge, and more importantly, to engage with the critical issues that artworks of this nature address regarding technological advancements in our society and our understanding of how they impact our everyday lives.”

SUSI MUDDIMAN OAM, DIRECTOR TWEED REGIONAL GALLERY

“Something for everyone. We were a family of 3 generations from 6 months to 53 years and we all enjoyed it!”

“The divergent ideas generated by each artist made this a standout exhibition”

“This experience was amazing and easy to relate to.”

“Very well executed.”

“Thank you for putting together a world-class exhibition. Fantastic and thought-provoking!”

“Those exhibits expanded your thinking on the way the world works”

AUDIENCE FEEDBACK, EXPERIMENTA LIFE FORMS EXHIBITION (2022/23)



Robot Swarm Toothbrush Workshop for Children, Noosa Regional Gallery, 2025. Part of Experimenta Emergence.



Curator tour, Experimenta Life Forms, Western Plains Cultural Centre Dubbo (2022). Courtesy of Western Plains Cultural Centre.

ACTIVITIES

COMMISSIONING + PRESENTING THE EXTRAORDINARY

Experimenta pursues commission-based investments to generate ambitious new work by significant and emergent practitioners. We identify talent to nurture through rigorous curatorial selection processes and provide access to our curatorial, technical and marketing expertise. We incubate curiosity and champion experimentation, enable artists to fearlessly take risks, collaborate with like-minded provocateurs, and create experimental art that disrupts and inspires new perspectives.

Since 2003, Experimenta has commissioned more than 68 artists to develop and exhibit new installations, performances, sound and video work. Commissions have included Matthew Sleeth's *A Drone Opera*, first presented as a contemporary opera and then reimaged as an installation and short film. As Australia's first artwork to explore the social and cultural impact of drone technologies (Arts House 2015, Sydney Film Festival 2019, Carriageworks), Experimenta proves that we are ahead of the game with our ability to present work at the forefront of technology and facilitate social dialogue around it.

Since 2002 Experimenta has also presented the work of Australian artists at international venues and festivals, including the Foundation for Art and Technology (FACT) (UK), Sendai Mediatheque (Japan), the International Symposium for Electronic Arts (ISEA), Multimedia Art Asia Pacific (MAAP), the European Media Artists in Residence Exchange (EMARE), and Media City Seoul (Korea).

NATIONAL AND REGIONAL TOURING

Experimenta plays a vital role in supporting a national uptake of media arts, through curation of significant exhibitions, and high levels of engagement with these.

Experimenta is Melbourne based, yet has served national audiences since its inception. Since 2003, Experimenta exhibitions have been to 46 galleries (66% regional), and exemplified national reach, engaging over 1.5 million people Australia-wide. Our nine major exhibition cycles have presented 215 artworks and commissioned 46 new works.

Our exhibitions model has supported many contemporary Australian artists at pivotal stages of their careers, including Patricia Piccinini, Shaun Gladwell, SODA_JERK and Judy Watson, whilst introducing significant international artists to Australian audiences - often for the first time - including teamLab, AES+F, Marina Abramovic, amongst many more.

Meeting the disruptions of COVID-19 over the last five years, Experimenta has successfully delivered major exhibitions *Experimenta Make Sense* and *Experimenta Life Forms*, alongside developing *Experimenta Emergence*, which has now launched in 2025.

Our exhibitions regularly attract record-breaking audiences at regional venues, and our public programming enables presenters to build capacity, increase audience engagement and achieve longer-term outcomes.



Stasis, by Kenneth Lambert. 2023. HORIZON Festival, Sunshine Coast 2025.

Photo by Warwick Gow.

"The commission enabled me to sustain a deep and intricately involved focus throughout the development of the work, which really benefited the work as it was technically complex and layered to realise, and it was very significant to me personally as it included working with my own surgically excised hip bone material."

DR HELEN PYNOR,
EXPERIMENTA LIFE FORMS –
COMMISSIONED ARTIST,
'HABITATION



CURATED PROGRAMMING, TALKS + EVENTS

Experimenta's public outcomes include curated programming, site-specific interventions, performances, talks, workshops, education projects and international exchanges alongside our exhibitions. Together, these programs have supported hundreds of Australian artists experimenting with form and pushing their practice into new areas while inspiring an ever-growing list of new audiences.

Recently, Experimenta have partnered with Now or Never festival, City of Melbourne to present commissioned curations and audience engagements. This has included the Now or Never Art Trail, a large-scale public art exhibition showcasing including four new Australian commissions in 2023, the presentation of Peter Thiedeke's TWIFSY (The world is fine, save yourself) in 2024 alongside a public talks program, and hosting the In Conversation talks series with Boris Acket and Corey Schneider for their work EINDER, presented at the Melbourne Town Hall in 2025.

In 2025 we commenced a long term partnership with Sunshine Coast Council and presented three curated works in the HORIZON Festival, activating civic spaces and engaging broad audiences in dialogue around technology, ideas and social themes.

Our flexible operating model, adaptable core team, and having no fixed site, enables us to be responsive across projects, partners and programming, taking art into the world.

Experimenta gives audiences direct access to some of Australia's most adventurous contemporary artists through talks, demonstrations and workshops throughout the year. A key feature of this program is Experimenta Social, a series fostering critical discourse enabling audiences to gain insights into the creative process of producing artworks, share dialogue around critical issues facing society, and to meet and connect with artists, technologists and collaborators.

DEVELOPING ARTISTS WITH EXTRAORDINARY OPPORTUNITIES

Experimenta fosters the development of creative practitioners, providing mentorship and developmental process, and creating opportunities through this and flagship presentations that have the capacity to alter career trajectories.

In 2025 we have launched our inaugural Artist Residency Program in partnership with The Academy for Theatre and Digitality, Dortmund, Germany and Ars Electronica, Linz, Austria. Each year, an Australian artist will benefit from a two month supported residency program at the Academy, surrounded by purpose built technology and skilled staff, with a presentation development with Ars Electronica in the same year.



Welcome to Country by Lyndon Davis on Kabi Kabi Country, with Auslan interpreter Amanda Lyon. Experimenta Emergence exhibition opening, Noosa Regional Gallery, 2025

“The Experimenta Life Forms commission of our work ‘You, Me, Things’ was a pivotal opportunity for our artistic practice, launching our collective YomeciPlay and establishing new engagements with audiences and communities through connected workshops, activities and artist presentations.”

DR MATTHEW RILEY, EXPERIMENTA LIFE FORMS
– COMMISSIONED ARTIST, ‘YOU, ME THINGS’

