

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 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 Sustainable and Capable 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 2025–26 as at Budget March 2025

	2024-25 Estimated actual \$'000	2025-26 Estimate \$'000
Opening balance/cash reserves at 1 July	41,797	30,000
Funds from Government		
Annual appropriations - ordinary annual services ^(a)		
Outcome 1	69,917	72,666
Annual appropriations - other services ^(b)		
Equity injection	42,243	22,709
Total annual appropriations	112,160	95,375
Total funds from Government	112,160	95,375
Funds from other sources		
Interest	6,875	6,119
Sale of goods and services	4,955	3,296
Dividends	800	800
Contributions	4,994	14,326
Other	2,924	950
Total funds from other sources	20,548	25,491
Total net resourcing for the National Gallery	174,505	150,866
	2024-25	2025-26
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) 2025-2026 and Supply Bill (No. 1) 2025-2026.

(b) Appropriation Bill (No. 2) 2025-2026 and Supply Bill (No. 2) 2025-2026.

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 2025–26 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/NGA_CorporatePlan24-25.pdf

The most recent annual performance statement can be found at:
https://nga.gov.au/media/dd/documents/NGA_Annual_Report_23_24.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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
Program 1.1: Collection development, management, access and promotion					
Revenue from Government					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	69,917	72,666	73,741	72,136	72,708
Expenses not requiring appropriation in the budget year ^(a)	19,929	18,752	18,559	18,547	18,806
Revenues from other independent sources	17,222	23,006	19,419	19,090	19,458
Total expenses for Program 1.1	107,068	114,424	111,719	109,773	110,972
Outcome 1 Totals by resource type					
Revenue from Government					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	69,917	72,666	73,741	72,136	72,708
Expenses not requiring appropriation in the budget year ^(a)	19,929	18,752	18,559	18,547	18,806
Revenues from other independent sources	17,222	23,006	19,419	19,090	19,458
Total expenses for Outcome 1	107,068	114,424	111,719	109,773	110,972
	2024-25	2025-26			
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 2025–26 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 2024–25	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
	Connection: Audiences access and engage with the national collection	Target: Total audience to the national collection exceeds 2,050,000 Target expected to be met Target: Unique website sessions exceed 2,000,000 Target expected to be met Target: Total student attendance of learning programs exceeds 62,000 Target expected to be met

Year	Performance Measures	Expected Performance Results
Current Year 2024–25 cont.	Distinct Identity: The National Cultural Policy is supported	<p>Target: 15 new partnerships are established across Australia for Sharing the National Collection</p> <p>Target expected to be met</p> <p>Target: 80% of visitors are quite or highly satisfied</p> <p>Target expected to be met</p> <p>95% of visitors attending major exhibitions are quite or highly satisfied</p> <p>Target expected to be met</p> <p>Two (2) new partnerships are established to advance First Nations art internationally</p> <p>Target expected to be met</p>
	Capability: The National Gallery ambition is realised	<p>Philanthropic support increases by 2%</p> <p>Target met</p> <p>The Sculpture Garden Project design and development phase is implemented</p> <p>Target not expected to be met</p>
Year	Performance Measures	Planned Performance Results
Budget Year 2025–26	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	<p>Total audience to the national collection exceeds 2,050,000</p> <p>Unique website sessions exceed 2,000,000</p> <p>Total student attendance of learning programs exceeds 62,000</p>
	Distinct Identity: The National Cultural Policy is supported	<p>15 new partnerships are established across Australia for Sharing the National Collection</p> <p>>80% of visitors are quite or highly satisfied</p> <p>>95% of visitors attending major exhibitions are quite or highly satisfied</p> <p>Two (2) new partnerships are established to advance First Nations art internationally</p>

Year	Performance Measures	Planned Performance Results
Budget Year 2025–26 cont.	Sustainable and Capable: The National Gallery ambition is realised	Recognition of philanthropic income to the National Gallery equivalent to 30% of revenue from Government The Sculpture Garden Project design is completed
Forward Estimates 2026–29	As per 2025-26	The planned performance results will evolve over forward years, building on 2025-26 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 2025-26 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 capital works rectification program commences resulting in lower admissions and merchandising income.

Additional operating funding is provided through two additional appropriations to fund the Hume site enabling works and the Sharing the National Collection pilot, which end in 2025-26 and 2026-27 respectively resulting in a reduction in revenue from government and a corresponding reduction in expenditure.

Contributions from philanthropic income is expected to increase across the forward estimates as donations are received for the National Gallery's Sculpture Garden revitalisation project.

