

National Gallery of Australia

Entity resources and planned performance

National Gallery of Australia

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National Gallery of Australia

Section 1: Entity overview and resources

1.1 Strategic direction statement

The National Gallery of Australia (the National Gallery) is Australia's leading visual arts institution and recognised as the heart of the nation's visual culture, representing Australia's people, its ideas and aesthetic expression, histories and broader relationship to the world through its art. The National Gallery reaches Australia's people and supports Federal Government policy and agenda through its base in Canberra, national and international touring exhibition program, extensive collection loan programs, online education and outreach programs and cultural diplomacy role.

Vision

To be the international reference point for art in Australia, inspiring all people to explore, experience and learn.

Functions

The *National Gallery Act (1975)* expresses the functions of the National Gallery as being to:

- develop and maintain a national collection of works of art
- exhibit, or make available for exhibition by others, works of art from the national collection or works of art that are otherwise in possession of the National Gallery
- use every endeavour to make the most advantageous use of the national collection in the national interest.

The National Gallery's priorities over the next four years continue to be focused on the themes of Collection, Connection, Distinct Identity and Capability as well as supporting implementation of the key pillars and principles of the National Cultural Policy – *Revive: a place for every story, a story for every place*.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the National Gallery for its operations and to deliver programs and services on behalf of the Government.

The table summarises how resources will be applied by outcome (government strategic policy objectives) and departmental (for the National Gallery's operations) classification.

Information in this table is presented on a resourcing (that is, appropriations/cash available) basis, whilst the 'Budgeted expenses by Outcome 1' tables in Section 2 and the financial statements in Section 3 are presented on an accrual basis. Amounts presented below are consistent with amounts presented in the Appropriation Bills themselves.

Table 1.1: National Gallery resource statement – Budget estimates for 2024–25 as at Budget May 2024

	2023-24 Estimated actual \$'000	2024-25 Estimate \$'000
Opening balance/cash reserves at 1 July	24,297	30,000
Funds from Government		
Annual appropriations - ordinary annual services ^(a)		
Outcome 1	66,003	69,917
Annual appropriations - other services ^(b)		
Equity injection	28,814	42,243
Total annual appropriations	94,817	112,160
Total funds from Government	94,817	112,160
Funds from other sources		
Interest	5,000	6,750
Sale of goods and services	8,474	7,474
Dividends	489	800
Contributions	5,530	4,724
Other	1,000	950
Total funds from other sources	20,493	20,698
Total net resourcing for the National Gallery	139,607	162,858
	2022-23	2023-24
Average staffing level (number)	217	217

Prepared on a resourcing (that is, appropriations available) basis.

All figures shown above are GST exclusive – these may not match figures in the cash flow statement.

(a) Appropriation Bill (No. 1) 2024–2025.

(b) Appropriation Bill (No. 2) 2024–2025.

The National Gallery is not directly appropriated as it is a Corporate Commonwealth Entity. Appropriations are made to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (a Non-Corporate Commonwealth Entity), which are then paid to the National Gallery and considered 'departmental' for all purposes.

1.3 Budget measures

There are no new measures relating to the National Gallery for the 2024–25 Budget.

Section 2: Outcomes and planned performance

Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which government entities achieve the intended results of their outcome statements. Entities are required to identify the programs which contribute to government outcomes over the Budget and forward years.

Each outcome is described below together with its related programs. The following provides detailed information on expenses for each outcome and program, further broken down by funding source.

Note:

Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measure described in Portfolio Budget Statements will be read with broader information provided in an entity's corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of an entity's planned and actual performance.

The most recent corporate plan for the National Gallery can be found at:
https://nga.gov.au/media/dd/documents/national_gallery_corporate_plan_23-24.pdf

The most recent annual performance statement can be found at:
https://nga.gov.au/media/dd/documents/nga_annual_report_23.pdf

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Increased understanding, knowledge and enjoyment of the visual arts by providing access to, and information about, works of art locally, nationally and internationally

Budgeted expenses for Outcome 1

This table shows how much the National Gallery intends to spend (on an accrual basis) on achieving the outcome, broken down by program.

