

National Museum of Australia

**Entity resources and planned
performance**

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Section 1: Entity overview and resources

1.1 Strategic direction statement

The National Museum of Australia (the Museum), 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 Museum 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 Museum 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 Museum 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 Museum is committed to:

- **First Nations:** We will engage broadly and deeply with First Nations people to elevate and amplify their perspective, ideas and voices
- **Connection:** We will foster social connection and make the Museum a place about our future as much as it is about our past
- **Growth:** We will grow the business and the audience of the Museum
- **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 entity 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 Museum of Australia’s operations) classification.

Information in this table is presented on a resourcing (that is, appropriations/cash available) basis, whilst the ‘Budgeted expenses for 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 Museum of Australia (NMA) resource statement - Budget estimates for 2026-27 as at Budget May 2026

	2025-26 Estimated actual \$'000	2026-27 Estimate \$'000
Opening balance/cash reserves at 1 July	33,162	29,447
Funds from government		
Annual appropriations - ordinary annual services		
Outcome 1 ^(a)	55,362	57,136
Equity injection ^(b)	2,120	2,164
Total annual appropriations	57,482	59,300
Total funds from government	57,482	59,300
Funds from industry sources		
Funds from other sources		
Interest	1,000	1,800
Sale of goods and services	8,920	8,436
Other	1,880	1,918
Total funds from other sources	11,800	12,154
Total net resourcing for National Museum of Australia	102,444	100,901
Average staffing level (number)	257	216

a) Appropriation Bill (No. 1) 2026-2027.

b) Appropriation Bill (No. 2) 2026-2027.

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, Sport 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 NMA for the 2026-27 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/0005/823064/corporate-plan-2025-26.pdf

The most recent annual performance statement can be found at:

https://www.nma.gov.au/_data/assets/pdf_file/0005/825341/Annual-Report-24-25.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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
Program 1.1: Collection Management, Research, Exhibitions and Programs					
Revenue from government					
Ordinary annual services					
Appropriation Bill (No. 1)	55,362	57,136	58,904	58,850	59,385
Expenses not requiring appropriation in the budget year ^(a)	886	1,015	963	1,055	1,004
Revenues from other independent sources	11,800	12,154	12,519	12,894	13,453
Total expenses for Program 1.1	68,048	70,305	72,386	72,799	73,842
Outcome 1 Totals by resource type					
Revenue from government					
Ordinary annual services					
Appropriation Bill (No. 1)	55,362	57,136	58,904	58,850	59,385
Expenses not requiring appropriation in the budget year ^(a)	886	1,015	963	1,055	1,004
Revenues from other independent sources	11,800	12,154	12,519	12,894	13,453
Total expenses for Outcome 1	68,048	70,305	72,386	72,799	73,842
	2025-26	2026-27			
Average staffing level (number)	257	216			

a) Expenses not requiring appropriation in the Budget year are depreciation expenses for heritage and cultural assets, depreciation expenses for Right-of-Use assets and principal lease payments.

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 (i.e. 2025-26), the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2026-27 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 2025-26	Maximise visitor engagement with NMA collections and experiences	Target expected to be met 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
Year	Performance measures	Planned performance results
Budget Year 2026-27	Maximise visitor engagement with NMA collections and experiences	Total visitor engagements: 7,931,000 <ul style="list-style-type: none"> • Permanent Exhibitions: 660,000 • Special Exhibitions: 300,000 • Travelling Exhibitions: 80,000 • Education and Public Programs: 250,000 • Events and Functions: 19,000 • Digital experiences: 5,747,000 • Social Media engagements: 875,000
Forward Estimates 2027-30	As per 2026-27 measures for assessing	Total visitor engagements, 2027-28: 8,121,344 Total visitor engagements, 2028-29: 8,316,256 Total visitor engagements, 2028-29: 8,515,846
Material changes to Program 1.1 resulting from 2026-27 Budget Measures: Nil		