The National Gallery's net assets are estimated to be \$7.5 billion at 30 June 2026. The national collection and the National Gallery's land and buildings make up 98% of this value. Net assets are forecast to increase in 2025-26 with equity injections totalling \$22.7 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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
EXPENSES					
Employee benefits	39,418	40,759	42,389	44,000	45,496
Suppliers	31,555	37,456	33,126	29,995	31,278
Depreciation and amortisation	36,030	36,144	36,139	35,713	34,133
Write-down and impairment of assets	65	65	65	65	65
Total expenses	107,068	114,424	111,719	109,773	110,972
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	5,199	3,311	1,506	1,308	990
Contributions	4,994	14,326	14,489	15,178	15,841
Interest	6,875	6,119	4,559	3,739	3,762
Dividends	800	800	800	800	800
Other	1,854	950	565	565	565
Total own-source revenue	19,722	25,506	21,919	21,590	21,958
Gains					
Sale of assets	202	-	-	-	-
Other	5,000	5,000	5,000	5,000	5,000
Total gains	5,202	5,000	5,000	5,000	5,000
Total own-source income	24,924	30,506	26,919	26,590	26,958
Net (cost of)/contribution by services	(82,144)	(83,918)	(84,800)	(83,183)	(84,014)
Revenue from Government	69,917	72,666	73,741	72,136	72,708
Surplus/(deficit) attributable to the Australian Government	(12,227)	(11,252)	(11,059)	(11,047)	(11,306)
Total comprehensive income/(loss) attributable to the Australian Government	(12,227)	(11,252)	(11,059)	(11,047)	(11,306)
Note: Impact of net cash appropriation arrangements					
Total comprehensive income/(loss) - as per statement of comprehensive income	(12,227)	(11,252)	(11,059)	(11,047)	(11,306)
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)	2,045	2,158	2,153	1,726	147
less: lease principal repayments ^(b)	(822)	(2,112)	(2,300)	(1,885)	(47)
Net cash operating Surplus/(Deficit)	7,702	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) and Supply 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)

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	30,000	30,000	30,000	30,000	30,000
Investments	124,045	108,629	91,201	77,019	72,951
Trade and other receivables	3,390	3,390	3,390	3,390	3,390
Other financial assets	86	86	86	86	86
Total financial assets	157,521	142,105	124,677	110,495	106,427
Non-financial assets					
Heritage and Cultural	6,870,044	6,877,382	6,885,086	6,893,031	6,901,221
Land and buildings	516,652	535,621	549,110	561,735	566,380
Property, plant and equipment	9,373	9,363	9,358	9,358	9,358
Intangibles	1,503	1,503	1,503	1,503	1,503
Inventories	613	426	426	426	426
Other non-financial assets	625	625	625	625	625
Total non-financial assets	7,398,810	7,424,920	7,446,108	7,466,678	7,479,513
Total assets	7,556,331	7,567,025	7,570,785	7,577,173	7,585,940
LIABILITIES					
Payables					
Suppliers	4,470	5,328	4,717	4,279	4,499
Other payables	2,195	2,195	2,195	2,195	2,195
Total payables	6,665	7,523	6,912	6,474	6,694
Interest bearing liabilities					
Leases	6,350	4,238	1,938	53	6
Total interest bearing liabilities	6,350	4,238	1,938	53	6
Provisions					
Employee provisions	8,067	8,558	7,378	7,985	8,490
Total provisions	8,067	8,558	7,378	7,985	8,490
Total liabilities	21,082	20,319	16,228	14,512	15,190
Net assets	7,535,249	7,546,706	7,554,557	7,562,661	7,570,750
EQUITY					
Parent entity interest					
Contributed equity	541,069	563,778	582,688	601,839	621,234
Reserves	6,451,973	6,451,973	6,451,973	6,451,973	6,451,973
Retained surplus	542,207	530,955	519,896	508,849	497,543
Total equity	7,535,249	7,546,706	7,554,557	7,562,661	7,570,750

Prepared on Australian Accounting Standards basis.

**Table 3.3: Departmental statement of changes in equity – summary of movement
(Budget year 2025–26)**

	Retained earnings	Asset revaluation reserve	Contributed equity/ capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2025				
Balance carried forward from previous period	542,207	6,451,973	541,069	7,535,249
Adjusted opening balance	542,207	6,451,973	541,069	7,535,249
Comprehensive income				
Surplus/(Deficit) for the period	(11,252)	-	-	(11,252)
Total comprehensive income	(11,252)	-	-	(11,252)
Contributions by owners				
Equity injection - Appropriation	-	-	22,709	22,709
Sub-total transactions with owners	-	-	22,709	22,709
Estimated closing balance as at 30 June 2026	530,955	6,451,973	563,778	7,546,706
Closing balance attributable to the Australian Government	530,955	6,451,973	563,778	7,546,706

Prepared on Australian Accounting Standards basis.