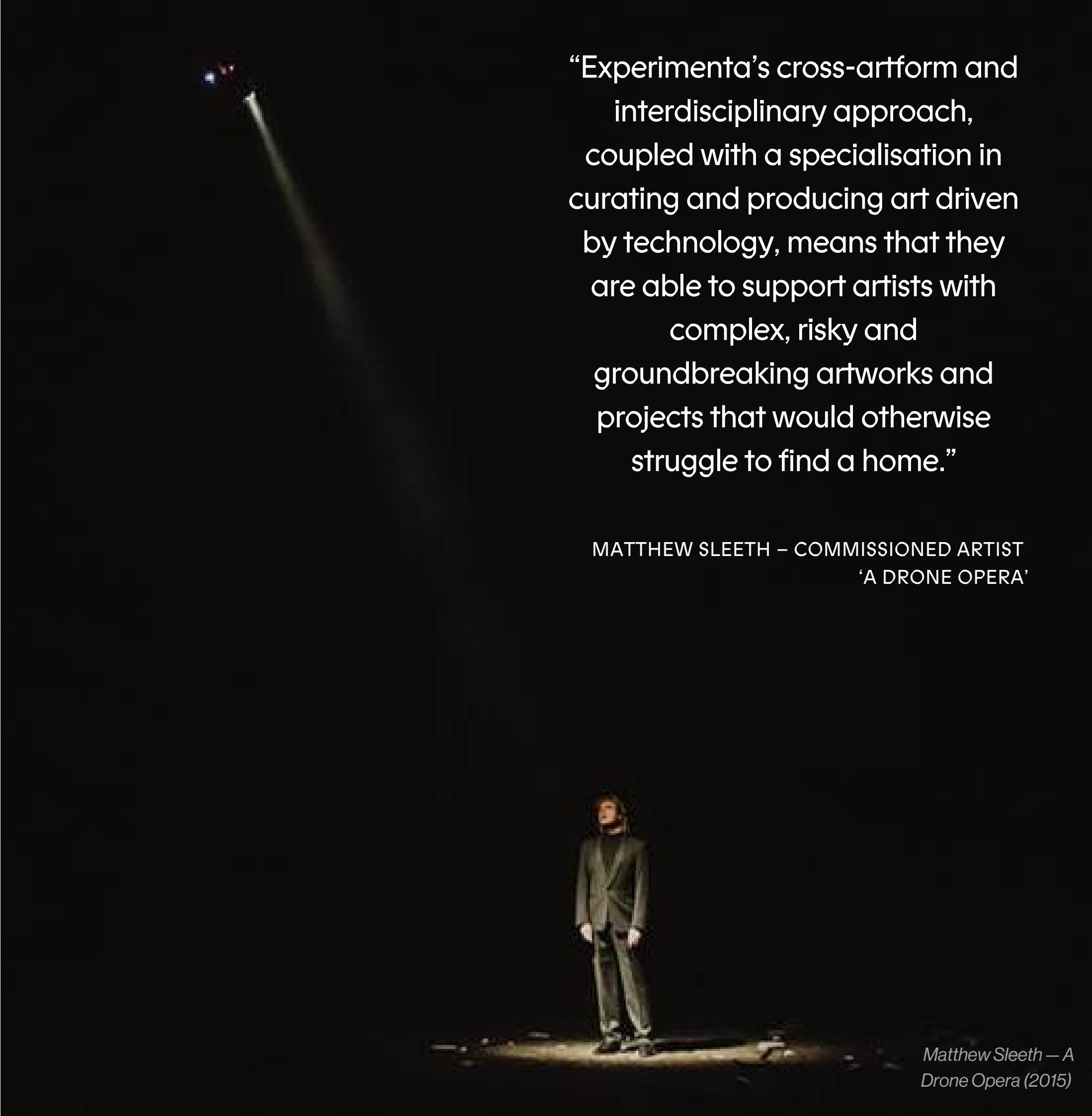
SECTOR CONTRIBUTION + ADVOCACY

As a leader in the sector, we continuously seek new avenues to contribute, build, advocate and support our sector. Under the leadership of Director, Bianca Durrant, Experimenta will address accessibility specific to experimental arts practices, in both creation and presentation. Bringing lived experience and a commitment to collaborative and co-designed solutions, Experimenta will interrogate its internal and external processes to ensure improved and multiple entry points to experience experimental art.

In 2025, Experimenta is providing consultation into the NETS development of the National Standards for Exhibition Touring. As leaders in exhibitions of complex and experimental work, we have developed resources, tested processes and deployed skills development across the nation into regional galleries and venues, increasing capability and capacity. We are proud to continue to proliferate these learnings into policy settings and sector resources.

Experimenta contributes to the development of new knowledge as an industry partner on major university research initiatives, 'Archiving Australian media art: towards a method and national collection' (2020-2023), joining RMIT, Flinders University, Swinburne University, ACMI, and others to address the urgent potential loss of a generation of media arts practice through conservation strategies specially designed for digital artistic content.

Experimenta continues to provide mentorships and development of people, running an Internship program linked to our tertiary partners. In 2023 we hosted Mac Andre Arboleda as part of Australian Council's International Leadership Program – Arts and Future Leaders, and we continue to support emerging artists who are experimenting with presentation models, challenging audience expectation and innovating with technology.



“Experimenta’s cross-artform and interdisciplinary approach, coupled with a specialisation in curating and producing art driven by technology, means that they are able to support artists with complex, risky and groundbreaking artworks and projects that would otherwise struggle to find a home.”

MATTHEW SLEETH – COMMISSIONED ARTIST
‘A DRONE OPERA’

*Matthew Sleeth – A
Drone Opera (2015)*

EXPERIMENTA

2026-2029

STRATEGIC PRIORITIES

Experimenta's strategic vision for 2026 – 2029 establishes our direct and ambitious agenda to lead the sector with inclusive accessible practices, as we deliver world-class contemporary art driven by technology.

We will generate accessibility frameworks and resources, removing the barriers for creating and experiencing experimental arts.

We will challenge institutionalised curation, with an inclusive curatorial framework that gives agency to curatorial practice for underrepresented and marginalised voices.

We will deliver benefits to Victorian metropolitan audiences, after the impacts of COVID saw us deliver outside the state. We will apply our deep regional place-making skills across regional Victoria, and continue to co-design to form meaningful regional partnerships.

We will continue to diversify our funding streams through strategic partnerships and alliances that support us to achieve our mission.

“Curating is about trust...
...as a model of practice.
Experimenta has that
trust because we present
work with consideration,
context and a high
professional standard”
[on working with Vernon
Ah Kee]

LUBI THOMAS,
CURATOR, EXPERIMENTA

act as known, Vernon Ah Kee, 2025. HORIZON Festival, Sunshine Coast, 2025.

Photo by Warwick Gow.

1. RADICAL ACCESS

Experimenta produces and presents complex knowledge and ideas through art and technology. We are passionate about increasing participation with experimental practices, for all audiences. Removing barriers and providing multiple entry points for audience engagement is core to this.

We strive to provide unique opportunities for audiences to create and experience a mix of interactive, reactive, contemplative and deeply immersive artworks and experiences that explore and challenge how we think, feel and experience the world. We are also accountable to the complexities of these works and the cognitive and sensory load they entail. We work within the social model of disability, and aim to remove barriers to allow for participation for all.

We will demonstrate the ability for access and multiple points of entry to art that disrupts and reimagines the future as a tool for navigating our rapidly changing world. We will ensure that these experiences and opportunities are accessible to all: people living with disability, neurodiversity, blindness or low vision, older and younger people including children, and people with financial barriers to participation.

What we will do:

- Embed access principles into curation and producing through representation and process
- Take action informed by consultation with communities and stakeholders, alongside embedded staff with lived experience
- Partner with leaders in the disability sector including Accessible Arts and The Newmarket Collective
- Provide multiple points of access for artworks and programming experiences as a standard mechanism (transcription, audio guides, Auslan interpreters, sensory vests, captioning, access widgets, large print versions)
- Lead creative technology-driven solutions as we increase our adoption of assistance technologies across online and face to face programming and communications
- Meet initial KPIs for staff training to embed capabilities in accessible exhibition design, invisible disability and workplace adjustments
- Measure the retainment of our access practices with partner venues at 6 and 12 month intervals after Experimenta projects, to validate impact and retainment of access initiatives and reach of sector development

2. DE-INSTITUTIONALISED CURATION

Experimenta challenges assumptions, backs courageous experimentation and is unwavering in exploring new practice. We see curation as a practice and a platform, and in line with our values, we will empower and amplify a multiplicity of curatorial voices.

We seek to de-institutionalise the curatorial function of Experimenta, creating a Curatorial Commons that engages individuals from a diversity of backgrounds and emergent practices. We seek to disrupt pathways of privilege and use experimental formats to enter into a dialogic practice of curation amongst a reciprocal team.

Experimenta will create a developmental, critically informed and culturally safe space to support curatorial projects and career progression, and demonstrate alternate models to the sector. The amplification of underrepresented and marginalised voices is imperative to our generation of a shared understanding of our futures.

What we will do:

- Establish a Curatorial Commons, expanding our curatorial team to ensure a multiplicity of voices across lenses including gender, culture, class, location/region and age
- Meet initial KPIs to include representation of First Nations, youth/younger persons, refugee and relocated persons, living with disability, regional, LGBTQIA+ voices in the Commons
- Provide mentorship, training and support to develop curatorial practice for our Commons and external emerging curatorial voices
- Expand our process of curation to increase transparency and contribute to experimental models of curation for the field, firstly through increasing open calls and opportunities for reciprocal dialogue



3. THE METROPOLITAN TURN

Experimenta is a leader, nurturer and developer in a diverse and expanding sector. Over nearly four decades, we have commissioned and presented works of scale and technical complexity. The benefits to regions, arts audiences and arts infrastructure have been immense.

Through a focus on successful regional development refined across a decade, we have validated our methods of creating meaningful exchange and place-making for audiences. In the recovery from COVID, we will now redeploy these skills to metropolitan sites, unlocking ourselves from traditional gallery sites, and applying the skills we have refined in regional festivals, civic activations and creative exchange.

This way of working is aligned to our new Curatorial Commons, whose remit seeks to disrupt institutionalised presentation and engagement modes for contemporary practice. We are excited to engage and platform experimental and media arts, and continue to lead with innovation and curiosity.

What we will do:

- Expand metropolitan programming outcomes for audiences with Melbourne based activities and servicing regional Victoria
- Deliver our 40 Year Anniversary program in Melbourne and regional Victoria, exemplifying the Experimenta brand of contemporary art that interrogates the most critical questions of our times
- Deliver our Experimenta Emergence 2027 Victorian program at two major regional galleries in Victoria, and in Melbourne as a festival format of multiple events, activations and engagements both within and outside of traditional gallery spaces
- Establish a new series of presentation formats, events and artistic development outside the traditional exhibition format, reaching broader audiences more regularly and through multiple access points whilst maximising the reach of our financial investments

VALUES:

MUTUALITY 

NURTURE 

CURIOSITY 

4. SUSTAINABLE GROWTH

Experimenta is committed to developing operational frameworks and organisational models that sustainably ensure our growth, development, and impact.