Table 2.1.1: Budgeted expenses for Outcome 1

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
Program 1.1: Collection development, management, access and promotion					
Revenue from Government					
Ordinary annual services (Appropriation Bill No.1)	66,003	69,917	72,782	73,574	71,913
Expenses not requiring appropriation in the budget year ^(a)	18,706	18,796	18,659	18,676	18,634
Revenues from other independent sources	17,993	18,198	12,613	11,837	11,544
Total expenses for Program 1.1	102,702	106,911	104,054	104,087	102,091
Outcome 1 Totals by resource type					
Revenue from Government					
Ordinary annual services (Appropriation Bill No.1)	66,003	69,917	72,782	73,574	71,913
Expenses not requiring appropriation in the budget year ^(a)	18,706	18,796	18,659	18,676	18,634
Revenues from other independent sources	17,993	18,198	12,613	11,837	11,544
Total expenses for Outcome 1	102,702	106,911	104,054	104,087	102,091
	2023-24	2024-25			
Average staffing level (number)	217	217			

(a) Expenses not requiring appropriation in the Budget year are made up of depreciation expenses on the national collection and lease adjustments under AASB 16 Leases.

Table 2.1.2: Performance measures for Outcome 1

Table 2.1.2 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan, the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2024–25 Budget measures that have created new programs or materially changed existing programs are provided.

Outcome 1 – Increased understanding, knowledge and enjoyment of the visual arts by providing access to, and information about, works of art locally, nationally and internationally		
Program 1.1 – Collection development, management, access and promotion The National Gallery aims to build and maintain an outstanding national collection of works of art, providing access locally, nationally, and internationally.		
Key Activities	<ul style="list-style-type: none"> • Collection; Develop, conserve and manage an outstanding national collection • Connection: Share the nation’s art collection with audiences • Distinct Identity: Present artistic programs of cultural excellence • Capability: Build for the future 	
Year	Performance measures	Expected Performance Results
Current Year 2023–24	Collection: The national collection is developed and managed	Target: 10 works of singular outstanding quality added to the national collection Target expected to be met Target: 500 works deaccessioned from the national collection Target expected to be met
	Connection: Audiences across the nation have access to the national collection	Targets: Audience engagement with the National Gallery: <ul style="list-style-type: none"> • 350,000 visitors onsite Target not expected to be met • 2 million users online Target met • 300,000 visitors on tour Target met

Year	Performance measures	Expected Performance Results
Current Year 2023–24 cont.	Distinct Identify: The National Cultural Policy is supported	Target: 'Sharing the national collection' Phase One implemented with 15 partnerships across Australia Target met Target: The 2023–24 Artistic Program is delivered and meets financial and audience targets Target not expected to be met Target: Establish partnerships to advance First Nations art internationally Target expected to be met
	Capability: The National Gallery ambition is realised	Target: Commercial revenue and philanthropic support increases by 2% Target not expected to be met Target: Phase one of the Sculpture Garden Masterplan developed Target expected to be met
Year	Performance measures	Planned Performance Results
Budget Year 2024–25	Collection – The national collection is developed and managed	10 works of singular outstanding quality added to the national collection
	Connection: Audiences access and engage with the national collection	Total audience to the national collection exceeds 2,050,000 Unique website sessions exceed 2,000,000 Total student attendance of learning programs exceeds 62,000
	Distinct Identity: The National Cultural Policy is supported	15 new partnerships are established across Australia for Sharing the National Collection 80% of visitors are quite or highly satisfied 95% of visitors attending major exhibitions are quite or highly satisfied Two (2) new partnerships are established to advance First Nations art internationally
	Capability: The National Gallery ambition is realised	Philanthropic support increases by 2% The Sculpture Garden Project design and development phase is implemented
Forward Estimates 2025–28	As per 2024–25	The planned performance results will evolve over forward years, building on 2024–25 planned performance results to increase effectiveness and efficiency measures

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of the National Gallery's finances for the 2024–25 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Explanatory notes and analysis of budgeted financial statements

The National Gallery is budgeting for an operating surplus of \$7.5 million in the Budget excluding heritage and cultural depreciation expenses. This surplus represents estimated gains which reflect the value of gifts of works of art and cash donations tied to the purchase of works of arts. The forward year estimates illustrate a balanced budget after adjusting for \$7.5 million of gains as described above.

