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; to exhibit and disseminate information and historical and cultural material relating to Australia’s past, present and future; and with a foundational commitment to represent the rich and diverse histories and experiences of First Nations peoples.

The NMA brings to life the stories of the nation through researching, developing, preserving, digitising and exhibiting the National Historical Collection, and creating programs and partnerships for national and international audiences. The NMA is the only national institution that is wholly devoted to the complex and comprehensive story of Australia from deep time to its present and future, and in undertaking our work inspires, challenges and empowers people to find their voice and place in the world.

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

* **First Nations first**: We will engage broadly and deeply with First Nations peoples to elevate and amplify their perspective, ideas and voices
* **Connecting our audiences**: We will foster social cohesion and make the NMA a place about our future as much as it is about our past
* **Growth**: We will grow the business and audience of the NMA
* **Foundation**: We will build operational capability to underpin our strategic ambitions.

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 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|   | 2024-25Estimatedactual$'000 | 2025-26Estimate$'000 |
| **Opening balance/cash reserves at 1 July** | **24,320**  | **23,349**  |
| **Funds from Government** |   |   |
| Annual appropriations - ordinary annual services |   |   |
| Outcome 1(a) | 55,192  | 55,422  |
| Equity injection(b) | 12,140  | 2,120  |
| Total annual appropriations | 67,332  | 57,542  |
| **Total funds from Government** | **67,332**  | **57,542**  |
| **Funds from other sources** |   |   |
| Interest | 2,406  | 1,000  |
| Sale of goods and services | 9,117  | 8,699  |
| Other | 1,691  | 1,880  |
| **Total funds from other sources** | **13,214**  | **11,579**  |
| **Total net resourcing for Entity NMA** | **104,866**  | **92,470**  |

|  |  |  |
| --- | --- | --- |
|   | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 222 | 216 |

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.

1. Appropriation Bill (No. 1) 2025-26 and Supply Bill (No. 1) 2025-26.
2. Appropriation Bill (No. 2) 2025-26 and Supply Bill (No. 2) 2025-26.

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 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 NMA can be found at: https://www.nma.gov.au/\_\_data/assets/pdf\_file/0005/811913/NMA\_Corporate\_Plan\_2024-25-FINAL.pdfThe most recent annual performance statement can be found at: https://www.nma.gov.au/\_\_data/assets/pdf\_file/0005/812471/NMA-Annual-Report-2023-24-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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25Estimatedactual$'000 | 2025-26Budget$'000 | 2026-27Forwardestimate$'000 | 2027-28Forwardestimate$'000 | 2028-29Forwardestimate$'000 |
| **Program 1.1: Collection Management, Research, Exhibitions and Programs**  |
| Revenue from Government |  |   |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 55,192  | 55,422  | 57,095  | 58,680  | 58,635  |
| Expenses not requiring appropriation in the budget year(a) | 1,147  | 1,121  | 1,095  | 1,337  | 1,366  |
| Revenues from other independent sources  | 13,214  | 11,579  | 11,878  | 12,185  | 12,500  |
| **Total expenses for Program 1.1** | **69,553**  | **68,122**  | **70,068**  | **72,202**  | **72,501**  |
| **Outcome 1 Totals by resource type**  |
| Revenue from Government |  |   |  |  |  |
| Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1)) | 55,192  | 55,422  | 57,095  | 58,680  | 58,635  |
| Expenses not requiring appropriation in the budget year(a) | 1,147  | 1,121  | 1,095  | 1,337  | 1,366  |
| Revenues from other independent sources  | 13,214  | 11,579  | 11,878  | 12,185  | 12,500  |
| **Total expenses for Outcome 1** | **69,553**  | **68,122**  | **70,068**  | **72,202**  | **72,501**  |

|  |  |  |
| --- | --- | --- |
|   | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 222 | 216 |