Our Values Framework underpins our strategic direction. This Framework is scaffolded by an ambitious multiplatform funding plan and flexible responsive staffing strategy.

Our model supports us to operate with clearly defined aspirations, impacts and goals. It provides for a phased expansion of programming delivery types, which are the backbone of achieving a more sustainable, diversified income portfolio.

Our staff are supported by structured policies, wellbeing initiatives, with a staffing structure designed to support growth, flexibility and advancement.

What we will do:

- Pursue diversification of funding through our ability to provide packaged curation and sector development to metropolitan and regional organisations
- Achieve ethical and sustainable growth, ensuring diversity and inclusion in our leadership and policies and by supporting and empowering our team
- Maintain our staffing model that can respond to project needs and volatility with agility, and supports a diversity of voices, skills and knowledge nationally across our programs
- Nurture our staff and talent with wellbeing and support mechanisms that respond to an environment of time-based, high-stake and high-quality program deliverables

VALUES:

MUTUALITY 

NURTURE 

DISRUPTION 



Peter Thiedeke, TWIFSY (The world is fine, save yourself), 2024
Now or Never Festival, City of Melbourne, 2024. Image courtesy the artist.

We will lead with care, respect and transparency



EXPERIMENTA



10 MICROPHONES CREATIVE EOI

PROGRAM FOCUS

Curatorial Commons Activation

Experimenta's new initiative, Curatorial Commons, is an experimental format and inclusive curatorial team, able to reflexively devise, create and respond through curatorial practice. In breaking down established protocols of who holds voice and how curatorial agency is used as a process, the Commons will commence presentations in 2026 with a range of Open Calls, Pop Up events/ activations and programming across Melbourne and regional Victoria designed to open up dialogue between artist, audience and institution. The Commons embeds a First Nations Curatorial role.

The Commons team will also engage with our tertiary partners to platform new models of curation into tertiary teaching and pedagogy, with the University of Melbourne, RMIT and UTS, Sydney.

10 Microphones EOI

To explore agency of voice in both curatorial voice (Curatorial Commons) and artistic voice that we present, in our 40th anniversary year, we will interrogate both new and old technologies for their relevance today: 10 Microphones is an open call format that asks creative practitioners or teams to respond to a scenario: You have 10 microphones in a tech rider, what do you want to do/say/make/ amplify/address? The microphones are handheld, portable amplification devices, also commonly used to address accessibility needs.

Responding artists will be supported to develop and present works, with the format designed to allow for immediate deployment to civic and art spaces for audience engagements, with low overheads.

Experimenta continues to lead the development of work that is driven by technology, and explore what curatorial practice in experimental fields can look like. 10 Microphones will examine voice, agency, technology and process in a provocative and playful way.

Vibro-Haptic Sensory Vests

Through our partnership with The Newmarket Collective, we will present interactive and sensory experiences of experimental works, for audiences of varying levels of ability and neurodiversity. Our ambition is to learn how the latest technology provides accessible experiences and then purchase technology to enable further multi-access points for Experimenta presentations.

Experimenta National Touring

We continue to deliver impact and sector development through our national reach and regional outcomes, including our VISIONS of Australia supported Experimenta exhibitions program. We co-develop programming working closely with venues and audiences, to deliver meaningful place-making and cultural tourism.

Experimenta Emergence, our ninth exhibition cycle, launched in 2025, at Noosa Regional Gallery, and will tour nationally for three years, platforming the work of 17 artists including five new Australian Commissions. Experimenta Emergence is a significant exhibition that has already garnered exceptional engagement and positive feedback.

Experimenta Emergence in Victoria 2027

In 2027, the Experimenta Emergence exhibition will visit two regional Victorian galleries and be deployed in Melbourne as a festival model, with multiple sites, activations and public programs. The themes of the exhibition ask audiences to engage with our speculative futures, and works traverse critical social issues including climate change, data protection, human-machine relationships and surveillance.

Through public programming, Experimenta Emergence will provide a rich and contextualising format with multiple entry points for audiences to engage with the artists, works and themes of the show.



The Newmarket Collective, Fitting Vibro-Hapti Sensory Vests at the Beaker Street Festival, Hobart 20205.

PROGRAM FOCUS

40th Anniversary Year in 2026

Experimenta was established in Melbourne in 1986 through the collective efforts of artists working with new technologies including video and screen. In 2026 we reach a milestone and recognise the commitment of our leaders and teams, artist alumni, partners and audiences who have ensured that experimental and technology driven work continues to proliferate.

Melbourne loves Experimenta. To celebrate our 40th, Experimenta will launch a Melbourne and Victorian regions multi-pronged program of experimental activations and public programming, re-igniting audiences and stakeholders who missed our presence during COVID impacts, and who remain our strongest supporters. We will show up in City Halls in the regions, and in laneways in the inner city of Melbourne, with contemporary work and critical dialogue. Our 2025 Giving Day for the Arts fundraising campaign and EOI for new work will generate interest and anticipation.

Curatorial Packages and Partnerships

Leveraging our trusted brand and internal capability we have been successful in providing curatorial packages for festivals and activations, outside the traditional gallery model. This framework offers unique, inclusive public programming to corporate partners, councils and private entities, whilst expanding our reach and income diversification.

Experimenta has over 20 years of experience presenting technologically complex artworks and ideas in engaging and inclusive curatorial formats to broad audiences. With this knowledge we will extend our curated programs to new audiences beyond the Gallery context. Examples include the Now or Never Art Trail for City of Melbourne, 2023, TWFSY for Now or Never 2024, In Conversation hosting in Now or Never 2025, and curation within HORIZON festival 2025, Sunshine Coast Council.

Experimenta Social

Experimenta Social was founded in 2016, bringing together audiences for debate and discussion on contemporary art, social research, and electronic art. This program is critical to our organisation's national identity. It connects artists and audiences across different boundaries and supports experimentation and curiosity.

We have expanded these conversations and their reach since 2023 with our partnership at ACMI X, presenting Experimenta Socials in the heart of the arts precinct in Melbourne at Federation Square.

The model has established us as a leading convenor and facilitator of dialogue around critical matters. We bring artists, technologists, academics and social theorists together to bring an entire new generation of audiences into conversation with art, technology and society. By the end of 2025, we will have delivered 50 Socials. We will continue to deliver our Experimenta Social, expanding access for events through transcription, online resources and multiple formats.

“Experimenta continues to strive to make these kinds of works and ideas accessible and interesting to a wider public... and to showcase artists who help us make sense of what is an increasingly fragile and chaotic world”

LISA GYE, REAL TIME



Kate Geck and Lubi Thomas speaking at Experimenta Social #47: More Than Human, 2024. ACMI, Melbourne. Photo by Hannah Conn.