The delivery of the National Gallery's capital works program is expected to impact own-source revenue over the forward estimates. Spending of cash throughout program delivery will lead to a lower investment balance and lower interest income. A reduced onsite exhibitions program is also expected as the next phase of the ongoing capital works rectification program commences, resulting in lower admissions and merchandising income.

Additional operating funding is provided through additional appropriation to fund the Sharing the National Collection pilot which ends in 2026–27 resulting in a reduction in revenue from government and a corresponding reduction in expenditure.

The National Gallery's net assets are estimated to be \$7.5 billion at 30 June 2025. The national collection and the National Gallery's land and buildings make up 99 per cent of this value. Net assets are forecast to increase in 2024–25 with equity injections totalling \$42.2 million for the acquisition of collection assets and the capital works program. This is augmented by gifts for, and of, works of art, offset by depreciation.

3.2 Budgeted financial statements tables

Table 3.1: Comprehensive income statement (showing net cost of services) for the period ended 30 June

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
EXPENSES					
Employee benefits	31,217	35,044	36,376	37,612	39,117
Suppliers	37,434	37,816	33,627	32,424	28,923
Depreciation and amortisation	33,986	33,986	33,986	33,986	33,986
Write-down and impairment of assets	65	65	65	65	65
Total expenses	102,702	106,911	104,054	104,087	102,091
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	8,474	7,474	3,478	3,546	3,618
Contributions	5,530	4,724	4,685	4,641	4,676
Interest	5,000	6,750	5,200	4,400	4,000
Dividends	489	800	800	800	800
Other	1,000	950	950	950	950
Total own-source revenue	20,493	20,698	15,113	14,337	14,044
Gains					
Other	5,000	5,000	5,000	5,000	5,000
Total gains	5,000	5,000	5,000	5,000	5,000
Total own-source income	25,493	25,698	20,113	19,337	19,044
Net (cost of)/contribution by services	(77,209)	(81,213)	(83,941)	(84,750)	(83,047)
Revenue from Government	66,003	69,917	72,782	73,574	71,913
Surplus/(deficit) attributable to the Australian Government	(11,206)	(11,296)	(11,159)	(11,176)	(11,134)
Total comprehensive income/(loss) attributable to the Australian Government	(11,206)	(11,296)	(11,159)	(11,176)	(11,134)
Note: Impact of net cash appropriation arrangements					
Total comprehensive income/(loss) - as per statement of comprehensive income	(11,206)	(11,296)	(11,159)	(11,176)	(11,134)
plus: heritage and cultural depreciation/amortisation expenses previously funded through revenue appropriations ^(a)	18,706	18,706	18,706	18,706	18,706
plus: depreciation/amortisation expenses for ROU assets ^(b)	549	1,740	1,527	464	464
less: lease principal repayments ^(b)	(549)	(1,650)	(1,574)	(494)	(536)
Net cash operating surplus/ (deficit)	7,500	7,500	7,500	7,500	7,500

Prepared on Australian Accounting Standards basis.

- (a) From 2009-10, the Government introduced Collection Development Acquisition Budgets (CDABs) for Designated Collection Institutions, provided as equity appropriations through Appropriation Bill (No. 2). CDABs replaced revenue appropriations previously provided through Appropriation Bill (No. 1) for heritage and cultural depreciation/amortisation expenses of Designated Collection Institutions. For information regarding CDABs, please refer to Table 3.5 Departmental Capital Budget Statement.
- (b) Applies leases under AASB 16 Leases.