1. 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 2025–26 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 Year2024–25 | Total visitor engagements: 7,580,000* 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
 | Total visitor engagements: 8,364,900* Permanent Exhibitions: 640,000
* Special Exhibitions: 350,000
* Travelling Exhibitions: 650,000
* Education and Public Programs: 281,900
* Events and Functions: 18,500
* Digital experiences: 5,660,000
* Social Media engagements: 765,000

Target expected to be met |
| Year | Performance Measures | Planned Performance Results |
| Budget Year 2025–26 | Maximise visitor engagement with NMA collections and experiences | Total visitor engagements: 8,098,500* Permanent Exhibitions: 635,000
* Special Exhibitions: 250,000
* Travelling Exhibitions: 375,000
* Education and Public Programs: 250,000
* Events and Functions: 18,500
* Digital experiences: 5,820,000
* Social Media engagements: 750,000
 |
| Forward Estimates 2026–29 | As per 2025-26 Measures for assessing | Total visitor engagements, 2026-27: 8,340,000Total visitor engagements, 2027-28: 8,590,000Total visitor engagements, 2028-29: 8,845,000 |

Section 3: Budgeted financial statements

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

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 work’s needs.

In 2025-26, 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 and right-of-use assets’ depreciation and right-of-use lease principal payments).

The Balance Sheet shows a net equity position of $495.6 million in 2025‑26, 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 2025‑26 of $24.4 million, funded from equity injection from Government of $2.1 million, and Departmental resources of $22.2 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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25Estimatedactual$'000 | 2025-26Budget$'000 | 2026-27Forwardestimate$'000 | 2027-28Forwardestimate$'000 | 2028-29Forwardestimate$'000 |
| **EXPENSES** |  |  |  |  |  |
| Employee benefits | 29,729  | 27,911  | 28,463  | 29,464  | 29,464  |
| Suppliers | 26,252  | 26,393  | 27,395  | 28,121  | 28,412  |
| Depreciation and amortisation(a) | 13,512  | 13,782  | 14,183  | 14,595  | 14,608  |
| Finance costs | 60  | 36  | 27  | 22  | 17  |
| **Total expenses** | **69,553**  | **68,122**  | **70,068**  | **72,202**  | **72,501**  |
| **LESS:**  |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 9,117  | 8,699  | 8,960  | 9,229  | 9,505  |
| Interest | 2,406  | 1,000  | 1,000  | 1,000  | 1,000  |
| Other  | 1,691  | 1,880  | 1,918  | 1,956  | 1,995  |
| **Total own-source revenue** | **13,214**  | **11,579**  | **11,878**  | **12,185**  | **12,500**  |
| **Total own-source income** | **13,214**  | **11,579**  | **11,878**  | **12,185**  | **12,500**  |
| **Net (cost of)/contribution by services** | **(56,339)** | **(56,543)** | **(58,190)** | **(60,017)** | **(60,001)** |
| Revenue from Government | 55,192  | 55,422  | 57,095  | 58,680  | 58,635  |
| **Surplus/(deficit) attributable to the Australian Government** | **(1,147)** | **(1,121)** | **(1,095)** | **(1,337)** | **(1,366)** |
| **Total comprehensive income/(loss)** | **(1,147)** | **(1,121)** | **(1,095)** | **(1,337)** | **(1,366)** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(1,147)** | **(1,121)** | **(1,095)** | **(1,337)** | **(1,366)** |
| **Note: Impact of net cash appropriation arrangements** |  |   |   |   |
| **Total comprehensive income/(loss) - as per statement of Comprehensive Income** | **(1,147)** | **(1,121)** | **(1,095)** | **(1,337)** | **(1,366)** |
| plus: heritage and cultural depreciation/amortisation expenses previously funded through revenue appropriations(a) | 1,215  | 1,239  | 1,264  | 1,289  | 1,302  |
| plus: depreciation/amortisation expenses for ROU assets (b) | 1,559  | 1,558  | 1,557  | 1,826  | 1,750  |
| less: lease principal repayments (b) | (1,627) | (1,676) | (1,726) | (1,778) | (1,686) |
| **Net Cash Operating Surplus/(Deficit)** | **-** | **-** | **-** | **-** | **-** |

Prepared on Australian Accounting Standards basis.

