

National Portrait Gallery of Australia

Entity resources and planned performance

National Portrait Gallery of Australia

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National Portrait Gallery of Australia

Section 1: Entity overview and resources

1.1 Strategic direction statement

The National Portrait Gallery of Australia (NPGA) houses the national collection of portraits. The NPGA uses portraiture to tell their stories and to increase the understanding and appreciation of the Australian people – their identity, history, culture, creativity and diversity.

The functions of the NPGA are expressed in the *National Portrait Gallery of Australia Act 2012* (the Act), which requires the NPGA to:

- develop, preserve, maintain and promote a national collection of portraits and other works of art
- develop and engage a national audience for the collection, exhibitions, education, research, publications, and public and online programs.

The Act calls for the NPGA to use every endeavour to make the most advantageous use of the national collection in the national interest.

The NPGA has three strategic priorities, which underpin the fulfilment of its activities and align with broader government objectives. They are:

- **Enrich the collection:** develop, maintain and share the national collection of portraits, by acquiring and commissioning excellent artworks which portray the richness of Australian identities and sharing with audiences nationally
- **Inspire connection:** present innovative and insightful creative projects and dynamic programs that attract and inspire audiences through portraiture
- **Ignite support:** support and invest in our people and resources and build public and private sector support to underpin all gallery activity to ensure custodianship of the national collection of portraits.

The NPGA's work will be guided by the pillars and principles of the National Cultural Policy – *Revive: a place for every story, a story for every place.*

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to NPGA 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 NPGA’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: NPGA 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	40,656	41,756
Funds from Government		
Annual appropriations - ordinary annual services ^(a)		
Outcome 1	19,181	19,489
Annual appropriations - other services ^(b)		
Equity injection	211	214
Total annual appropriations	19,392	19,703
Total funds from Government	19,392	19,703
Funds from other sources		
Interest	1,400	1,200
Sale of goods and services	1,226	1,268
Other	1,770	2,140
Total funds from other sources	4,396	4,608
Total net resourcing for NPGA	64,444	66,067
	2024-25	2025-26
Average staffing level (number)	55	55

All figures shown above are GST exclusive - these may not match figures in the cash flow statement.

(a) Appropriation Bill (No. 1) 2025-2026 and Supply Bill (No. 1) 2025–2026

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

NPGA is not directly appropriated as a corporate Commonwealth entity. Appropriations are made to the Department of Infrastructure, Transport, Regional Development, Communication and the Arts (a Non-corporate Commonwealth entity), which are then paid to NPGA and are considered ‘departmental’ for all purposes.

1.3 Budget measures

There are no new measures relating to the NPGA for the 2025–26 Budget.

Section 2: Outcomes and planned performance

Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which government entities achieve the intended results of their outcome statements. Entities are required to identify the programs which contribute to government outcomes over the Budget and forward years.

Each outcome is described below together with its related programs. The following provides detailed information on expenses for each outcome and program, further broken down by funding source.

Note:

Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measure described in Portfolio Budget Statements will be read with broader information provided in an entity's corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of an entity's planned and actual performance.

The most recent corporate plan for the NPGA can be found at:
(<https://www.portrait.gov.au/document/768>).

The most recent annual performance statement can be found at:
(<https://www.portrait.gov.au/document/775>).

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Enhanced understanding and appreciation of Australian identity, culture and diversity through portraiture by engaging the public in education programs and exhibitions, and by developing and preserving the national portrait collection

Budgeted expenses for Outcome 1

This table shows how much the NPGA intends to spend (on an accrual basis) on achieving the outcome, broken down by program.

Table 2.1.1: Budgeted expenses for Outcome 1

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
Program 1.1: Develop, maintain and provide access to Australia's national portrait collection					
Revenue from Government					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	19,181	19,489	20,135	20,662	20,886
Expenses not requiring appropriation in the budget year ^(a)	220	240	260	280	300
Revenues from other independent sources	3,896	4,108	4,221	4,335	4,442
Total expenses for Program 1.1	23,297	23,837	24,616	25,277	25,628
Outcome 1 Totals by resource type					
Revenue from Government					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	19,181	19,489	20,135	20,662	20,886
Expenses not requiring appropriation in the budget year	220	240	260	280	300
Revenues from other independent sources	3,896	4,108	4,221	4,335	4,442
Total expenses for Outcome 1	23,297	23,837	24,616	25,277	25,628
	2024-25	2025-26			
Average staffing level (number)	55	55			

(a) Expenses not requiring appropriation in the Budget year are made up of fair value gains on investments and resources received free of charge.