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of NMA's finances for the 2026-27 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 2026-27, 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 \$521.8 million in 2026-27, 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 2026-27 of \$25.5 million, funded from equity injection from government of \$2.2 million, and Departmental resources of \$23.3 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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
EXPENSES					
Employee benefits	28,132	29,088	30,077	30,980	31,909
Suppliers	26,333	27,617	28,714	28,229	28,343
Depreciation and amortisation ^(a)	13,547	13,573	13,573	13,573	13,573
Finance costs	36	27	22	17	17
Total expenses	68,048	70,305	72,386	72,799	73,842
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	8,920	8,436	8,763	9,099	9,618
Interest	1,000	1,800	1,800	1,800	1,800
Other	1,880	1,918	1,956	1,995	2,035
Total own-source revenue	11,800	12,154	12,519	12,894	13,453
Total own-source income	11,800	12,154	12,519	12,894	13,453
Net (cost of)/contribution by services	(56,248)	(58,151)	(59,867)	(59,905)	(60,389)
Revenue from government	55,362	57,136	58,904	58,850	59,385
Surplus/(deficit) attributable to the Australian Government	(886)	(1,015)	(963)	(1,055)	(1,004)
OTHER COMPREHENSIVE INCOME					
Total comprehensive income/(loss)	(886)	(1,015)	(963)	(1,055)	(1,004)
Total comprehensive income/(loss) attributable to the Australian Government	(886)	(1,015)	(963)	(1,055)	(1,004)
Note: Impact of net cash appropriation arrangements					
Total comprehensive income/(loss) - as per statement of Comprehensive Income	(886)	(1,015)	(963)	(1,055)	(1,004)
<i>plus:</i> heritage and cultural depreciation/amortisation expenses previously funded through revenue appropriations ^(a)	1,004	1,004	1,004	1,004	1,004
<i>plus:</i> depreciation/amortisation expenses for ROU assets ^(b)	1,558	1,737	1,737	1,737	204
<i>less:</i> lease principal repayments ^(b)	(1,676)	(1,726)	(1,778)	(1,686)	(204)
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). 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)

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	29,447	17,142	13,394	13,812	13,694
Trade and other receivables	1,104	1,104	1,104	1,104	1,971
Total financial assets	30,551	18,246	14,498	14,916	15,665
Non-financial assets					
Land and buildings	159,333	157,181	154,962	151,118	148,738
Property, plant and equipment	87,108	99,690	103,799	105,367	105,250
Heritage and cultural	257,478	258,638	259,833	261,056	262,310
Intangibles	2,986	3,304	3,605	3,906	4,584
Inventories	1,279	1,279	1,279	1,279	1,279
Prepayments	1,227	1,227	1,227	1,227	1,227
Total non-financial assets	509,411	521,319	524,705	523,953	523,388
Total assets	539,962	539,565	539,203	538,869	539,053
LIABILITIES					
Payables					
Suppliers	2,065	2,065	2,065	2,065	1,198
Other payables	3,428	3,428	3,428	3,428	3,428
Total payables	5,493	5,493	5,493	5,493	4,626
Interest bearing liabilities					
Leases	5,394	3,668	1,890	204	-
Total interest bearing liabilities	5,394	3,668	1,890	204	-
Provisions					
Employee provisions	8,390	8,570	8,750	8,930	8,931
Total provisions	8,390	8,570	8,750	8,930	8,931
Total liabilities	19,277	17,731	16,133	14,627	13,557
Net assets	520,685	521,834	523,070	524,242	525,496
EQUITY					
Parent entity interest					
Contributed equity	65,931	68,095	70,294	72,521	74,779
Reserves	187,565	187,565	187,565	187,565	187,565
Retained surplus (accumulated deficit)	267,189	266,174	265,211	264,156	263,152
Total parent entity interest	520,685	521,834	523,070	524,242	525,496
Total equity	520,685	521,834	523,070	524,242	525,496

Prepared on Australian Accounting Standards basis.

Table 3.3: Departmental statement of changes in equity - summary of movement (Budget year 2026-27)

	Retained earnings	Asset revaluation reserve	Contributed equity/capital	Total Equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2026				
Balance carried forward from previous period	267,189	187,565	65,931	520,685
Adjusted opening balance	267,189	187,565	65,931	520,685
Comprehensive income				
Surplus/(deficit) for the period	(1,015)	-	-	(1,015)
Total comprehensive income	(1,015)	-	-	(1,015)
Contributions by owners				
Equity injection - Appropriation	-	-	2,164	2,164
Sub-total transactions with owners	-	-	2,164	2,164
Estimated closing balance as at 30 June 2027	266,174	187,565	68,095	521,834
Closing balance attributable to the Australian Government	266,174	187,565	68,095	521,834

