

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

	2024-25 Estimated actual \$'000	2025-26 Estimate \$'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.

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

(b) 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.pdf

The 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

	2024-25 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 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			

(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 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 Year 2024–25	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 	Total visitor engagements: 8,364,900 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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: 8,340,000 Total visitor engagements, 2027-28: 8,590,000 Total 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

	2024-25 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	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.

(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 to 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	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)

	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	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)

	2024-25 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	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)

	2024-25 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	12,140	2,120	2,162	2,188	2,216
Total new capital appropriations	12,140	2,120	2,162	2,188	2,216
<i>Provided for:</i>					
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.

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

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