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 – Enhanced understanding and appreciation of Australian identity, culture and diversity through portraiture by engaging the public in education programs and exhibitions, and by developing and preserving the national portrait collection		
Program 1.1 – Develop, maintain and provide access to Australia's national portrait collection		
The NPGA houses the national collection of portraits of Australians, reflecting the breadth and energy of Australian culture and endeavour. Subjects in the collection are individuals who have, and who will continue to, shape our nation and define our collective persona. As part of a group of national collecting institutions, the NPGA is unique in its exclusive use of portraiture to explore Australian culture, history, individual achievement and identity. The NPGA provides a forum for the free and respectful discussion of the national identity. The NPGA focuses on both subject and artist.		
Key Activities	The NPGA program is delivered in the following ways: <ul style="list-style-type: none"> • Through collection development, conservation, management and digitisation • Through on site and travelling exhibitions, education, public and online events which create high levels of engagement and satisfaction • With an increasing level of engagement and collaboration • With a focus on self-generated revenue and private giving, and a commitment to maintain and develop its iconic building 	
Year	Performance Measures	Expected Performance Results
Current Year 2024–25	Enrich the collection	Target: 2+ (including 1 First Nations sitter) Target expected to be met
	Commissioned works of art	
	Develop and grow the national collection of portraits	Target: Full use of Collection Development acquisitions funding matched with Foundation funding Target expected to be met
	Collection digitised	Target: > 98% Target expected to be met
	Capital works program delivered	Target: Capital work delivered per 40-year capital life cycle plan Target expected to be met
	Present a national travelling exhibition program	Target: 8 venues (4+ outside Major Cities) Target expected to be met

Year	Performance Measures	Expected Performance Results
Current Year 2024–25 cont.	Inspire connection Reach visitors onsite at the Gallery	Target: 367,500 Target expected to be met
	Visitors are satisfied with their experience	Target: >90% visitors satisfied or very satisfied Target expected to be met
	Reach regional and remote audiences through digital programming	Target: Increase audiences for public and education digital programs outside Major Cities. Target expected to be met
	Ignite support Generate non–government revenue through diversified income streams	Target: >\$5,000,000 Target expected to be met
	Contribute to professional development in the creative sector by presenting at cultural sector events	Target: 5 Target met
	Staffing budget to ongoing professional development of staff	Target: 2% Target expected to be met
Year	Performance Measures	Planned Performance Results
Budget Year 2025–26	Number of First Nations artists and sitters represented in the collection	>5 acquired works of art are of First Nations sitters or by First Nations artists At least 1 commission is a First Nations sitter or artist >20 collection works of art by First Nations artists, or which engage with First Nations stories, on display
	Number of works of art with outstanding quality are added to the National Portrait Collection	>30 works of art are added into the National Portrait Collection >2 artists commissioned to produce portraits of sitters
	Number of collection works of art displayed onsite, offsite and on demand	>5 exhibitions/projects dedicated to collection works of art opened onsite >15 collection works of art shared through outward loans and travelling exhibition programs >10 new on-demand accessibility resources made available online and onsite
	Number of people engaged with artistic program onsite, online and offsite and visitor sentiment analysis	2% increase in overall engagement onsite, online and offsite
	Number of people engaged in targeted program offerings	18,000 school students attending onsite 27,000 attendees at online education programs 750 people engaged through outreach programs >5 First Nations artists, sitters and businesses engaged

Year	Performance Measures	Planned Performance Results
Budget Year 2025–26 Cont.	Number of sectors engaged through partnerships, programs and professional development	>30 living artists supported through the onsite and offsite exhibition program 2 internships 2 partnerships within the arts sector
	Value of non-government income streams	Increase private donations to the Foundation, including support for collection development Increase in non-government revenue through diversified income streams (excluding donations and private gifts) Maintain 4 high-value commercial partnerships
Forward Estimates 2026–29	As per 2025-26	The planned performance results will evolve over forward years, building on 2025–26 planned performance results to increase effectiveness and efficiency measures

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of NPGA's finances for the 2025–26 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Explanatory notes and analysis of budgeted financial statements

The NPGA is budgeting for an operating surplus of \$1.6 million in the 2025-26 budget year. This reflects \$0.3 million in donated works of art expected to be received by the NPGA Foundation and \$1.3 million in investment income that are expected to be reinvested.

