

National Museum of Australia

Entity resources and planned performance

National Museum of Australia

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National Museum of Australia

Section 1: Entity overview and resources

1.1 Strategic direction statement

The National Museum of Australia (NMA), as mandated under the *National Museum of Australia Act 1980*, was established for the purpose of developing and maintaining a National Historical Collection for the benefit of the nation, and to bring to life the rich and diverse stories of Australia through strong engagement with the nation's varied communities and traditions. Central to the NMA's place as a national institution is its focus on meaningful engagement with all Australians through the interpretation of Australia's past, present and future, and its foundational commitment to the history and cultures of the First Australians. The NMA achieves this through the development and maintenance of the National Historical Collection and by sharing the stories of Australia's people and places. The NMA is the only national institution that is wholly devoted to the complex and comprehensive story of Australia from deep time to the present day.

The NMA has a vital role in helping to connect Australians and their communities, and its work is guided by the pillars and principles of the National Cultural Policy – *Revive: a place for every story, a story for every place*. In fulfilling this mission, over the next four years the NMA is committed to:

- **First Nations first:** We will focus on truth-telling and diversity in Australian life as we collect, document, research and share the history of First Nations peoples, giving voice to them and their stories.
- **Connecting our audiences:** We commit to helping build a national sense of meaning and identity by representing and advancing the diverse histories of all Australians.
- **Telling our stories:** We will honour and embrace the diverse stories of Australian life and experience by building and strengthening our research, collection, documentation, conservation, education and public program capabilities and activities.
- **Engaging together:** We will contribute to the cultural life of the nation by building relationships and collaborating with artists, corporate institutions and community organisations across a range of heritage, cultural, artistic and creative practices.
- **Securing our future:** We will support our people and secure the Museum's future through improved organisational leadership, resilience and sustainability, and the delivery of programs and practices that build our operational capacity in order to meet the fundamental challenges of our time.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the NMA 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 by departmental (for the NMA’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: NMA 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	13,235	10,215
Funds from Government		
Annual appropriations - ordinary annual services		
Outcome 1 ^(a)	53,768	55,192
Equity injection ^(b)	6,638	16,340
Total annual appropriations	60,406	71,532
Total funds from Government	60,406	71,532
Funds from other sources		
Interest	2,075	1,000
Sale of goods and services	7,569	7,496
Other	3,145	2,450
Total funds from other sources	12,789	10,946
Total net resourcing for Entity NMA	86,430	92,693

	2023-24	2024-25
Average staffing level (number)	229	222

All figures shown above are GST exclusive - these may not match figures in the cash flow statement. Prepared on a resourcing (that is, appropriations available) basis.

(a) Appropriation Bill (No. 1) 2024-25.

(b) Appropriation Bill (No. 2) 2024-25.

The NMA 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 NMA and considered ‘departmental’ for all purposes.

1.3 Budget measures

There are no new measures relating to the NMA 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 NMA can be found at:

https://www.nma.gov.au/_data/assets/pdf_file/0003/807591/nma-corporate-plan-2023-24.pdf

The most recent annual performance statement can be found at:

https://www.nma.gov.au/_data/assets/pdf_file/0007/806542/NMA-Annual-Report-2022-23-web.pdf

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Increased awareness and understanding of Australia’s history and culture by managing the National Museum’s collections and providing access through public programs and exhibitions

Budgeted expenses for Outcome 1

This table shows how much the NMA intends to spend (on an accrual basis) on achieving the outcome, broken down by program, as well as by Administered and Departmental funding sources.

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 Management, Research, Exhibitions and Programs					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	53,768	55,192	55,509	56,965	58,500
Expenses not requiring appropriation in the budget year ^(a)	1,191	1,215	1,239	1,264	1,289
Revenues from other independent sources	12,789	10,946	11,204	11,472	11,750
Total expenses for Program 1.1	67,748	67,353	67,952	69,701	71,539
Outcome 1 Totals by resource type					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	53,768	55,192	55,509	56,965	58,500
Expenses not requiring appropriation in the budget year	1,191	1,215	1,239	1,264	1,289
Revenues from other independent sources	12,789	10,946	11,204	11,472	11,750
Total expenses for Outcome 1	67,748	67,353	67,952	69,701	71,539
	2023-24	2024-25			
Average staffing level (number)	229	222			

(a) Expenses not requiring appropriation in the Budget year are depreciation expenses for heritage and cultural assets.