1. 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.
2. Applies to leases under AASB 16 Leases.

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25Estimatedactual$'000 | 2025-26Budget$'000 | 2026-27Forwardestimate$'000 | 2027-28Forwardestimate$'000 | 2028-29Forwardestimate$'000 |
| **ASSETS** |  |  |  |  |  |
| **Financial assets** |  |  |  |  |  |
| Cash and cash equivalents | 23,349 | 12,048 | 10,497 | 10,497 | 10,497 |
| Trade and other receivables | 2,214 | 2,214 | 2,214 | 2,214 | 2,214 |
| ***Total financial assets*** | ***25,563*** | ***14,262*** | ***12,711*** | ***12,711*** | ***12,711*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 119,051 | 117,026 | 114,986 | 112,879 | 110,772 |
| Property, plant and equipment | 76,077 | 87,580 | 89,476 | 89,636 | 89,872 |
| Heritage and Cultural | 282,172 | 283,053 | 283,951 | 284,850 | 285,764 |
| Intangibles | 7,436 | 7,662 | 7,980 | 8,281 | 8,582 |
| Inventories | 1,556 | 1,556 | 1,556 | 1,556 | 1,556 |
| Prepayments  | 1,099 | 1,099 | 1,099 | 1,099 | 1,099 |
| ***Total non-financial assets*** | ***487,391*** | ***497,976*** | ***499,048*** | ***498,301*** | ***497,645*** |
| **Total assets** | **512,954** | **512,238** | **511,759** | **511,012** | **510,356** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 1,778 | 1,559 | 1,559 | 1,559 | 1,559 |
| Other payables | 2,075 | 2,075 | 2,075 | 2,075 | 2,075 |
| ***Total payables*** | ***3,853*** | ***3,634*** | ***3,634*** | ***3,634*** | ***3,634*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Leases | 6,866 | 5,190 | 3,464 | 1,686 | - |
| ***Total interest bearing liabilities*** | ***6,866*** | ***5,190*** | ***3,464*** | ***1,686*** | ***-*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 7,594 | 7,774 | 7,954 | 8,134 | 8,314 |
| ***Total provisions*** | ***7,594*** | ***7,774*** | ***7,954*** | ***8,134*** | ***8,314*** |
| **Total liabilities** | **18,313** | **16,598** | **15,052** | **13,454** | **11,948** |
| **Net assets** | **494,641** | **495,640** | **496,707** | **497,558** | **498,408** |
| **EQUITY** |  |   |  |  |  |
| **Parent entity interest** |  |   |  |  |  |
| Contributed equity | 63,811  | 65,931  | 68,093  | 70,281  | 72,497  |
| Reserves | 164,088  | 164,088  | 164,088  | 164,088  | 164,088  |
| Retained surplus (accumulated deficit) | 266,742  | 265,621  | 264,526  | 263,189  | 261,823  |
| ***Total parent entity interest*** | ***494,641***  | ***495,640***  | ***496,707***  | ***497,558***  | ***498,408***  |
| **Total equity** | **494,641**  | **495,640**  | **496,707**  | **497,558**  | **498,408**  |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retainedearnings$'000 | Assetrevaluationreserve$'000 | Contributedequity/capital$'000 | Totalequity$'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | 266,742  | 164,088  | 63,811  | 494,641  |
| ***Adjusted opening balance*** | ***266,742***  | ***164,088***  | ***63,811***  | ***494,641***  |
| **Comprehensive income** |  |  |  |  |