PROGRAMMING CYCLE



PROGRAMMING DELIVERED IN VICTORIA



CURATED CONTENT VICTORIA:
FESTIVALS, CIVIC ACTIVATIONS



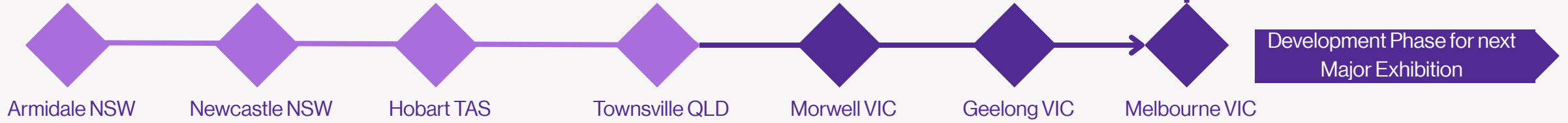
CURATED CONTENT AUSTRALIA:
FESTIVALS, CIVIC ACTIVATIONS



40TH ANNIVERSARY CURATED
PROGRAMMING 2026



MAJOR EXHIBITION PROGRAM:
EXPERIMENTA EMERGENCE



EXPERIMENTA SOCIAL TALKS
PROGRAM



CURATORIAL COMMONS
DEVELOPMENT



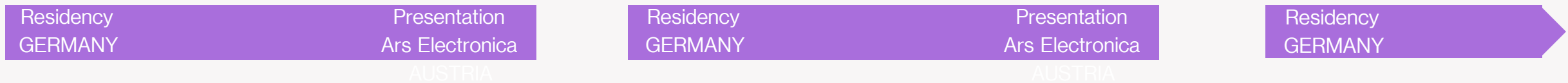
CREATIVE TECHNOLOGY
DEVELOPMENT



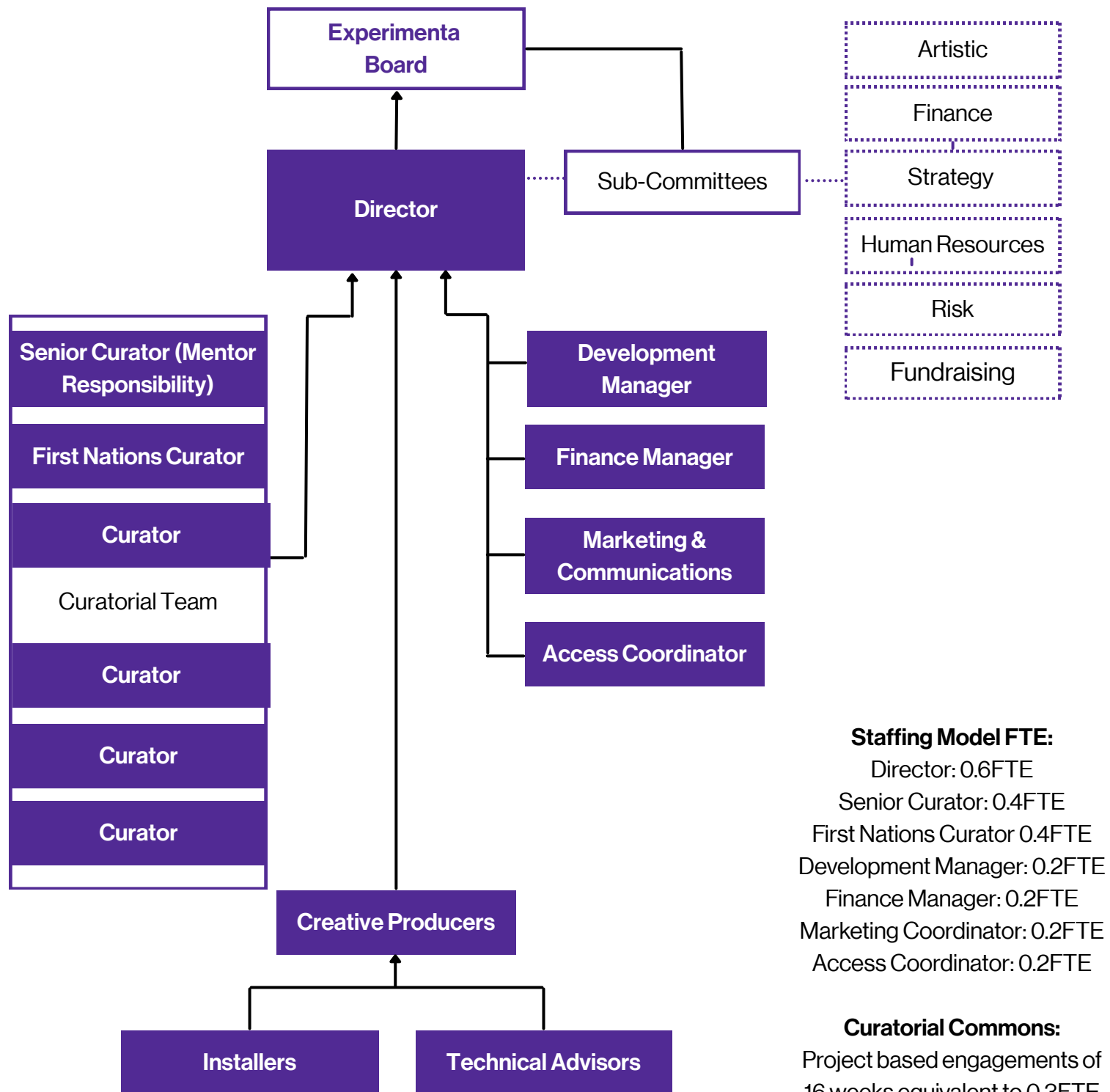
INTERNSHIPS PROGRAM
PLACEMENTS



INTERNATIONAL RESIDENCY
PROGRAM W/ACADEMY FOR
THEATRE + DIGITALITY / ARS
ELECTRONICA



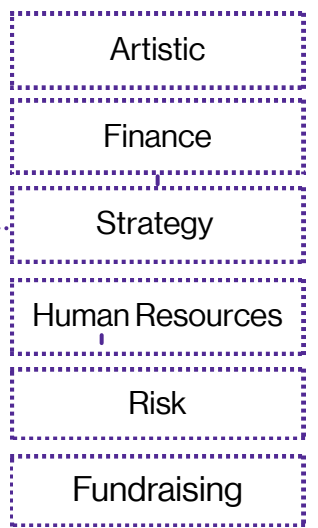
STAFF STRUCTURE, GOVERNANCE + BOARD



Staffing Model FTE:
 Director: 0.6FTE
 Senior Curator: 0.4FTE
 First Nations Curator: 0.4FTE
 Development Manager: 0.2FTE
 Finance Manager: 0.2FTE
 Marketing Coordinator: 0.2FTE
 Access Coordinator: 0.2FTE

Curatorial Commons:
 Project based engagements of 16 weeks equivalent to 0.3FTE each instance

Expanding Workforce:
 Creative Producer/Technical Install and Advisors: Project specific relevant to project income



Operating Model and Organisation Chart
 Experimenta's success is achieved through building a team with knowledge and technical expertise. Our operating model allows us to remain at the forefront of facilitating artistic ground-breaking technical production that allows our audiences to 'see the future'.

During and after COVID, Experimenta Board and leadership have revised strategy and operating models allow us to operate amongst uncertainty. As an organisation, Experimenta can expand, generate meaningful impact, engage new audiences and drive growth in the sector.

Experimenta has a refreshed, ambitious strategy, skilled Board, and effective staff. Our current Board comprises seasoned experts with expertise in fundraising, entrepreneurship, strategy, marketing, corporate governance, and arts. They bring both breadth and depth of knowledge, ensuring effective governance and representation. With our evolution into public art and commercial projects, we aim to secure additional members qualified in development, law and risk on our Board to support and manage future directions.

Our Board operates collaboratively and deploys specific strengths and skills through a Sub-Committee structure. This activates both regular governance activity, with Board meetings every two months throughout the year and supports the development of focused work to deliver targeted outcomes and initiatives. Sub-Committees meet as required. Our robust meeting schedule, Sub-Committees structures and Annual Planning Days effectively allow for continual assessment of the sector and risks and monitoring performance against KPIs while supporting legacy management and board replenishment planning.

Managing Director Bianca Durrant is a creative management specialist with 25 experience in the arts sector, leading small to medium arts organisations, delivering strategy and outcomes. The Managing Director reports to the Board and is engaged in several Sub-Committees.

Our core team afford Experimenta agility and responsiveness ensuring we can engage and leverage immediate opportunities. Our staffing model expands project teams based on activity levels and is fiscally responsible. Further, it creates opportunities to grow our artistic outcomes, creating new employment opportunities for high-quality talent, such as curators and producers matched to specific projects. Whilst maintaining specific skills to deliver our signature public programming, such as exhibitions, tours and public activations, this model also allows us to continue to augment our team and embed new skills and capabilities as technology and artistic creation change over time.

Curatorial Commons
 Experimenta has built a global brand around our high quality curation of experimental art. From late 2025, we will establish our Curatorial Commons to engage, nurture and platform a diverse curatorial team. Roles in the Commons are project specific, with time for development and peer dialogue. The Senior Curator role, currently held by Lubi Thomas, provides mentoring to the Commons. Not a committee, the Commons aims to de-institutionalise the curatorial model, and validate experimental and communal models of dialogue, learning and reciprocity - amongst the Commons and with artists we work with. Commons curators will work on projects in teams with a multiplicity of voices to deliver curatorial practice.

EXPERIMENTA BOARD OF DIRECTORS

Chair	John Merakovsky 3 years <i>Elected to Board 2022</i> <i>Elected to Chair 2022</i>
Vice Chair & Secretary	Emma Parker 13 years <i>Elected to Board 2012</i> <i>Elected to Secretary 2014</i> <i>Elected to Vice Chair 2018</i>
Treasurer	Johanna Platt 2 years <i>Elected to Board 2023</i> <i>Elected to Treasurer 2023</i>
Director	Emma McRae 9 years <i>Elected to Board 2016; Stepping down 2025</i>
Director	Daniel Crooks 10 years <i>Elected to Board 2015</i>
Director	Kelly Gellatly 3 years <i>Elected to Board 2022</i>

