

# **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**

As Australia's leading visual arts institution, the National Gallery of Australia (the National Gallery) is recognised as the heart of the nation's visual culture, representing Australia's people, its ideas and aesthetic expression, its histories and broader relationship to the world, as expressed through its art. The National Gallery plays an important role in the service of all Australians through its base in Canberra, in its touring exhibition program, its extensive collection loan programs, online education and outreach programs, and through its cultural diplomacy role in support of the Federal Government's international priorities.

#### **Vision**

To inspire our nation through creativity, inclusivity, engagement and learning through art and artists.

#### **Mission**

To lead a progressive national cultural agenda by championing art and its value in our lives.

#### **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 are to:

- plan and implement responses to COVID-19, continuing to provide safe access to the Gallery, rebuilding visitation and managing financial impacts
- establish meaningful core initiatives to support Indigenous engagement across the organisation and through all programs and activities
- develop outstanding exhibitions and displays from the national collection to spark dialogue and leverage learning opportunities
- bring international perspectives to Australian audiences by facilitating access to outstanding art and exhibitions from across the world

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- elevate the profile and status of Australian art and artists through a diverse array of content driven initiatives
- leverage the national collection and artistic program to support and enhance the Commonwealth's international dialogue and advance Australian cultural engagement
- continue a critical capital works program to reduce infrastructure risks and address significant building challenges
- implement a new comprehensive customer relationship management system
- implement the Know My Name exhibition and program to elevate the voice of women artists
- build an online presence that prioritises education and that connects directly with the Gallery's off-site initiatives and the national curriculum
- increase accessibility to the national collection and activate programs through online growth and outreach, particularly in relation to touring exhibitions, education, and public program initiatives
- ensure financial sustainability and resilience through refocused commercial activity, entrepreneurship and increased engagement with private giving and corporate partnerships.

## 1.2 ENTITY RESOURCE STATEMENT

Table 1.1 shows the total funding 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 by 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.

**Table 1.1: National Gallery resource statement — Budget estimates for 2020-21 as at Budget October 2020**

	2019-20 Estimated actual \$'000	2020-21 Budget \$'000
<b>Opening balance/cash reserves at 1 July</b>	<b>34,079</b>	<b>30,147</b>
<b>Funds from Government</b>		
Annual appropriations - ordinary annual services		
Outcome 1 <sup>(a)</sup>	57,618	49,569
Annual appropriations - other services		
Equity injection <sup>(b)</sup>	21,900	22,135
<b>Total annual appropriations</b>	<b>79,518</b>	<b>71,704</b>
Amounts received from related entities		
Amounts from portfolio department	1,570	-
<b>Total amounts received from related entities</b>	<b>1,570</b>	<b>-</b>
<b>Total funds from Government</b>	<b>81,088</b>	<b>71,704</b>
<b>Funds from other sources</b>		
Interest	1,148	523
Sale of goods and services	9,158	3,927
Dividends	797	189
Other	1,691	739
Contributions <sup>(c)</sup>	13,799	6,201
<b>Total funds from other sources</b>	<b>26,593</b>	<b>11,579</b>
<b>Total net resourcing for the National Gallery</b>	<b>141,760</b>	<b>113,430</b>
	2019-20	2020-21
<b>Average staffing level (number)</b>	<b>238</b>	<b>217</b>

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) 2020-21.

(b) Appropriation Bill (No. 2) 2020-21.

(c) Contributions includes non-cash revenue associated with sponsorship-in-kind arrangements.

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 and Communications (a Non-Corporate Commonwealth Entity), which are then paid to the National Gallery and considered "departmental" for all purposes.

### 1.3 BUDGET MEASURES

Budget measures relating to the National Gallery are detailed in Budget Paper No. 2 and are summarised below.