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 awareness and understanding of Australia’s history and culture by managing the National Museum’s collections and providing access through public programs and exhibitions		
Program 1.1 – Collection Management, Research, Exhibitions and Programs		
The National Museum of Australia increases the awareness and understanding of Australia’s history and culture through its collections and research, providing access to the public through its public programs and exhibitions.		
Key Activities	Maximise opportunities for public engagement that respond to changing audience behaviours and needs	
Year	Performance measures	Expected Performance Results
Current Year 2023–24	Total visitor engagements: 5,930,000 <ul style="list-style-type: none"> Permanent Exhibitions: 525,000 Special Exhibitions: 150,000 Travelling Exhibitions: 315,000 Education and Public Programs: 181,800 Events and Functions: 20,000 Digital experiences: 4,013,200 Social Media engagements: 725,000 	Total visitor engagements: 7,815,000 <ul style="list-style-type: none"> Permanent Exhibitions: 630,000 Special Exhibitions: 215,000 Travelling Exhibitions: 600,000 Education and Public Programs: 265,000 Events and Functions: 15,000 Digital experiences: 5,340,000 Social Media engagements: 750,000 Target expected to be met
Year	Performance measures	Planned Performance Results
Budget Year 2024–25	Maximise visitor engagement with NMA collections and experiences	Total visitor engagements: 7,580,000 <ul style="list-style-type: none"> Permanent Exhibitions: 615,000 Special Exhibitions: 155,000 Travelling Exhibitions: 550,000 Education and Public Programs: 220,000 Events and Functions: 15,000 Digital experiences: 5,300,000 Social Media engagements: 725,000
Forward Estimates 2025–28	As per 2024–25 Measures	Total visitor engagements, 2025–26: 7,758,000 Total visitor engagements, 2026–27: 7,942,000 Total visitor engagements, 2027–28: 8,117,000

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of the NMA'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

As part of the Government's investment in the National Cultural Policy in the 2023–24 Budget, the NMA received \$78.3 million over four years, to safeguard its financial sustainability and address its most urgent collection storage and capital works needs.

In 2024–25, the NMA will continue to invest those funds in furtherance of its mission and strategic objectives. The NMA has forecast a break-even operating budget result (excluding heritage and cultural asset depreciation).

The Balance Sheet shows a net equity position of \$491.6 million in 2024–25, representing the surplus of net assets over net liabilities. This primarily reflects the NMA's non-financial assets, including land and building and heritage and cultural assets.

The Departmental Capital Budget Statement shows total capital expenditure for 2024–25 of \$26.8 million, funded from equity injection from Government of \$16.3 million (which includes \$4.2 million of funding carried forward from 2023–24), and departmental resources of \$10.5 million. The expenditure will address urgent collection storage and physical and ICT infrastructure requirements, gallery refurbishment, facility upgrades and development of the National Historical Collection.

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	27,034	27,637	27,326	28,283	29,284
Suppliers	27,387	26,144	26,808	27,208	27,638
Depreciation and amortisation ^(a)	13,247	13,512	13,782	14,183	14,595
Finance costs	80	60	36	27	22
Total expenses	67,748	67,353	67,952	69,701	71,539
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	7,569	7,496	7,720	7,953	8,196
Interest	2,075	1,000	1,000	1,000	1,000
Other	3,145	2,450	2,484	2,519	2,554
Total own-source revenue	12,789	10,946	11,204	11,472	11,750
Total own-source income	12,789	10,946	11,204	11,472	11,750
Net (cost of)/contribution by services	(54,959)	(56,407)	(56,748)	(58,229)	(59,789)
Revenue from Government	53,768	55,192	55,509	56,965	58,500
Surplus/(deficit) attributable to the Australian Government	(1,191)	(1,215)	(1,239)	(1,264)	(1,289)
Total comprehensive income/(loss)	(1,191)	(1,215)	(1,239)	(1,264)	(1,289)
Total comprehensive income/(loss) attributable to the Australian Government	(1,191)	(1,215)	(1,239)	(1,264)	(1,289)
Note: Impact of net cash appropriation arrangements					
Total comprehensive income/(loss) - as per statement of Comprehensive Income	(1,191)	(1,215)	(1,239)	(1,264)	(1,289)
plus: heritage and cultural depreciation/amortisation expenses previously funded through revenue appropriations ^(a)	1,191	1,215	1,239	1,264	1,289
Net Cash Operating Surplus/(Deficit)	-	-	-	-	-