SUB-COMMITTEES

Finance Committee

John Merakovsky
Johanna Platt

Strategy Committee

John Merakovsky
Emma Parker
Kelly Gellatly
Bianca Durrant

Human Resources Committee

Emma Parker
Bianca Durrant

Risk Committee

John Merakovsky
Emma Parker

Artistic Advisory Committee

Daniel Crooks
Kelly Gellatly
Bianca Durrant

Fundraising Committee

John Merakovsky
Kelly Gellatly
Bianca Durrant

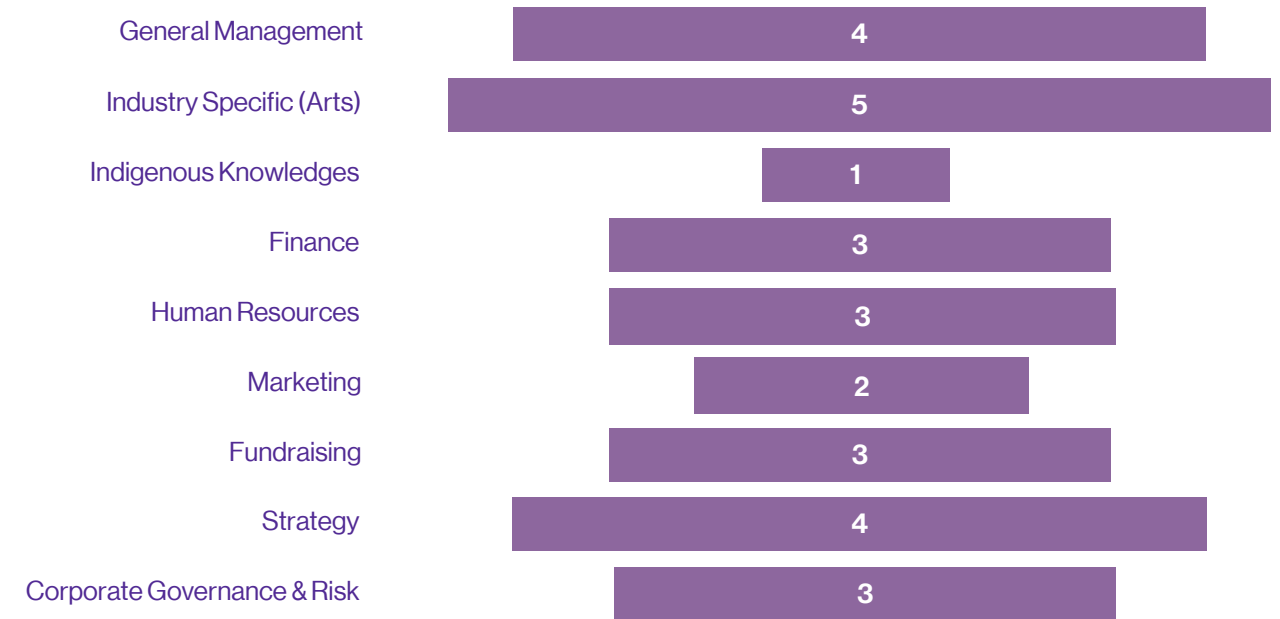
EXPERIMENTA STAFF

Director	Bianca Durrant
Senior Curator	Lubi Thomas
Curatorial Advisor	Jody Haines
Finance Manager	Jo Cumbre-Stewart
Marketing & Communications	Santana Rudge
Access Coordinator	Zachary Epstein
Technical Installation Leads	Ciaren Frame Joli Boardman
Technical Advisors	Leon van de Graaff Jack Williams

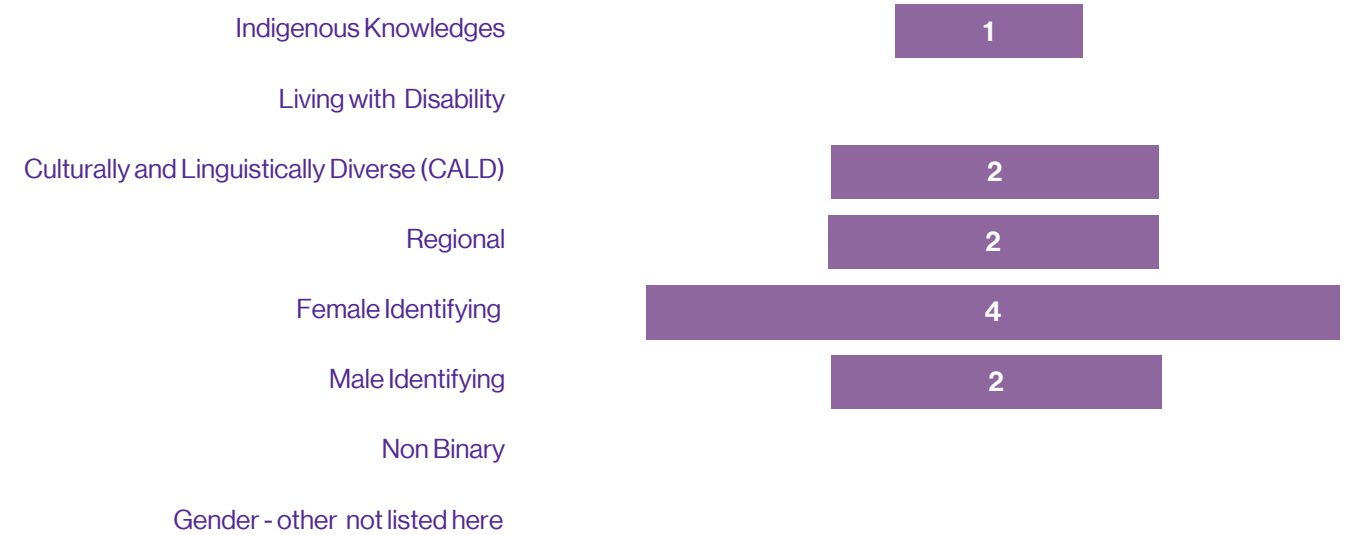


BOARD SKILLS + DIVERSITY MATRIX

Board Skills Matrix



Diversity Matrix



Jarra Karalinar Steel, Living well, 2023. Now or Never Art Trail, Melbourne.
Photo: Samara Clifford.



APPENDIX

EXPERIMENTA STRATEGIC PRIORITIES + KPI'S 2026 - 2029

1. Experimental Practices + Artistic Expressions

STRATEGY	KPI				IMPACT
	2026	2027	2028	2029	

1.1 Seek out and invest in courageous creativity, inspiring and developing Australian artists to fearlessly experiment and take risks with their art introduce artists to new audiences and amplify their work.

Drive artist empowerment and exploration	Number of works developed and presented: 10	Number of works developed and presented: 10	Number of works developed and presented: 10	Number of works developed and presented: 10	<i>Improved opportunities for Australian artist.</i>	
Encourage creative risk by supporting an artist to extend their practice	Present 3 metropolitan, 2 regional projects, 1 international project	Present 3 metropolitan, 2 regional projects, 1 x remote project	Present 3 metropolitan, 2 regional projects, 1 international project	Present 3 metropolitan, 2 regional projects, 1 international project		<i>Artistic growth for artists in the exploration of new skills and new forms of artistic expression.</i>
Introduce new artists to new audiences	Present 10 artists' work in a location where their work has not previously been seen	Present 10 artists' work in a location where their work has not previously been seen	Present 10 artists' work in a location where their work has not previously been seen	Present 10 artists' work in a location where their work has not previously been seen		<i>Greater access to art that sits at the intersection of technology, science and society for Australian audiences.</i>

1.2 Build platforms that generate opportunities and remove barriers for artists to realise ground-breaking work at the intersection of art, digital media, science, society, and technology facilitating new Australian creative content for the sector

Develop new and optimise existing platforms to generate opportunities for artists	Develop mentoring with Accessible Arts to engage artists living with disability in mentored developments	Mentored development for artists experiencing barriers x 1	Mentored development for artists experiencing barriers x1	Mentored development for artists experiencing barriers x1	<i>Advance the number and diversity of artists working at the intersection of art and technology through participation.</i>
barriers including financial, social, cultural	Deliver 1 targeted workshop to enable participation for artists with barriers	Deliver 1 targeted workshop to enable participation for artists experiencing barriers	Deliver 1 targeted workshop to enable participation for artists experiencing barriers	Deliver 1 targeted workshop to enable participation for artists experiencing barriers	

1.3 Represent collaborative, diverse, and inclusive voices in developing our art platforms and projects

Ensure First Nations Artist representation in projects	10% First Nations representation in all curated programming	10% First Nations representation in all curated programming	10% First Nations representation in all curated programming	10% First Nations representation in all curated programming	<i>Increase opportunities for underrepresented groups, by amplifying their perspectives, and providing platforms for artistic voice.</i>
	Facilitate 1 x First Nations Alumni/Mentee	Facilitate 1 x First Nations Alumni/Mentor	Facilitate 1 x First Nations Alumni/Mentor	Facilitate 1 x First Nations Alumni/Mentor	
Ensure First Nations Artist representation in curation/development	1 x (minimum) First Nations Curator in Curatorial Commons, supported with mentoring as needed	1 x (minimum) First Nations Curator in Curatorial Commons, supported with mentoring as needed	1 x (minimum) First Nations Curator in Curatorial Commons, supported with mentoring as needed	1 x (minimum) First Nations Curator in Curatorial Commons, supported with mentoring as needed	

STRATEGY	KPI				IMPACT
	2026	2027	2028	2029	

Maintain equality of gender in programming	Equal gender representation on all speaker panels of more that 2	Equal gender representation on all speaker panels of more that 2	Equal gender representation on all speaker panels of more that 2	Equal gender representation on all speaker panels of more that 2	<i>Increase opportunities for underrepresented groups, by amplifying their perspectives, and providing platforms for marginalised voices.</i>
Establish Curatorial Commons bringing multiple voices into organisation	Curatorial Commons bi-monthly workshop and dialogue (in addition to regular calls, assessments and mentoring)	Curatorial Commons bi-monthly workshop and dialogue	Curatorial Commons bi-monthly workshop and dialogue	Curatorial Commons bi-monthly workshop and dialogue	

1.4 Foster unexpected collaborations and partnerships by encouraging the expansion of artists' experimental practice working with technology both within the sector and external to it.