| Surplus/(deficit) for the period | (1,121) | -  | -  | (1,121) |
| ***Total comprehensive income*** | ***(1,121)*** | ***-***  | ***-***  | ***(1,121)*** |
| ***Contributions by owners*** |  |  |  |  |
| Equity injection – Appropriation | -  | -  | 2,120  | 2,120  |
| ***Sub-total transactions with owners*** | ***-***  | ***-***  | ***2,120***  | ***2,120***  |
| **Estimated closing balance as at****30 June 2026** | **265,621**  | **164,088**  | **65,931**  | **495,640**  |
| **Closing balance attributable to the Australian Government** | **265,621**  | **164,088**  | **65,931**  | **495,640**  |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|   | 2024-25Estimatedactual$'000 | 2025-26Budget$'000 | 2026-27Forwardestimate$'000 | 2027-28Forwardestimate$'000 | 2028-29Forwardestimate$'000 |
| **OPERATING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Appropriations | 55,192 | 55,422 | 57,095 | 58,680 | 58,635 |
| Sale of goods and rendering of services | 9,117 | 8,699 | 8,960 | 9,229 | 9,505 |
| Interest | 2,406 | 1,000 | 1,000 | 1,000 | 1,000 |
| Net GST received | 2,579 | 3,288 | 3,288 | 3,288 | 3,288 |
| Other  | 1,691 | 1,880 | 1,918 | 1,956 | 1,995 |
| ***Total cash received*** | ***70,985*** | ***70,289*** | ***72,261*** | ***74,153*** | ***74,423*** |
| **Cash used** |  |  |  |  |  |
| Employees | 29,550 | 27,731 | 28,283 | 29,284 | 29,284 |
| Suppliers | 26,252 | 26,612 | 27,395 | 28,121 | 28,412 |
| Net GST paid | 2,579 | 3,288 | 3,337 | 3,390 | 3,390 |
| Interest payments on lease liability | 60 | 36 | 27 | 22 | 17 |
| ***Total cash used*** | ***58,441*** | ***57,667*** | ***59,042*** | ***60,877*** | ***61,103*** |
| **Net cash from/(used by) operating activities** | **12,544** | **12,622** | **13,268** | **13,438** | **13,422** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 24,028 | 24,367 | 15,255 | 13,848 | 13,952 |
| ***Total cash used*** | ***24,028*** | ***24,367*** | ***15,255*** | ***13,848*** | ***13,952*** |
| **Net cash from/(used by) investing activities** | **(24,028)** | **(24,367)** | **(15,255)** | **(13,848)** | **(13,952)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Contributed equity | 12,140 | 2,120 | 2,162 | 2,188 | 2,216 |
| ***Total cash received*** | ***12,140*** | ***2,120*** | ***2,162*** | ***2,188*** | ***2,216*** |
| **Cash used** |  |  |  |  |  |
| Principal payments on lease liability | 1,627 | 1,676 | 1,726 | 1,778 | 1,686 |
| ***Total cash used*** | ***1,627*** | ***1,676*** | ***1,726*** | ***1,778*** | ***1,686*** |
| **Net cash from/(used by) financing activities** | **10,513** | **444** | **436** | **410** | **530** |
| **Net increase/(decrease) in cash held** | **(971)** | **(11,301)** | **(1,551)** | **-** | **-** |
| Cash and cash equivalents at the beginning of the reporting period | 24,320 | 23,349 | 12,048 | 10,497 | 10,497 |
| **Cash and cash equivalents at the end of the reporting period** | **23,349** | **12,048** | **10,497** | **10,497** | **10,497** |