Prepared on Australian Accounting Standards basis.

- (a) From 2009-10, the Government replaced Bill 1 revenue appropriations for the heritage and cultural depreciation expenses of designated Collection Institutions, with a separate capital budget (the Collection Development Acquisition Budget, or CDAB) provided through Bill 2 equity appropriations. For information regarding CDABs, please refer to Table 3.5 Departmental capital budget statement.

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	10,215	10,192	10,121	10,121	10,121
Trade and other receivables	1,386	1,386	1,386	1,386	1,386
Total financial assets	11,601	11,578	11,507	11,507	11,507
Non-financial assets					
Land and buildings	120,435	118,452	116,427	114,387	112,280
Property, plant and equipment	73,857	87,939	87,635	87,336	87,395
Heritage and Cultural	281,605	282,766	283,935	285,126	286,017
Intangibles	6,708	6,754	6,980	7,298	7,599
Inventories	1,437	1,437	1,437	1,437	1,437
Prepayments	1,134	1,134	1,134	1,134	1,134
Total non-financial assets	485,176	498,482	497,548	496,718	495,862
Total assets	496,777	510,060	509,055	508,225	507,369
LIABILITIES					
Payables					
Suppliers	2,276	2,056	1,837	1,837	1,837
Other payables	2,274	2,273	2,273	2,273	2,273
Total payables	4,550	4,329	4,110	4,110	4,110
Interest bearing liabilities					
Leases	8,386	6,765	5,094	3,373	1,626
Total interest bearing liabilities	8,386	6,765	5,094	3,373	1,626
Provisions					
Employee provisions	7,409	7,409	7,409	7,409	7,409
Total provisions	7,409	7,409	7,409	7,409	7,409
Total liabilities	20,345	18,503	16,613	14,892	13,145
Net assets	476,432	491,557	492,442	493,333	494,224
EQUITY					
Parent entity interest					
Contributed equity	47,469	63,809	65,933	68,088	70,268
Reserves	166,898	166,898	166,898	166,898	166,898
Retained surplus (accumulated deficit)	262,065	260,850	259,611	258,347	257,058
Total parent entity interest	476,432	491,557	492,442	493,333	494,224
Total equity	476,432	491,557	492,442	493,333	494,224

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	262,065	166,898	47,469	476,432
Adjusted opening balance	262,065	166,898	47,469	476,432
Comprehensive income				
Surplus/(deficit) for the period	(1,215)	-	-	(1,215)
Total comprehensive income	(1,215)	-	-	(1,215)
Contributions by owners				
Equity injection - Appropriation	-	-	16,340	16,340
Sub-total transactions with owners	-	-	16,340	16,340
Estimated closing balance as at 30 June 2025	260,850	166,898	63,809	491,557
Closing balance attributable to the Australian Government	260,850	166,898	63,809	491,557