**Table 1.2: National Gallery 2020-21 Budget measures  
Measures announced after the Economic and Fiscal Update July 2020**

	Program	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
<b>Payment measures</b>					
COVID-19 Response Package — arts portfolio entities	1.1				
Departmental payments		4,516	-	-	-
<b>Total</b>		<b>4,516</b>	-	-	-
<b>Total payment measures</b>					
Departmental		4,516	-	-	-
<b>Total</b>		<b>4,516</b>	-	-	-

Prepared on a Government Finance Statistics (underlying cash) basis. Figures displayed as a negative (-) represent a decrease in funds and a positive (+) represent an increase in funds.

## 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 criteria 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/aboutus/admin.cfm>

The most recent annual performance statement can be found at:

<https://nga.gov.au/aboutus/reports/index.cfm>

## 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**

	2019-20 Estimated Actual \$'000	2020-21 Budget \$'000	2021-22 Forward estimate \$'000	2022-23 Forward estimate \$'000	2023-24 Forward estimate \$'000
<b>Program 1.1 – Collection development, management, access and promotion</b>					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	46,498	49,569	44,844	44,370	44,383
Ordinary annual services (Appropriation Act No. 5) <sup>(a)</sup>	5,690	7,000	-	-	-
Expenses not requiring appropriation in the budget year <sup>(b)</sup>	19,173	18,700	18,679	18,646	18,706
Revenues from independent sources <sup>(c)</sup>	24,542	9,078	15,258	16,996	18,734
<b>Total expenses for Program 1.1</b>	<b>95,903</b>	<b>84,347</b>	<b>78,781</b>	<b>80,012</b>	<b>81,823</b>
<b>Outcome 1 Totals by resource type</b>					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	46,498	49,569	44,844	44,370	44,383
Ordinary annual services (Appropriation Act No. 5) <sup>(a)</sup>	5,690	7,000	-	-	-
Expenses not requiring appropriation in the budget year <sup>(b)</sup>	19,173	18,700	18,679	18,646	18,706
Revenues from independent sources <sup>(c)</sup>	24,542	9,078	15,258	16,996	18,734
<b>Total expenses for Outcome 1</b>	<b>95,903</b>	<b>84,347</b>	<b>78,781</b>	<b>80,012</b>	<b>81,823</b>
	2019-20	2020-21			
<b>Average staffing level (number)</b>	238	217			

(a) Appropriation Act (No. 5) 2019-20 is funding expenses in both 2019-20 and 2020-21.

(b) Expenses not requiring appropriation in the Budget year reflects depreciation expenses on the national collection.

(c) Revenue from independent sources includes non-cash revenue associated with sponsorship-in-kind arrangements.

**Table 2.1.2: Performance criteria for Outcome 1**

Table 2.1.2 below details the performance criteria for each program associated with Outcome 1. It also summarises how each program is delivered and where 2020-21 Budget measures have created new programs or materially changed existing programs.

<b>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</b>		
<b>Program 1.1 – Collection development, management, access and promotion</b> The National Gallery aims to build and maintain an outstanding national collection of works of art, providing access locally, nationally and internationally.		
<b>Delivery</b>	Program 1.1 will be achieved through the ongoing development of the national collection and delivery of inspirational exhibitions, displays, and publications supported by research, scholarship, education, and public programs.	
<b>Performance information</b>		
<b>Year</b>	<b>Performance criteria</b>	<b>2019-20 Actual Achievement/Targets</b>
2019-20	<p><b>National Gallery Artistic Programs</b> Build and share Australia's national collection of art. Present compelling, relevant exhibitions.</p> <p><b>Audiences and Engagement</b> Engage broad and diverse people with art and ideas.</p> <p><b>Partnerships and Sustainability</b> Build a community of government and non-government partners to support organisational capability and sustainability.</p>	<p><b>Target met</b> The Gallery continued development and maintenance of the national collection in accordance with art acquisition policy and vision for the national collection.</p> <p><b>Target met</b> Total visitor engagements: 6,523,415</p> <ul style="list-style-type: none"> <li>• Onsite: 534,304</li> <li>• On-tour: 182,305</li> <li>• Online: 1,760,000</li> <li>• On-loan: 3,766,064</li> </ul> <p><b>Target not met</b> Total education and public program engagements: 157,467</p> <ul style="list-style-type: none"> <li>• Online: 7,236</li> <li>• Onsite: 113,688</li> <li>• Outreach: 36,543</li> </ul> <p><b>Target not met</b> The difficulties and challenges of the first half of 2020 have impacted philanthropic giving and mean the Gallery did not meet 10% growth this year in philanthropic donations</p> <p><b>Target met</b> Philanthropic and corporate supporter group maintained.</p> <p><b>Target met</b> New partnerships for content and education to build online and offsite audiences secured.</p>