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

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	69,917	72,666	73,741	72,136	72,708
Sale of goods and rendering of services	6,274	5,153	3,146	2,997	2,713
Interest	6,875	6,119	4,559	3,739	3,762
Dividends	800	800	800	800	800
Net GST received	1,782	1,768	1,711	1,341	1,373
Other	5,715	15,276	15,054	15,743	16,406
Total cash received	91,363	101,782	99,011	96,756	97,762
Cash used					
Employees	38,700	40,268	43,569	43,393	44,991
Suppliers	31,592	39,879	37,030	33,490	34,216
Other	269	207	123	38	2
Total cash used	70,561	80,354	80,722	76,921	79,209
Net cash from operating activities	20,802	21,428	18,289	19,835	18,553
INVESTING ACTIVITIES					
Cash received					
Investments	80,000	80,000	80,000	80,000	80,000
Other	1,974	-	-	-	-
Total cash received	81,974	80,000	80,000	80,000	80,000
Cash used					
Purchase of property, plant and equipment, intangibles and works of art	69,272	57,441	52,327	51,283	41,968
Investments	86,722	64,584	62,572	65,818	75,933
Total cash used	155,994	122,025	114,899	117,101	117,901
Net cash used by investing activities	(74,020)	(42,025)	(34,899)	(37,101)	(37,901)
FINANCING ACTIVITIES					
Cash received					
Collection Development Acquisition Budget	18,309	18,544	18,910	19,151	19,395
Equity Injection	23,934	4,165	-	-	-
Total cash received	42,243	22,709	18,910	19,151	19,395
Cash used					
Principal payments on lease liability	822	2,112	2,300	1,885	47
Total cash used	822	2,112	2,300	1,885	47
Net cash from financing activities	41,421	20,597	16,610	17,266	19,348
Net (decrease) in cash held	(11,797)	-	-	-	-
Cash and cash equivalents at the beginning of the reporting period	41,797	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)

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Equity injections - Bill 2	42,243	22,709	18,910	19,151	19,395
Total new capital appropriations	42,243	22,709	18,910	19,151	19,395
Provided for:					
Purchase of non-financial assets	42,243	22,709	18,910	19,151	19,395
Total items	42,243	22,709	18,910	19,151	19,395
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriations ^(a)	37,451	40,000	32,308	33,253	19,395
Funded internally from Departmental resources ^(b)	36,822	22,441	25,019	23,029	27,572
TOTAL	74,273	62,441	57,327	56,282	46,967
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	75,745	62,441	57,327	56,283	46,968
less: ROU additions	(1,473)	-	-	-	-
less: gifted assets	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Total cash used to acquire assets	69,272	57,441	52,327	51,283	41,968

Prepared on Australian Accounting Standards basis.

(a) Includes both current Appropriation Bill (No. 2) Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.

(b) Includes purchases from current and previous years' Departmental Capital Budgets (DCBs).

Table 3.6: Statement of Departmental asset movements (Budget year 2025–26)

	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 2025						
Gross book value	28,235	499,410	24,424	6,928,254	4,270	7,484,593
Gross book value - ROU assets	-	8,746	79	-	-	8,825
Accumulated depreciation/amortisation and impairment	-	(17,169)	(15,068)	(58,210)	(2,767)	(93,214)
Accumulated depreciation/amortisation and impairment - ROU assets	-	(2,570)	(62)	-	-	(2,632)
Opening net book balance	28,235	488,417	9,373	6,870,044	1,503	7,397,572
Capital asset additions						
Estimated expenditure on new or replacement assets						
By purchase - appropriation equity ^(a)	-	21,456	-	18,544	-	40,000
By purchase - appropriation ordinary annual services ^(b)	-	10,659	3,758	-	524	14,941
By purchase - donated funds	-	-	-	2,500	-	2,500
Assets received as gifts/donations	-	-	-	5,000	-	5,000
Total additions	-	32,115	3,758	26,044	524	62,441
Other movements						
Depreciation/amortisation expense	-	(10,998)	(3,758)	(18,706)	(524)	(33,986)
Depreciation/amortisation on ROU assets	-	(2,148)	(10)	-	-	(2,158)
Total other movements	-	(13,146)	(3,768)	(18,706)	(524)	(36,144)
As at 30 June 2026						
Gross book value	28,235	531,525	28,182	6,954,298	4,794	7,547,034
Gross book value - ROU assets	-	8,746	79	-	-	8,825
Accumulated depreciation/amortisation and impairment	-	(28,167)	(18,826)	(76,916)	(3,291)	(127,200)
Accumulated depreciation/amortisation and impairment - ROU assets	-	(4,718)	(72)	-	-	(4,790)
Closing net book balance	28,235	507,386	9,363	6,877,382	1,503	7,423,869
Estimated operating expenditure in income statement for heritage and cultural assets						\$'000
Operations and Maintenance						5,850
Preservation and Conservation						2,946
Total operating expenditure on heritage and cultural assets						8,796

Prepared on Australian Accounting Standards basis.

(a) 'Appropriation equity' refers to equity injections appropriations provided through Appropriation Bill (No. 2) Supply Bill (No. 2) 2025-2026 and includes Collection Development Acquisition Budgets (CDABs).

(b) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No. 1) Supply Bill (No. 2) 2025-2026 and includes Collection Development Acquisition Budgets (CDABs).