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	53,768	55,192	55,509	56,965	58,500
Sale of goods and rendering of services	7,569	7,496	7,720	7,953	8,196
Interest	2,075	1,000	1,000	1,000	1,000
Net GST received	2,023	2,579	3,288	3,337	3,390
Other	3,145	2,450	2,484	2,519	2,554
Total cash received	68,580	68,717	70,001	71,774	73,640
Cash used					
Employees	27,034	27,638	27,326	28,283	29,284
Suppliers	27,389	26,144	26,808	27,208	27,638
Net GST paid	2,023	2,579	3,288	3,337	3,390
Interest payments on lease liability	80	60	36	27	22
Total cash used	56,526	56,421	57,458	58,855	60,334
Net cash from/(used by) operating activities	12,054	12,296	12,543	12,919	13,306
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment and intangibles	20,138	27,038	13,067	13,353	13,739
Total cash used	20,138	27,038	13,067	13,353	13,739
Net cash from/(used by) investing activities	(20,138)	(27,038)	(13,067)	(13,353)	(13,739)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	6,638	16,340	2,124	2,155	2,180
Total cash received	6,638	16,340	2,124	2,155	2,180
Cash used					
Principal payments on lease liability	1,574	1,621	1,671	1,721	1,747
Total cash used	1,574	1,621	1,671	1,721	1,747
Net cash from/(used by) financing activities	5,064	14,719	453	434	433
Net increase/(decrease) in cash held	(3,020)	(23)	(71)	-	-
Cash and cash equivalents at the beginning of the reporting period	13,235	10,215	10,192	10,121	10,121
Cash and cash equivalents at the end of the reporting period	10,215	10,192	10,121	10,121	10,121

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	6,638	16,340	2,124	2,155	2,180
Total new capital appropriations	6,638	16,340	2,124	2,155	2,180
<i>Provided for:</i>					
Purchase of non-financial assets	6,638	16,340	2,124	2,155	2,180
Total items	6,638	16,340	2,124	2,155	2,180
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriations ^(a)	6,638	16,340	2,124	2,155	2,180
Funded internally from departmental resources ^(b)	10,927	10,478	10,723	11,198	11,559
TOTAL	17,565	26,818	12,847	13,353	13,739
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	17,565	26,818	12,848	13,353	13,739
Total cash used to acquire assets	17,565	26,818	12,848	13,353	13,739

Prepared on Australian Accounting Standards basis.

- (a) Includes both current Appropriation Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.
(b) Includes the following sources of funds - current Bill 1 and prior year Act 1 appropriations; donations and contributions; internally developed assets; and proceeds from the sale of assets.

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	10,100	106,382	113,100	287,640	12,646	529,868
Gross book value - ROU assets	-	14,455	99	-	-	14,554
Accumulated depreciation/amortisation and impairment	-	(4,108)	(39,243)	(6,035)	(5,938)	(55,324)
Accumulated depreciation/amortisation and impairment - ROU assets	-	(6,394)	(99)	-	-	(6,493)
Opening net book balance	10,100	110,335	73,857	281,605	6,708	482,605
Capital asset additions						
Estimated expenditure on new or replacement assets						
By purchase - appropriation equity ^(a)	-	-	14,247	2,093	-	16,340
By purchase - other	-	150	9,015	283	1,030	10,478
Total additions	-	150	23,262	2,376	1,030	26,818
Other movements						
Depreciation/amortisation expense	-	(533)	(9,155)	(1,215)	(984)	(11,887)
Depreciation/amortisation on ROU assets	-	(1,600)	(25)	-	-	(1,625)
Total other movements	-	(2,133)	(9,180)	(1,215)	(984)	(13,512)
As at 30 June 2025						
Gross book value	10,100	106,532	136,362	290,016	13,676	556,686
Gross book value - ROU assets	-	14,455	99	-	-	14,554
Accumulated depreciation/amortisation and impairment	-	(4,641)	(48,398)	(7,250)	(6,922)	(67,211)
Accumulated depreciation/amortisation and impairment - ROU assets	-	(7,994)	(124)	-	-	(8,118)
Closing net book balance	10,100	108,352	87,939	282,766	6,754	495,911
Estimated operating expenditure in income statement for heritage and cultural assets						\$'000
Operations and Maintenance						3,825
Preservation and Conservation						5,133
Total operating expenditure on heritage and cultural assets						8,958

Prepared on Australian Accounting Standards basis.

(a) 'Appropriation equity' refers to equity injections appropriations provided through Appropriation Bill (No. 2) 2024-2025, including CDABs.