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Performance information		
Year	Performance criteria	Targets
2020-21	<p><b>National collection</b></p> <p>Implement the <i>Vision for the national collection</i></p> <p>Prioritise works by women artists</p> <p>Advancing provenance research</p> <p>Care for, document and research the collection</p> <p>Advance digital access of the collection</p> <p><b>Artistic Program</b></p> <p>Establish an exceptional, responsive, diverse and scholarly artistic program</p> <p>Present Australian artists in an international context</p> <p>Present a national touring program that prioritises regional communities and outreach initiatives</p> <p><b>Audiences and engagement</b></p> <p>Grow and broaden audiences</p> <p>Raise the profile of learning programs</p> <p><b>Organisational sustainability</b></p> <p>Implement a five-year financial sustainability strategy</p> <p>Develop business systems that create efficiencies</p> <p>Invest in and develop commercial revenue opportunities</p> <p><b>Building and Infrastructure</b></p> <p>Present the National Gallery to its best advantage</p> <p><b>Government and partners</b></p> <p>Grow the philanthropic base</p>	<p>Acquire a minimum of 10 defining works for the collection per annum.</p> <p>Grow the overall representation of work by women in the collection over four years.</p> <p>By 2022-23 all works have provenance status.</p> <p>Meet the International Council of Museums Committee for Conservation Environmental guidelines.</p> <p>Launch a renewed collection interpretation presence online in 2020-21.</p> <p>Deliver and promote artistic program inclusive of major collection presentations.</p> <p>One major exhibition developed with an international partner.</p> <p>Deliver and promote the 2020-21 touring exhibition program.</p> <p>Develop new regional initiatives to support the sharing of the national collection.</p> <p>Visitation targets (COVID-19 impacted)</p> <ul style="list-style-type: none"> <li>• Onsite: 300,000</li> <li>• On-tour: 100,000</li> <li>• On-loan: 500,000</li> <li>• On-line: 1,000,000</li> </ul> <p>10% growth over 4 years in online and on-tour learning participation.</p> <p>Develop one new research program per year.</p> <p>Growth in financial reserves in line with financial strategy.</p> <p>Phase 1 of OSCAR – Our Systems Consolidation and Rationalisation Project delivered.</p> <p>10% growth in retail revenue over four years.</p> <p>Deliver current critical capital works program 2020-21.</p> <p>Maintain philanthropic base.</p>

<b>Performance information</b>		
<b>Year</b>	<b>Performance criteria</b>	<b>Targets</b>
2020-21 continued	<p><b>Influence and advocacy</b></p> <p>Advance Aboriginal and Torres Strait Islander people and culture</p> <p>Support international relationships</p>	<p>Draft a Reconciliation Action Plan in 2020-21</p> <p>Implement an Indigenous engagement strategy in 2020-21</p> <p>Develop a major international partnership project</p>
2021-22 and beyond	As per 2020-21	<p>As per 2020-21 except:</p> <p>Visitation target:</p> <p>Onsite: 500,000</p> <p>2% increase in philanthropic base (COVID-19 dependant)</p>
<b>Purposes</b>	<p>The functions of the National Gallery are prescribed in its enabling legislation, the National Gallery Act 1975, which require the National Gallery to:</p> <ul style="list-style-type: none"> <li>• Develop and maintain a national collection of works of art</li> <li>• Exhibit, or make available for exhibition by others, works of art from the national collection or works of art that are in the possession of the National Gallery</li> <li>• Use every endeavor to make the most advantageous use of the national collection in the national interest.</li> </ul>	

## Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of the National Gallery's finances for the 2020-21 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 \$0.5 million in 2020-21. This includes estimated gains totalling \$7.5 million which reflect the value of gifts of works of art and cash donations tied to the purchase of works of arts; offset by a budgeted operating loss of \$7.0 million. This loss reflects the write down of commercial revenue estimates, private donations and sponsorship arrangements due to COVID-19. This loss will be funded from prior year appropriation revenue.