Number of cross-disciplinary creativity and exploration	Refer to #1.1	Refer to #1.1	Refer to #1.1	Refer to #1.1	<i>An increase in emerging artist experimenting with art and technology</i>
Higher-learning affiliation to remove barriers between university learning and artist practice	Tertiary Internship Placement x 1 Tertiary Industry engagement x 2	Tertiary Internship Placement x 1 Tertiary Industry engagement x 2	Tertiary Internship Placement x 1 Tertiary Industry engagement x 2	Tertiary Internship Placement x 1 Tertiary Industry engagement x 2	<i>New forms of interdisciplinary innovation led by artists.</i> <i>New industries collaborating with artists embedding artists at the start of the innovation process.</i>

EXPERIMENTA STRATEGIC PRIORITIES + KPI'S 2026 - 2029

2. Accessible ideas

STRATEGY	KPI				IMPACT
	2026	2027	2028	2029	

2.1 Present idea-driven programming in accessible and visually engaging formats to broad audiences, through exhibitions, talks, digital content, education guides, workshops, installations, and curated programming.

Number of new spaces for artists to present work to new audiences	2 x non-Gallery metro, 1 x new regional gallery	2 x non-Gallery metro, 1 x new regional gallery	3 x non-Gallery metro, 2 x new regional gallery	4 x non-Gallery metro, 2 x new regional gallery	<i>Expand audiences engaging with big ideas through contemporary technically complex art practices.</i>
Develop and present public programs	Experimenta Social: 15 public events (VIC + National)	Experimenta Social: 15 public events (VIC + National)	Experimenta Social: 15 public events (VIC + National)	Experimenta Social: 15 public events (VIC + National)	
Number of accessible points for audiences to engage with artists' work per presentation	4 access points for audiences to engage with new work per presentation	4 access points for audiences to engage with new work per presentation	4 access points for audiences to engage with new work per presentation	4 access points for audiences to engage with new work per presentation	

2.2 Increase audience/reach nationally, regionally, and internationally, leveraging new partnerships and industry connections to broaden existing audience bases.

Increase in partnerships established or expanded for artist presentation	5% growth in new or expanded partner programs	5% growth in new or expanded partner programs	5% growth in new or expanded partner programs	5% growth in new or expanded partner programs	<i>Expand audiences engaging with big ideas through contemporary technically complex art practices.</i>
Grow subscribers base through Social Engagement platforms	Grow subscribers by 7%	Grow subscribers by 10%	Grow subscribers by 15%	Grow subscribers by 15%	
Foster an active online and social media community	Increase audience engagement measured through online engagement tools by 5%	Increase audience engagement measured through online engagement tools by 5%	Increase audience engagement measured through online engagement tools by 5%	Increase audience engagement measured through online engagement tools by 5%	
Build new audiences	Increase total audience reach by 12%	Increase total audience reach by 15%	Increase total audience reach by 15%	Increase total audience reach by 15%	
Build engaged audiences	Increase audience participation by 5%	Increase audience participation by 5%	Increase audience participation by 5%	Increase audience participation by 5%	

2.3 Increase regional access to high-quality programming and development through local commissions, mentoring and programming models.

Increase regional access to high quality programming.	Increase new regional audience by 10% annually	Increase new regional audience by 15% annually	Increase new regional audience by 15% annually	Increase new regional audience by 15% annually	<i>Expand Regional Victorian audiences and deliver accessible content and infrastructure</i>
Number of new regional partner programming activities to build local audiences	2 VIC Regional programming partnerships	3 VIC Regional programming partnerships	3 VIC Regional programming partnerships	3 VIC Regional programming partnerships	

3. Sector Leadership

STRATEGY	KPI				IMPACT
	2026	2027	2028	2029	

3.1 Lead through partnerships facilitating the establishment of an industry coalition with other like-minded organisations to develop codes of practices, advocate for better conditions and support collective advocacy for innovative outcomes.

Seek funding for a symposium supporting collective advocacy for innovative outcomes.	Development of 1 x Symposium	Present 1 x Symposium	Development of 1 x Symposium	Present 1 x Symposium	<i>Strengthen the collective voice of our sector for small-medium organisations.</i>

3.2 Mentor organisations and individuals, sharing and facilitating the creative outcomes of art and technology collaborations with communities around Australia and internationally and developing access points across our extensive alumni network.

Develop Curatorial Mentoring	Establishment of Curatorial Commons and embedded mentoring	Regional Skills Mentorship x 1, Metro Skills Mentorship x 1	Regional Skills Mentorship x 1, Metro Skills Mentorship x 1	Regional Skills Mentorship x 1, Metro Skills Mentorship x 1	<i>Create pathways that breakdown barriers to entry for artists and audiences working with technology.</i>
Present Experimenta Social Talks and Workshops	Refer to #2.1	Refer to #2.1	Refer to #2.1	Refer to #2.1	
Capture our value	Audience survey in exhibitions + post event follow up – 5% feedback	Audience survey in exhibitions + post event follow up – 5% feedback	Audience survey in exhibitions + post event follow up – 5% feedback	Audience survey in exhibitions + post event follow up – 5% feedback	

3.3 Embed First Nations voices in the planning and development of our platforms and projects, including in our Curatorial Commons and Board.

Build First Nations Voice into programming development and projects	Refer to #1.3	Refer to #1.3	Refer to #1.3	Refer to #1.3	<i>Increase opportunities for underrepresented groups by engaging their voice at the inception of the project development.</i>
Ensure First Nations Representation on Board and in Organisation	Board Role Curatorial Commons Role	Board Role Curatorial Commons Role	Board Role Curatorial Commons Role	Board Role Curatorial Commons Role	
Establish and maintain Cultural Safety through Cultural Awareness Training as per RAP	100% training compliance across Board and staff, with regular refresher options	100% training compliance across Board and staff, with regular refresher options	100% training compliance across Board and staff, with regular refresher options	100% training compliance across Board and staff, with regular refresher options	

EXPERIMENTA STRATEGIC PRIORITIES + KPI'S 2026 - 2029

4. Sustainable Operations

STRATEGY	KPI				IMPACT
	2026	2027	2028	2029	
4.1 Establish a sustainable, multi-platform funding model that diversifies our income base and grows our commercial activities and audiences over time.					
Diversify own income from non-government sources to support the organisation's operational costs	Grow non-government income by 10%	Grow non-government income by 10%	Grow non-government income by 10%	Grow non-government income by 10%	<i>Stability in operational costs and long term stability, enabling flexibility in programming and increased contribution to the growth of our sector.</i>
Diversify income through sustainable growth strategies and ongoing feedback from our customers and our staff	Annual staff survey and planning day. 2% growth in funding streams	Annual staff survey and planning day. 2% growth in funding streams	Annual staff survey and planning day. 2% growth in funding streams	Annual staff survey and planning day. 2% growth in funding streams	
4.2 Achieve ethical and sustainable growth, ensuring diversity and inclusion in our leadership and policies and by supporting and empowering our team.					
Commitment to best practice	Ensure organisational and/or precinct (CAP) commitments to inclusion through Reconciliation Action and Disability Action Plans	Ensure organisational and/or precinct (CAP) commitments to inclusion through Reconciliation Action and Disability Action Plans	Ensure organisational and/or precinct (CAP) commitments to inclusion through Reconciliation Action and Disability Action Plans	Ensure organisational and/or precinct (CAP) commitments to inclusion through Reconciliation Action and Disability Action Plans	<i>Recognised leader and contributor in the sector.</i>
4.3 Develop and implement a staffing model that can respond to project needs and volatility with agility, and supports a diversity of voices, skills and knowledge nationally across our programs.					
Maintain project-based staff model for skill matching and core team support	Align operating model to strategic plan using sustainable practices	Align operating model to strategic plan using sustainable practices	Align operating model to strategic plan using sustainable practices	Align operating model to strategic plan using sustainable practices	<i>Improved project management and resource allocation. Positive collaboration and improved creativity.</i>
Monitor Diversity in our programs	Track and evaluate diversity across all programming yearly.	Track and evaluate diversity across all programming yearly.	Track and evaluate diversity across all programming yearly.	Track and evaluate diversity across all programming yearly.	<i>Better financial management to allow for fluctuations of projects.</i>
4.4 Nurture our staff and talent with well-being and support mechanisms that respond to an environment of time-based, high-stake and high-quality program deliverables.					
Ensure policies, practices and procedures that increase the wellbeing of our staff	Increase engagement rates by 5% Decrease our turnover measure by 5%	Increase engagement rates by 5% Decrease our turnover measure by 5%	Increase engagement rates by 5% Decrease our turnover measure by 5%	Increase engagement rates by 5% Decrease our turnover measure by 5%	<i>Enhanced staff well-being, improved program delivery, positive organisation culture, sustainable performance.</i>

Reporting Against the KPIs

Experimenta KPIs are tracked either monthly, quarterly, by project or annually. The results are reported in Board meetings and presented with quantative data where relevant.