Table 3.2: Budgeted departmental balance sheet (as at 30 June)

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	30,000	30,000	30,000	30,000	30,000
Investments	92,612	75,630	54,031	39,380	32,900
Trade and other receivables	2,024	2,024	2,024	2,024	2,024
Other financial assets	66	66	66	66	66
Total financial assets	124,702	107,720	86,121	71,470	64,990
Non-financial assets					
Heritage and Cultural	6,881,440	6,888,543	6,895,917	6,903,566	6,911,437
Land and buildings	489,466	529,293	553,325	566,257	572,265
Property, plant and equipment	7,900	7,963	7,963	7,994	8,057
Intangibles	1,385	1,385	1,385	1,385	1,385
Inventories	745	453	453	453	453
Other non-financial assets	512	512	512	512	512
Total non-financial assets	7,381,448	7,428,149	7,459,555	7,480,167	7,494,109
Total assets	7,506,150	7,535,869	7,545,676	7,551,637	7,559,099
LIABILITIES					
Payables					
Suppliers	5,887	5,939	5,285	5,101	4,548
Other payables	2,098	1,897	1,897	1,897	1,897
Total payables	7,985	7,836	7,182	6,998	6,445
Interest bearing liabilities					
Leases	4,235	2,648	1,074	611	138
Total interest bearing liabilities	4,235	2,648	1,074	611	138
Provisions					
Employee provisions	7,844	8,352	8,800	7,729	8,274
Total provisions	7,844	8,352	8,800	7,729	8,274
Total liabilities	20,064	18,836	17,056	15,338	14,857
Net assets	7,486,086	7,517,033	7,528,620	7,536,299	7,544,242
EQUITY					
Parent entity interest					
Contributed equity	498,826	541,069	563,814	582,669	601,746
Reserves	6,451,773	6,451,773	6,451,773	6,451,773	6,451,773
Retained surplus	535,487	524,191	513,033	501,857	490,723
Total equity	7,486,086	7,517,033	7,528,620	7,536,299	7,544,242

Prepared on Australian Accounting Standards basis.

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2024–25)

	Retained earnings	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2024				
Balance carried forward from previous period	535,487	6,451,773	498,826	7,486,086
Adjusted opening balance	535,487	6,451,773	498,826	7,486,086
Comprehensive income				
Surplus/(Deficit) for the period	(11,296)	-	-	(11,296)
Total comprehensive income	(11,296)	-	-	(11,296)
Contributions by owners				
Equity injection - Appropriation	-	-	42,243	42,243
Sub-total transactions with owners	-	-	42,243	42,243
Estimated closing balance as at 30 June 2025	524,191	6,451,773	541,069	7,517,033
Closing balance attributable to the Australian Government	524,191	6,451,773	541,069	7,517,033

Prepared on Australian Accounting Standards basis.

Table 3.4: Budgeted departmental statement of cash flows (for the period ended 30 June)

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	66,003	69,917	72,782	73,574	71,913
Sale of goods and rendering of services	9,982	8,752	4,373	4,443	4,526
Interest	5,000	6,750	5,200	4,400	4,000
Dividends	489	800	800	800	800
Net GST received	1,958	2,446	2,516	2,350	2,028
Other	6,775	5,473	5,635	5,591	5,626
Total cash received	90,207	94,138	91,306	91,158	88,893
Cash used					
Employees	30,845	34,536	35,928	38,683	38,572
Suppliers	38,268	41,129	37,688	35,886	32,460
Other	76	132	68	34	17
Total cash used	69,189	75,797	73,684	74,603	71,049
Net cash from operating activities	21,018	18,341	17,622	16,555	17,844
INVESTING ACTIVITIES					
Cash received					
Investments	80,000	80,000	80,000	80,000	80,000
Total cash received	80,000	80,000	80,000	80,000	80,000
Cash used					
Purchase of property, plant and equipment, intangibles and works of art	56,998	75,916	60,392	49,567	42,865
Investments	66,582	63,018	58,401	65,349	73,520
Total cash used	123,580	138,934	118,793	114,916	116,385
Net cash used by investing activities	(43,580)	(58,934)	(38,793)	(34,916)	(36,385)
FINANCING ACTIVITIES					
Cash received					
Collection Development Acquisition Budget	17,818	18,309	18,580	18,855	19,077
Equity Injection	10,996	23,934	4,165	-	-
Total cash received	28,814	42,243	22,745	18,855	19,077
Cash used					
Principal payments on lease liability	549	1,650	1,574	494	536
Total cash used	549	1,650	1,574	494	536
Net cash from financing activities	28,265	40,593	21,171	18,361	18,541
Net (decrease) in cash held	5,703	-	-	-	-
Cash and cash equivalents at the beginning of the reporting period	24,297	30,000	30,000	30,000	30,000
Cash and cash equivalents at the end of the reporting period	30,000	30,000	30,000	30,000	30,000

Prepared on Australian Accounting Standards basis.