The forward year estimates illustrate a phased growth of own source revenue and a balanced budget after adjusting for \$7.5 million of gains as described above. Achievement of the forward years' estimates will depend upon economic volatility due to COVID-19.

As at 30 June 2020 the National Gallery's net assets were \$6.7 billion. The national collection and the Gallery's land and buildings make up 99% of this value. Net assets are forecast to increase in 2020-21 with equity injections totalling \$22.1 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**

	2019-20 Estimated actual \$'000	2020-21 Budget \$'000	2021-22 Forward estimate \$'000	2022-23 Forward estimate \$'000	2023-24 Forward estimate \$'000
<b>EXPENSES</b>					
Employee benefits	28,393	25,713	25,615	26,127	26,650
Suppliers	36,381	30,003	24,576	25,295	26,583
Depreciation and amortisation	29,851	28,525	28,525	28,525	28,525
Write-down and impairment of assets	1,278	106	65	65	65
<b>Total expenses</b>	<b>95,903</b>	<b>84,347</b>	<b>78,781</b>	<b>80,012</b>	<b>81,823</b>
<b>LESS:</b>					
<b>OWN-SOURCE INCOME</b>					
<b>Own-source revenue</b>					
Sale of goods and rendering of services	9,158	3,927	8,677	9,762	10,846
Contributions	13,799	6,201	7,214	7,780	8,347
Interest	1,148	523	550	550	550
Dividends	797	189	189	189	189
Other	1,691	739	1,128	1,215	1,302
<b>Total own-source revenue</b>	<b>26,593</b>	<b>11,579</b>	<b>17,758</b>	<b>19,496</b>	<b>21,234</b>
<b>Gains</b>					
Other	7,525	5,000	5,000	5,000	5,000
<b>Total gains</b>	<b>7,525</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Total own-source income</b>	<b>34,118</b>	<b>16,579</b>	<b>22,758</b>	<b>24,496</b>	<b>26,234</b>
<b>Net (cost of)/contribution by services</b>	<b>(61,785)</b>	<b>(67,768)</b>	<b>(56,023)</b>	<b>(55,516)</b>	<b>(55,589)</b>
Revenue from Government	59,188	49,569	44,844	44,370	44,383
<b>Surplus/(deficit) attributable to the Australian Government</b>	<b>(2,597)</b>	<b>(18,199)</b>	<b>(11,179)</b>	<b>(11,146)</b>	<b>(11,206)</b>
<b>OTHER COMPREHENSIVE INCOME</b>					
Changes in asset revaluation surplus	299,319	-	-	-	-
<b>Total other comprehensive income</b>	<b>299,319</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income/(loss) attributable to the Australian Government</b>	<b>296,722</b>	<b>(18,199)</b>	<b>(11,179)</b>	<b>(11,146)</b>	<b>(11,206)</b>
<b>Note: Impact of net cash appropriation arrangements</b>					
<b>Total comprehensive income/(loss) excluding depreciation/ amortisation expenses previously funded through revenue appropriations, depreciation on ROU, principal repayments on leased assets</b>	<b>315,683</b>	<b>501</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
less heritage and cultural depreciation/amortisation expenses previously funded through revenue appropriations <sup>(a)</sup>	18,936	18,706	18,706	18,706	18,706
less depreciation/amortisation expenses on ROU assets <sup>(b)</sup>	263	269	238	213	23
add principal repayments on leased assets <sup>(b)</sup>	238	275	265	273	23
<b>Total comprehensive income/(loss) as per the Statement of comprehensive income</b>	<b>296,722</b>	<b>(18,199)</b>	<b>(11,179)</b>	<b>(11,146)</b>	<b>(11,206)</b>

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

(b) Applies to lease arrangements under AASB 16 Leases.