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	55,362	57,136	58,904	58,850	59,385
Sale of goods and rendering of services	8,920	8,436	8,763	9,099	8,751
Interest	1,000	1,800	1,800	1,800	1,800
Net GST received	3,288	3,288	3,288	3,288	3,288
Other	1,880	1,918	1,956	1,995	2,035
Total cash received	70,450	72,578	74,711	75,032	75,259
Cash used					
Employees	27,952	28,908	29,897	30,800	31,908
Suppliers	26,333	27,617	28,714	28,229	29,210
Net GST paid	3,288	3,288	3,288	3,288	3,288
Interest payments on lease liability	36	27	22	17	17
Total cash used	57,609	59,840	61,921	62,334	64,423
Net cash from/(used by) operating activities	12,841	12,738	12,790	12,698	10,836
INVESTING ACTIVITIES					
Cash received					
Cash used					
Purchase of property, plant and equipment and intangibles	17,000	25,481	16,959	12,821	13,008
Total cash used	17,000	25,481	16,959	12,821	13,008
Net cash from/(used by) investing activities	(17,000)	(25,481)	(16,959)	(12,821)	(13,008)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	2,120	2,164	2,199	2,227	2,258
Total cash received	2,120	2,164	2,199	2,227	2,258
Cash used					
Principal payments on lease liability	1,676	1,726	1,778	1,686	204
Total cash used	1,676	1,726	1,778	1,686	204
Net cash from/(used by) financing activities	444	438	421	541	2,054
Net increase/(decrease) in cash held	(3,715)	(12,305)	(3,748)	418	(118)
Cash and cash equivalents at the beginning of the reporting period	33,162	29,447	17,142	13,394	13,812
Cash and cash equivalents at the end of the reporting period	29,447	17,142	13,394	13,812	13,694

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated Actual \$'000	2026-27 Budget \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000	2029-30 Forward Estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Equity injections - Bill 2	2,120	2,164	2,199	2,227	2,258
Total new capital appropriations	2,120	2,164	2,199	2,227	2,258
<i>Provided for:</i>					
Purchase of non-financial assets	2,120	2,164	2,199	2,227	2,258
Total items	2,120	2,164	2,199	2,227	2,258
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriations ^(a)	2,120	2,164	2,199	2,227	2,258
Funded internally from departmental resources ^(b)	14,880	23,317	14,760	10,594	10,750
TOTAL	17,000	25,481	16,959	12,821	13,008
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	17,000	25,481	16,959	12,821	13,008
Total cash used to acquire assets	17,000	25,481	16,959	12,821	13,008

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 s74 external receipts: sponsorship, subsidy, gifts or similar contribution; internally developed assets; and proceeds from the sale of assets.

Table 3.6: Statement of departmental asset movements (Budget year 2026-27)

	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 2026						
Gross book value	14,000	140,812	96,490	258,482	12,174	521,958
Gross book value - ROU assets		14,724	155			14,879
Accumulated depreciation/amortisation and impairment	-	(604)	(9,378)	(1,004)	(9,188)	(20,174)
Accumulated depreciation/amortisation and impairment - ROU assets	-	(9,599)	(159)	-	-	(9,758)
Opening net book balance	14,000	145,333	87,108	257,478	2,986	506,905
Capital asset additions						
Estimated expenditure on new or replacement assets						
By purchase - appropriation equity ^(a)	-	-	-	2,164	-	2,164
By purchase - other	-	200	21,765	-	1,352	23,317
Total additions	-	200	21,765	2,164	1,352	25,481
Other movements						
Depreciation/amortisation expense	-	(615)	(9,183)	(1,004)	(1,034)	(11,836)
Depreciation/amortisation on ROU assets	-	(1,737)	-	-	-	(1,737)
Total other movements	-	(2,352)	(9,183)	(1,004)	(1,034)	(13,573)
As at 30 June 2027						
Gross book value	14,000	141,012	118,255	260,646	13,526	547,439
Gross book value - ROU assets	-	14,724	155	-	-	14,879
Accumulated depreciation/amortisation and impairment	-	(1,219)	(18,561)	(2,008)	(10,222)	(32,010)
Accumulated depreciation/amortisation and impairment - ROU assets	-	(11,336)	(159)	-	-	(11,495)
Closing net book balance	14,000	143,181	99,690	258,638	3,304	518,813
Estimated operating expenditure in income statement for heritage and cultural assets						\$'000
Operations and Maintenance						3,048
Preservation and Conservation						6,419
Total operating expenditure on heritage and cultural assets						9,466

Prepared on Australian Accounting Standards basis.

a) 'Appropriation equity' refers to equity injection appropriations provided through Appropriation Bill (No. 2) 2026-2027 and includes Collection Development Acquisition Budgets (CDABs).