Table 3.5: Departmental capital budget statement (for the period ended 30 June)

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Equity injections - Bill 2	28,814	42,243	22,745	18,855	19,077
Total new capital appropriations	28,814	42,243	22,745	18,855	19,077
Provided for:					
Purchase of non-financial assets	28,814	42,243	22,745	18,855	19,077
Total items	28,814	42,243	22,745	18,855	19,077
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriations ^(a)	42,881	46,514	44,442	29,416	19,077
Funded internally from departmental resources ^(b)	19,118	34,402	20,950	25,151	28,788
TOTAL	61,999	80,916	65,392	54,567	47,865
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	66,746	80,979	65,392	54,598	47,928
less: ROU additions	(4,748)	(63)	-	(31)	(63)
less: gifted assets	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Total cash used to acquire assets	56,998	75,916	60,392	49,567	42,865

Prepared on Australian Accounting Standards basis.

- (a) Includes both current Appropriation Bill (No. 2) and prior Appropriation Act No. 2/4 appropriations. Includes movement of capital expenditure from 2023-24 and 2024-25 to 2025-26 and 2026-27.
- (b) Includes acquisitions funded through appropriation ordinary annual services, cash reserves, donations and contributions and gifts of works of art.

Table 3.6: Statement of departmental asset movements (Budget year 2024–25)

	Asset Category					Total
	Land	Buildings	Other property, plant and equipment	Heritage and cultural	Computer software and intangibles	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2024						
Gross book value	28,235	465,885	15,666	6,919,864	3,858	7,433,508
Gross book value - ROU assets	-	5,769	107	-	-	5,876
Accumulated depreciation/amortisation and impairment	-	(8,862)	(7,791)	(38,424)	(2,473)	(57,550)
Accumulated depreciation/amortisation and impairment - ROU assets	-	(1,561)	(82)	-	-	(1,643)
Opening net book balance	28,235	461,231	7,900	6,881,440	1,385	7,380,191
Capital asset additions						
Estimated expenditure on new or replacement assets						
By purchase - appropriation equity ^(a)	-	28,205	-	18,309	-	46,514
By purchase - appropriation ordinary annual services ^(b)	-	20,227	6,234	-	441	26,902
By purchase - appropriation ordinary annual services - ROU assets	-	-	63	-	-	63
By purchase - donated funds	-	-	-	2,500	-	2,500
Assets received as gifts/donations	-	-	-	5,000	-	5,000
Total additions	-	48,432	6,297	25,809	441	80,979
Other movements						
Depreciation/amortisation expense	-	(6,896)	(6,203)	(18,706)	(441)	(32,246)
Depreciation/amortisation on ROU assets	-	(1,709)	(31)	-	-	(1,740)
Total other movements	-	(8,605)	(6,234)	(18,706)	(441)	(33,986)
As at 30 June 2025						
Gross book value	28,235	514,317	21,900	6,945,673	4,299	7,514,424
Gross book value - ROU assets	-	5,769	170	-	-	5,939
Accumulated depreciation/amortisation and impairment	-	(15,758)	(13,994)	(57,130)	(2,914)	(89,796)
Accumulated depreciation/amortisation and impairment - ROU assets	-	(3,270)	(113)	-	-	(3,383)
Closing net book balance	28,235	501,058	7,963	6,888,543	1,385	7,427,184
Estimated operating expenditure in income statement for heritage and cultural assets						\$'000
Operations and Maintenance						5,956
Preservation and Conservation						2,861
Total operating expenditure on heritage and cultural assets						8,817

Prepared on Australian Accounting Standards basis.

(a) 'Appropriation equity' refers to equity injections appropriations provided through Appropriation Bill (No. 2) 2024–2025, including Collection Development Acquisition Budgets (CDABs).

(b) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No. 1) 2024–2025 for depreciation/amortisation expenses, cash reserves and contributions.