Prepared on Australian Accounting Standards basis.

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

	2019-20 Estimated actual \$'000	2020-21 Budget \$'000	2021-22 Forward estimate \$'000	2022-23 Forward estimate \$'000	2023-24 Forward estimate \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash	30,147	30,000	30,000	30,000	30,000
Investments	46,416	28,093	27,615	27,787	28,053
Trade and other receivables	566	581	580	580	581
Other financial assets	473	384	384	384	384
<b>Total financial assets</b>	<b>77,602</b>	<b>59,058</b>	<b>58,579</b>	<b>58,751</b>	<b>59,018</b>
<b>Non-financial assets</b>					
Heritage and cultural	6,159,340	6,164,962	6,170,500	6,176,020	6,181,587
Land and buildings	421,962	437,015	437,691	437,691	437,691
Property, plant and equipment	4,609	4,609	4,609	4,609	4,609
Intangibles	654	654	654	654	654
Inventories	415	350	350	350	350
Other non-financial assets	528	425	425	425	425
<b>Total non-financial assets</b>	<b>6,587,508</b>	<b>6,608,015</b>	<b>6,614,229</b>	<b>6,619,749</b>	<b>6,625,316</b>
<b>Total assets</b>	<b>6,665,110</b>	<b>6,667,073</b>	<b>6,672,808</b>	<b>6,678,500</b>	<b>6,684,334</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	1,609	2,975	2,438	2,509	2,638
Other payables	1,885	1,819	1,891	1,979	2,147
<b>Total payables</b>	<b>3,494</b>	<b>4,794</b>	<b>4,329</b>	<b>4,488</b>	<b>4,785</b>
<b>Interest bearing liabilities</b>					
Leases	397	122	535	262	-
<b>Total interest bearing liabilities</b>	<b>397</b>	<b>122</b>	<b>535</b>	<b>262</b>	<b>-</b>
<b>Provisions</b>					
Employee provisions	8,884	6,573	6,795	7,022	7,253
Other provisions	687	-	-	-	-
<b>Total provisions</b>	<b>9,571</b>	<b>6,573</b>	<b>6,795</b>	<b>7,022</b>	<b>7,253</b>
<b>Total liabilities</b>	<b>13,462</b>	<b>11,489</b>	<b>11,659</b>	<b>11,772</b>	<b>12,038</b>
<b>Net assets</b>	<b>6,651,648</b>	<b>6,655,584</b>	<b>6,661,149</b>	<b>6,666,728</b>	<b>6,672,296</b>
<b>EQUITY</b>					
Contributed equity	367,004	389,139	405,883	422,608	439,382
Reserves	5,690,675	5,690,675	5,690,675	5,690,675	5,690,675
Retained surplus	593,969	575,770	564,591	553,445	542,239
<b>Total equity</b>	<b>6,651,648</b>	<b>6,655,584</b>	<b>6,661,149</b>	<b>6,666,728</b>	<b>6,672,296</b>

Prepared on Australian Accounting Standards basis.

**Table 3.3: Departmental statement of changes in equity — summary of movement (Budget year 2020-21)**

	Retained earnings	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
<b>Opening balance as at 1 July 2020</b>				
Balance carried forward from previous period	593,969	5,690,675	367,004	6,651,648
<b>Adjusted opening balance</b>	<b>593,969</b>	<b>5,690,675</b>	<b>367,004</b>	<b>6,651,648</b>
<b>Comprehensive income</b>				
Deficit for the period	(18,199)	-	-	(18,199)
<b>Total comprehensive income</b>	<b>(18,199)</b>	<b>-</b>	<b>-</b>	<b>(18,199)</b>
<b>Contributions by owners</b>				
Equity injection - Appropriation	-	-	22,135	22,135
<b>Sub-total transactions with owners</b>	<b>-</b>	<b>-</b>	<b>22,135</b>	<b>22,135</b>
<b>Estimated closing balance as at 30 June 2021</b>	<b>575,770</b>	<b>5,690,675</b>	<b>389,139</b>	<b>6,655,584</b>

Prepared on Australian Accounting Standards basis.