Prepared on Australian Accounting Standards basis.

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2024-25Estimatedactual$'000 | 2025-26Budget$'000 | 2026-27Forwardestimate$'000 | 2027-28Forwardestimate$'000 | 2028-29Forwardestimate$'000 |
| **NEW CAPITAL APPROPRIATIONS** |  |  |  |  |  |
| Equity injections - Bill 2 | 12,140  | 2,120  | 2,162  | 2,188  | 2,216  |
| **Total new capital appropriations** | **12,140**  | **2,120**  | **2,162**  | **2,188**  | **2,216**  |
| ***Provided for:*** |  |  |  |  |  |
| Purchase of non-financial assets | 12,140  | 2,120  | 2,162  | 2,188  | 2,216  |
| **Total items** | ***12,140***  | ***2,120***  | ***2,162***  | ***2,188***  | ***2,216***  |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |   |  |  |  |
| Funded by capital appropriations(a) | 12,140  | 2,120  | 2,162  | 2,188  | 2,216  |
| Funded internally from Departmental resources(b) | 11,888  | 22,247  | 13,093  | 11,660  | 11,736  |
| **TOTAL** | **24,028**  | **24,367**  | **15,255**  | **13,848**  | **13,952**  |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |   |  |  |  |
| Total purchases | 24,028  | 24,367  | 15,255  | 13,848  | 13,952  |
| **Total cash used to acquire assets** | **24,028**  | **24,367**  | **15,255**  | **13,848**  | **13,952**  |

Prepared on Australian Accounting Standards basis.

1. Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.
2. Includes the following sources of funds ‑ current Bill 1, Supply 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 2025–26)

|  |  |
| --- | --- |
|  | **Asset Category** |
|   | Land$'000 | Buildings$'000 | Otherproperty,plant andequipment$'000 | Heritageandcultural$'000 | Computersoftwareandintangibles$'000 | Total$'000 |
| **As at 1 July 2025** |  |  |  |  |  |  |
| Gross book value  | 10,100  | 107,964  | 122,052  | 289,361  | 14,398  | 543,875  |
| Gross book value - ROU assets | -  | 14,455  | 160  | -  | -  | 14,615  |
| Accumulated depreciation/amortisation and impairment | -  | (5,522) | (45,989) | (7,189) | (6,962) | (65,662) |
| Accumulated depreciation/amortisation and impairment - ROU assets | -  | (7,946) | (146) | -  | -  | (8,092) |
| **Opening net book balance** | **10,100**  | **108,951**  | **76,077**  | **282,172**  | **7,436**  | **484,736**  |
| **Capital asset additions** |  |  |  |  |  |  |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |  |
| By purchase - appropriation equity(a) | -  | -  | -  | 2,120  | -  | 2,120  |
| By purchase - other | -  | 150  | 20,867  | -  | 1,230  | 22,247  |
| **Total additions** | **-**  | **150**  | **20,867**  | **2,120**  | **1,230**  | **24,367**  |
| **Other movements** |  |  |  |  |  |  |
| Depreciation/amortisation expense | -  | (647) | (9,340) | (1,239) | (1,004) | (12,230) |
| Depreciation/amortisation on ROU assets | -  | (1,528) | (24) | -  | -  | (1,552) |
| **Total other movements** | **-**  | **(2,175)** | **(9,364)** | **(1,239)** | **(1,004)** | **(13,782)** |
| **As at 30 June 2026** |  |  |  |  |  |  |
| Gross book value | 10,100  | 108,114  | 142,919  | 291,481  | 15,628  | 568,242  |
| Gross book value - ROU assets | -  | 14,455  | 160  | -  | -  | 14,615  |
| Accumulated depreciation/amortisation and impairment | -  | (6,169) | (55,329) | (8,428) | (7,966) | (77,892) |
| Accumulated depreciation/amortisation and impairment - ROU assets | -  | (9,474) | (170) | -  | -  | (9,644) |
| **Closing net book balance** | **10,100**  | **106,926**  | **87,580**  | **283,053**  | **7,662**  | **495,321**  |

|  |  |
| --- | --- |
| **Estimated operating expenditure in income statement for heritage and cultural assets** | **$'000** |
| Operations and Maintenance | 4,226 |
| Preservation and Conservation | 5,317 |
| **Total operating expenditure on heritage and cultural assets** | **9,543** |

Prepared on Australian Accounting Standards basis.

1. ‘Appropriation equity’ refers to equity injections appropriations provided through Appropriation Bill (No. 2) 2025–2026, Supply Bill (No. 2) 2025–2026 andincludes Collection Development Acquisition Budgets (CDABs).