EXPERIMENTA RISK MANAGEMENT PLAN + MATRIX

Experimenta assesses and manages risk as part of ongoing activities at bi-monthly Board meetings and as part of the day-to-day management of the operation. We use a probability and consequence matrix to ensure management time is allocated to priority areas. These are updated for a new risk, or if a current risk needs re-ranking.

Experimenta carries out a two-part Risk Management Plan. First we analyse risks for their impact on the operation and then we prioritise these risks so we can allocate appropriate oversight and management.

Risk Management Analysis

This activity occurs twice a year as part of our strategic planning days, and is monitored and maintained through our Finance and Risk management committee. All attempts are made to ensure our risk controls reduce the impact of risks to a 1 rating, however we acknowledge that this is not always possible and residual impacts may still exist even with controls. However, these impacts will be minimal and not affect the ongoing operation of the organisation.

Score	Likelihood of Occurrence	
5	Near Certainty	More than 80%
4	Highly Likely	More than 60% less than 80%
3	Likely	More than 40% less than 60%
2	Low Likelihood	More than 20% less than 40%
1	Not Likely	Less than 20%

Area	Identified Risk	Impact	Mitigation Strategies	Likelihood after control
Strategic	Attract, retain talented employees and mitigate against loss of key staff	5	<ul style="list-style-type: none"> Staff Wellbeing Strategy, with biannual wellness survey and flexible work options responsive to program delivery, work task and role Embedded Values Framework across all operational activities Regular review of staff workloads, and engagement of staff in organisational planning through yearly planning activities Annual review of Terms of Reference for pay rates, benefits and travel support, aligned to sector rates Maintain position as sector leader to attract and retain quality appointments Invest in staff professional development Documentation of key roles and knowledge transfer for succession planning Support core team with casual staff employment scaffolding during peak periods, Institution (university linkage) contributions, Internships and mentor programming Effectively support staff through performance and KPI reviews where learning and rewards are celebrated. 	2
Strategic	Sustainably Allocate Internal Resources to Achieve Strategic Plan Goals	5	<ul style="list-style-type: none"> Biannual evaluation of the new Staffing Model for feasibility and workload monitoring Regularly monitoring the alignment of Strategic Goals with resource allocations and expenditures, ensuring intended outcomes and impact are delivered efficiently Continuous evaluation of income-generating activities to establish appropriate pricing across Audience Centric Operating Model for sustainable operations Continuous monitoring of progress of strategic goals through reporting to Board, with clear means to raise issues and increase support. 	2
Strategic	Diversity in planning and programming	3	<ul style="list-style-type: none"> Maintain and monitor Diversity Policy Establish Curatorial Commons with diverse representation, contributing to and guiding Experimenta's creative team Ensure all marketing and program representation is culturally representative Continue to ensure all multi-artist programming enters into paid consultation with First Nations representatives Maintain diverse gender representation across programming Consult with First Nations representative to develop an Experimenta RAP and deliverables. 	1
Strategic	Workplace injuries and accidents	5	<ul style="list-style-type: none"> Safe working practices for installation and deinstallation Annual refresher training and review of policies, procedures and templates Risk assessments conducted at all exhibition sites Insurances in place and adequate Safety officer appointed for all public events and adequately trained. 	2
Strategic	Damage to artworks in storage or at exhibition	4	<ul style="list-style-type: none"> Insurance in place to protect assets and oversights with Risk Sub Committee, with annual review against forward programming and operational risk All suppliers to hold adequate public liability and insurances. 	1

EXPERIMENTA RISK MANAGEMENT

PLAN + MATRIX

Area	Identified Risk	Impact	Mitigation Strategies	Likelihood after control
Operational Strategic Financial Deliverables	Pandemic / Natural Disaster type external factors impact planned delivery	5	<ul style="list-style-type: none"> Implementation of Staffing Model that allows for expansion and contraction reflecting activity needs Multiple channel delivery model for programs across Digital and In-person modes Built in project contingency budget for long term projects that mirror projected percentage increases for goods and services Asset management through data backups, offsite asset storage, up to date insurances Remote working set-up and maintenance for Board and team. 	1
Operational	Insurance	5	<ul style="list-style-type: none"> Annual review of insurance by broker and mid year review variance Expand insurance review to include cyber insurance, technology errors and omissions, and art transit policies tailored to electronic and kinetic artworks Project checks with Risk Sub Committee and insurance providers 	2
Operational	OHS legislation	5	<ul style="list-style-type: none"> Occupational Health and Safety polices maintained for all Board and team across all locations Workers Compensation Insurance maintained 	1
Operational Strategic Deliverables & Financial & Safety	Increased exposure to risk and adverse scenarios in commercial arena	4	<ul style="list-style-type: none"> Review process for contracts and insurances, and template development All large-scale project contracts reviewed by Risk Sub Committee Share knowledge and best practice through Industry Coalition 	1
Strategic Deliverables	Sector knowledge	3	<ul style="list-style-type: none"> Annual sector analysis to inform planning and strategy Monitor audience and partner feedback for all projects and programs 	1
Operational	Cybersecurity and Data Risk from ransomware, data breach or operational disruption	4	<ul style="list-style-type: none"> Sharepoint Workspace hardening, monitored privileged access management, and regular data backups with offline copies Multifactor Authentication on internal and third party platforms Incident response runbooks and annual desktop simulation exercises Quarterly security posture reviews with Risk Committee 	2
Financial	Funding controls	5	<ul style="list-style-type: none"> Delegation of authority matrix followed for financial spend and approvals for team and Board Restricted access to bank accounts, and segregation of duties for banking and payments 	1

Area	Identified Risk	Impact	Mitigation Strategies	Likelihood after control
Financial	Funding or income streams cannot fund operations and/or achieve strategy goals	5	<ul style="list-style-type: none"> Diversification of funding through Audience Centric Operating Model that establishes commercial, philanthropic and donor income streams Medium term funding strategy deployed to ensure grants and government support income is stable Treasurer monthly review of financial reporting Bi-monthly Board oversight and monitoring of financial reporting Six monthly forecasting against budget Finance and Development Sub Committees address variances and initiatives to maintain and/or improve performance constantly Build reserves over time to achieve up to 6 months of operating expense coverage 	2
Safety	Risk of accident or injury in the workplace	4	<ul style="list-style-type: none"> Recruitment of skilled teams and appropriate induction, policy and procedures to support safe work practices and staff wellbeing Professional standards adhered to for production and presentation Risk Assessments, insurance and safety protocols met 100% for all staff and public facing activities Adequate resourcing and budget allocations to enable professional-level activity and staffing Appropriate review of supply chain with artists (ie: role of equipment or materials causing damage to people, property or reputation) Monitoring processes for adherence to safety standards for Experimenta and partner activities and Review and improvement processes in place 	1
Reputational	Reputational Damage caused through actions of Experimenta	3	<ul style="list-style-type: none"> Diversity of board and staff maintained/improved to provide internal, embedded knowledge (ie: Indigenous protocols, appropriately reflecting community we work with and deliver to) Develop Plans to respond to major events/media across marketing and programming arena Embedded crisis management skills in Board Strong governance through appropriately appointed Board 	1
Governance	Financial documentation in accordance with legislation	3	<ul style="list-style-type: none"> External annual audit of financial accounts and audit report reviewed by Board reviews and signs off Financial Controls in place through policies and procedures 	2
Governance	Inadequate skills/resource level on Board	3	<ul style="list-style-type: none"> Board skill matrix implemented and monitored Board recruitment policy in place, with diversity targets Develop long-term succession planning Board recruitment managed and governed by Secretary and Human Resource Sub Committee Indigenous representation and support for Board growth Recruit legal and technology risk skills representation into Board 	1-2
Governance	Accurate Oversight	4	<ul style="list-style-type: none"> Board charter and induction pack that outlines responsibilities Annual desktop simulation with Board and staff for 72 hour continuity plans for critical activities including alternate suppliers Formalise Single-Point-of-Failure reviews and formalise cross-training Annual review of Board charter, conflict of interest and policies by Human Resource Sub Committee Annual review of performance against Strategic Plan Established process for Board Member performance concerns to be referred to Chair as they occur 	1

EXPERIMENTA BOARD BIOGRAPHIES

John Merakovsky Chair

John Merakovsky is an accomplished director with extensive experience across multiple industries. John holds Non-Executive Director roles at Lawcover and RACV, chairs Orijin Plus and Cashrewards, and is an Adjunct Associate Professor at the University of South Australia's Future Industries Institute. Before these roles, John was CEO at Flybuys, Integrated Research Ltd, and Experian A/NZ. With a PhD in genetics from the University of Melbourne, his leadership expertise spans digital health, data and digital transformation, digital marketing and loyalty, and technology strategy. John is passionate about building a better future through sustainable investment in science and technology.