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

	2019-20 Estimated actual \$'000	2020-21 Budget \$'000	2021-22 Forward estimate \$'000	2022-23 Forward estimate \$'000	2023-24 Forward estimate \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Appropriations	59,188	49,569	44,844	44,370	44,383
Sale of goods and rendering of services	11,626	5,172	9,976	11,074	12,172
Interest	909	612	550	550	550
Dividends	796	188	189	189	189
Net GST received	2,543	1,483	1,102	1,145	1,254
Other	5,991	6,791	8,342	8,995	9,649
<b>Total cash received</b>	<b>81,053</b>	<b>63,815</b>	<b>65,003</b>	<b>66,323</b>	<b>68,197</b>
<b>Cash used</b>					
Employees	25,439	27,941	25,321	25,813	26,251
Suppliers	33,559	31,317	27,126	27,746	29,338
Other	30	687	-	-	-
<b>Total cash used</b>	<b>59,028</b>	<b>59,945</b>	<b>52,447</b>	<b>53,559</b>	<b>55,589</b>
<b>Net cash from operating activities</b>	<b>22,025</b>	<b>3,870</b>	<b>12,556</b>	<b>12,764</b>	<b>12,608</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash received</b>					
Investments	91,773	80,000	80,000	80,000	80,000
<b>Total cash received</b>	<b>91,773</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
<b>Cash used</b>					
Purchase of property, plant and equipment, intangibles and works of art	21,749	44,200	29,063	29,045	29,092
Investments	117,643	61,677	79,972	80,172	80,266
<b>Total cash used</b>	<b>139,392</b>	<b>105,877</b>	<b>109,035</b>	<b>109,217</b>	<b>109,358</b>
<b>Net cash used by investing activities</b>	<b>(47,619)</b>	<b>(25,877)</b>	<b>(29,035)</b>	<b>(29,217)</b>	<b>(29,358)</b>
<b>FINANCING ACTIVITIES</b>					
<b>Cash received</b>					
Collection Development Acquisition Budget	16,733	16,828	16,744	16,726	16,773
Capital injection	5,167	5,307	-	-	-
<b>Total cash received</b>	<b>21,900</b>	<b>22,135</b>	<b>16,744</b>	<b>16,726</b>	<b>16,773</b>
<b>Cash used</b>					
Principal payments of lease liabilities	238	275	265	273	23
<b>Total cash used</b>	<b>238</b>	<b>275</b>	<b>265</b>	<b>273</b>	<b>23</b>
<b>Net cash from financing activities</b>	<b>21,662</b>	<b>21,860</b>	<b>16,479</b>	<b>16,453</b>	<b>16,750</b>
<b>Net decrease in cash held</b>	<b>(3,932)</b>	<b>(147)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Cash at the beginning of the reporting period	34,079	30,147	30,000	30,000	30,000
<b>Cash at the end of the reporting period</b>	<b>30,147</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>

Prepared on Australian Accounting Standards basis.

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

	2019-20 Estimated actual \$'000	2020-21 Budget \$'000	2021-22 Forward estimate \$'000	2022-23 Forward estimate \$'000	2023-24 Forward estimate \$'000
<b>NEW CAPITAL APPROPRIATIONS</b>					
Equity injections - Bill 2	21,900	22,135	16,744	16,726	16,773
<b>Total new capital appropriations</b>	<b>21,900</b>	<b>22,135</b>	<b>16,744</b>	<b>16,726</b>	<b>16,773</b>
<i>Provided for:</i>					
<i>Purchase of non-financial assets</i>	21,900	22,135	16,744	16,726	16,773
<b>Total items</b>	<b>21,900</b>	<b>22,135</b>	<b>16,744</b>	<b>16,726</b>	<b>16,773</b>
<b>ACQUISITION OF NON-FINANCIAL ASSETS</b>					
Funded by capital appropriations <sup>(a)</sup>	15,687	28,348	16,744	16,726	16,773
Funded internally from departmental resources <sup>(b)</sup>	13,587	20,852	17,319	17,319	17,319
<b>TOTAL</b>	<b>29,274</b>	<b>49,200</b>	<b>34,063</b>	<b>34,045</b>	<b>34,092</b>
<b>RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE</b>					
Total purchases	29,274	49,200	34,063	34,045	34,092
less gifted assets	(7,525)	(5,000)	(5,000)	(5,000)	(5,000)
<b>Total cash used to acquire assets</b>	<b>21,749</b>	<b>44,200</b>	<b>29,063</b>	<b>29,045</b>	<b>29,092</b>

(a) Includes both current Bill 2 and prior Act 2/4/6 appropriations. Includes movement of capital expenditure from 2019-20 to 2020-21.

(b) Includes acquisitions funded through appropriation ordinary annual services, cash reserves, donations and contributions, gifts of works of art and grants.

Prepared on Australian Accounting Standards basis.

**Table 3.6: Statement of asset movements (Budget year 2020-21)**

	Asset Category					Total \$'000
	Land \$'000	Buildings \$'000	Other property, plant and equipment \$'000	Heritage and cultural \$'000	Computer software and intangibles \$'000	
<b>As at 1 July 2020</b>						
Gross book value	20,810	400,783	7,794	6,159,340	1,901	6,590,628
Gross book value - ROU assets	-	604	31	-	-	635
Accumulated depreciation/ amortisation and impairment	-	(2)	(3,204)	-	(1,247)	(4,453)
Accumulated depreciation/ amortisation and impairment - ROU assets	-	(233)	(12)	-	-	(245)
<b>Opening net book balance</b>	<b>20,810</b>	<b>401,152</b>	<b>4,609</b>	<b>6,159,340</b>	<b>654</b>	<b>6,586,565</b>
<b>Capital asset additions</b>						
<b>Estimated expenditure on new or replacement assets</b>						
By purchase - appropriation equity <sup>(a)</sup>	-	11,520	-	16,828	-	28,348
By purchase - internally funded <sup>(b)</sup>	-	11,938	1,314	-	100	13,352
By purchase - donated funds	-	-	-	2,500	-	2,500
Assets received as gifts/donations	-	-	-	5,000	-	5,000
<b>Total additions</b>	<b>-</b>	<b>23,458</b>	<b>1,314</b>	<b>24,328</b>	<b>100</b>	<b>49,200</b>
<b>Other movements</b>						
Depreciation/amortisation expense	-	(8,150)	(1,300)	(18,706)	(100)	(28,256)
Depreciation/amortisation on ROU assets	-	(255)	(14)	-	-	(269)
<b>Total other movements</b>	<b>-</b>	<b>(8,405)</b>	<b>(1,314)</b>	<b>(18,706)</b>	<b>(100)</b>	<b>(28,525)</b>
<b>As at 30 June 2021</b>						
Gross book value	20,810	424,241	9,108	6,183,668	2,001	6,639,828
Gross book value - ROU assets	-	604	31	-	-	635
Accumulated depreciation/ amortisation and impairment	-	(8,152)	(4,504)	(18,706)	(1,347)	(32,709)
Accumulated depreciation/ amortisation and impairment - ROU assets	-	(488)	(26)	-	-	(514)
<b>Closing net book balance</b>	<b>20,810</b>	<b>416,205</b>	<b>4,609</b>	<b>6,164,962</b>	<b>654</b>	<b>6,607,240</b>
<b>Estimated operating expenditure in income statement for heritage and cultural assets</b>						<b>\$'000</b>
Operations and maintenance						5,125
Preservation and conservation						2,341
<b>Total operating expenditure on heritage and cultural assets</b>						<b>7,466</b>

(a) 'Appropriation equity' refers to equity injections provided through Appropriation Bill (No. 2) 2020-21.

(b) Includes acquisitions funded through appropriation ordinary annual services, cash reserves, contributions, and grants.

Prepared on Australian Accounting Standards basis.