Emma Parker Vice Chair & Secretary

Emma Parker is a highly experienced c-suite strategist and training expert. With extensive experience across Government, Infrastructure, Start Ups and Tertiary Education. Over the past 8 years Emma has led Isonomic a boutique agency specialising in Training Simulation using AR/VR, Role Play and Immersive Theatre. Emma is also an award winning wildlife photographer – capturing images from across Australia and the world. Emma holds a Master in Public Policy, a Masters in Coaching and a degree in Psychology. She is also a graduate of the Australian Institute of Company Directors and works as an advisor to small commercial and NFP organisations. Emma is based in Gadigal Country (Sydney).

Johanna Platt Treasurer

Johanna Platt has over twenty years' experience in Accounting and Finance leadership, with experience across multiple industry sectors including Logistics, FMCG and Financial Services. Most recently the CFO of Vanguard Australia, Johanna has experience in leading financial performance, business planning and business transformation and previously been a Board Member of Polyglot Theatre. Johanna is a Graduate of the Australian Institute of Company Directors, a CPA and holds an MBA from Melbourne Business School and a Bachelor of Chemical Engineering from the University of Sydney.

Emma McRae Director

Emma McRae is a researcher, writer and curator. As Curator at ACMI (the Australian Centre for the Moving Image) and, previously, Project Manager and Associate Curator with Experimenta Media Arts, Emma has curated major exhibitions including Philippe Parreno: Thenabouts, Daniel Crooks: Phantom Ride, Candice Breitz: The Character, Star Voyager: Exploring Space on Screen, Game Masters, Experimenta Playground and Experimenta Vanishing Point. Emma holds a MA in Media and Communications and has degrees in Cultural Studies, Media Arts, and the History and Philosophy of Science from the University of Melbourne and RMIT University. As a Doctoral Fellow in the Melbourne Centre for Cities at the University of Melbourne, Emma is currently undertaking a PhD exploring how visual technologies represent place to question how such technologies might contribute to the planning of more inclusive cities. Emma will step down in 2025.

Kelly Gellatly Director

Kelly Gellatly is an independent curator, writer and arts advocate with over 25 years' arts leadership, curatorial, and collection development experience in national, state and university-based art museums with a longstanding contribution to the enrichment and education of diverse communities through art. Kelly is the former Director of the Ian Potter Museum of Art at the University of Melbourne 2013 to 2020 and was Curator of Contemporary Art at the National Gallery of Victoria from 2003 to 2013. She has also held curatorial positions at the National Gallery of Australia, Canberra and Heide Museum of Modern Art, Melbourne.

Daniel Crooks Director

Daniel Crooks is a Melbourne-based artist working across digital video, photography and installation. His work probes our understanding of time and visual perception through manipulated images that compel us to re-examine our experience of reality. Crooks' work is held in private and public collections including the Art Gallery of New South Wales, Sydney, National Gallery of Australia, Canberra, and Museum of Contemporary Art, Sydney. Recent public commissions include Structured Light (2022) for the National Gallery of Australia and Boundary Conditions (2022) the third Hyde Park Barracks Commission. Solo museum shows include ACMI, Melbourne (2016), Samstag Museum of Art, University of South Australia (2013) and Christchurch Art Gallery Te Puna O Waiwhetu, New Zealand (2010). Recent Group exhibitions include A Story for the Future Fondazione MAXXI, Rome, Italy (2021); TarraWarra Biennial: Slow Moving Waters, TarraWarra Museum of Art, Healesville, We Do Not Dream Alone, Asia Society Triennial, New York (2020).

EXPERIMENTA STAFF BIOGRAPHIES

Bianca Durrant Director

Bianca Durrant has joined Experimenta as Managing Director, and brings 20 years' experience in the arts sector to bear for the organisation. As an authentic leader with a focus on working collaboratively to achieve outcomes, Bianca has developed a professionalised approach to her leadership informed by leading small arts organisations, producing and curating the work of leading Australian and international artists and consulting across the sector in strategy, diversity initiatives and funding. Holding masters qualifications in fine arts, and bringing a strong business acumen rounded by leadership training from Oxford, Bianca approaches the eco-system of the arts sector to look for ways to bring people and organisations together to deliver what is needed most – with great care for artists and a developmental approach for the sector. Previous roles include General Manager, Liquid Architecture, Gallery Manager for Faculty Gallery, Monash University and board roles in the visual arts with CAVES Inc. and KINGS ARI. Bianca has a passion for access and inclusion and relevant training in Indigenous Cultural Competency, ICIP, Data Sovereignty and Access.

Lubi Thomas Senior Curator

Lubi Thomas is an experienced curator working in the field of digital/new media arts and associate practice areas. She currently works with Experimenta as Senior Curator, which includes a mentorship function. Lubi has developed and delivered a range of exhibitions, projects, festivals, events, residencies and mentoring programs, as well as, public and education focused programming. Lubi's Master of Creative Industries research Curating in Uncharted Territories proposed a methodology for cultural programming development and sustainability for sites engaged in the display of, and engagement with, experimental creative practice. Lubi takes a networked and site-responsive approach to programme structures, audience engagement, and partnership development. She has developed cultural programming frameworks for The Cube Brisbane, Creative Industries Precinct QUT, and Qld State Library. Lubi has developed key partnerships with LEGO Education, Ars Electronica, FACT Liverpool, EMARE, and the Australia Council for the Arts to support these programming sites. Lubi wears many hats with her key activities being as an Independent Curator and Artist, Experimenta's Curator @ Large and curatorial advisor to Digital Placemaking Institute. Lubi works and consults locally, nationally and internationally. Lubi is based in Meanjin (Brisbane).

Santana Rudge Marketing & Communications

Santana Rudge is a digital marketing and communications professional with over 15 years' experience. She has worked for some of Australia's biggest brands – including Jetstar and Australian Unity – and has contracted with digital agencies across Australia and Europe specialising in SEO, content marketing, and content creation. Throughout her career she has also delivered freelance marketing services within the arts sector to actors, musicians, music venues, and not-for-profit arts and music organisations across countless projects.

Jo Cumbrae-Stewart Finance Manager

Jo commenced her accounting career with Ernst & Young Chartered Accountants (E&Y), after completing a Bachelor of Commerce at University of Melbourne. After leaving E&Y to travel, Jo returned to Melbourne and worked in financial positions with a number of advertising agencies including George Patterson Bates. Jo then took up a role as Business and Finance Manager with art gallery and consultancy, Australian Art Resources (AAR). After returning from maternity leave, Jo managed AAR's art rental business, The Art Trust, before joining the Experimenta team in 2006.

Zachary Epstein Access Coordinator

Zachary Epstein is an emerging artist and currently completing a Bachelor of Media Arts at the Australian Catholic University. His work is at the intersection of rave culture and media art. Alongside his parallel work in the disability sector, Zachary provides Experimenta with research and project implementation of accessibility initiatives to support the Director.

Ciaran Frame Technical Install Lead

Ciaran Frame is a technologist, composer and researcher working at the intersection of technology and music. Ciaran's work has been featured around Australia and internationally, with projects ranging from a regional program of synthesiser workshops for young children to music out of lichen in the Arctic Circle. He successfully completed his PhD under the supervision of Prof Jon McCormack and Dr Alon Ilisar in 2024 at SensiLab, Monash University. His research explored autonomy and agency within musical systems, pursuing meaningful music creation regardless of musical experience.

Joli Boardman Technical Install Lead

Joli Boardman is a creative technologist, designer, videographer and artist, concerned with human interactions, multi-sensory design and emotionally driven experiences. He has developed varied expertise in real-time graphics, creative programming, animation, video production, VFX, lighting, interaction, graphic and motion design. Joli makes use of various mediums and emerging technologies to assist in exploring the intricacies of existence. He is interested in the role of technology in emotive expression, data visualisation and the untapped potential to assist with connecting audiences to one another.



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