Budgeted departmental balance sheet

Budgeted investments include donations to the NPGA Foundation of approximately \$28.0 million, which have been accumulated over a number of years. The NPGA's Board is charged with setting the guidelines for the use of these funds.

The remainder of budgeted investments is available to meet liabilities for employee entitlements and to assist in funding future asset purchases.

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	7,597	7,921	8,248	8,401	8,611
Suppliers	11,196	11,392	11,824	12,312	12,433
Depreciation and amortisation	4,504	4,524	4,544	4,564	4,584
Total expenses	23,297	23,837	24,616	25,277	25,628
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	1,226	1,268	1,311	1,355	1,392
Interest	1,400	1,200	1,200	1,200	1,200
Dividends	450	800	850	900	950
Other	1,320	1,340	1,360	1,380	1,400
Total own-source revenue	4,396	4,608	4,721	4,835	4,942
Gains					
Other	1,120	1,340	1,410	1,480	1,550
Total gains	1,120	1,340	1,410	1,480	1,550
Total own-source income	5,516	5,948	6,131	6,315	6,492
Net (cost of)/contribution by services	(17,781)	(17,889)	(18,485)	(18,962)	(19,136)
Revenue from Government	19,181	19,489	20,135	20,662	20,886
Surplus/(deficit) attributable to the Australian Government	1,400	1,600	1,650	1,700	1,750
Total comprehensive income/(loss) attributable to the Australian Government	1,400	1,600	1,650	1,700	1,750
Note: Impact of net cash appropriation arrangements					
Total comprehensive income/(loss) - as per statement of Comprehensive Income	1,400	1,600	1,650	1,700	1,750
plus: heritage and cultural depreciation/amortisation expenses previously funded through revenue appropriations ^(a)	-	-	-	-	-
Net Cash Operating Surplus/(Deficit)	1,400	1,600	1,650	1,700	1,750

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) and Supply 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.

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	2,897	2,897	2,897	2,897	2,897
Trade and other receivables	1,518	1,518	1,518	1,518	1,518
Other investments	38,859	40,159	41,509	42,909	44,359
Other financial assets	630	630	630	630	630
Total financial assets	43,904	45,204	46,554	47,954	49,404
Non-financial assets					
Land and buildings	77,518	77,578	77,633	77,683	77,728
Property, plant and equipment	2,580	2,538	2,506	2,484	2,472
Heritage and Cultural	44,632	45,146	45,663	46,183	46,706
Intangibles	450	432	409	381	348
Other non-financial assets	211	211	211	211	211
Total non-financial assets	125,391	125,905	126,422	126,942	127,465
Total assets	169,295	171,109	172,976	174,896	176,869
LIABILITIES					
Payables					
Suppliers	1,392	1,392	1,392	1,392	1,392
Other payables	710	710	710	710	710
Total payables	2,102	2,102	2,102	2,102	2,102
Provisions					
Employee provisions	1,539	1,539	1,539	1,539	1,539
Total provisions	1,539	1,539	1,539	1,539	1,539
Total liabilities	3,641	3,641	3,641	3,641	3,641
Net assets	165,654	167,468	169,335	171,255	173,228
EQUITY					
Parent entity interest					
Contributed equity	130,765	130,979	131,196	131,416	131,639
Reserves	25,600	25,600	25,600	25,600	25,600
Retained surplus (accumulated deficit)	9,289	10,889	12,539	14,239	15,989
Total parent entity interest	165,654	167,468	169,335	171,255	173,228
Total equity	165,654	167,468	169,335	171,255	173,228

Prepared on Australian Accounting Standards basis.

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2024–25)

	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	9,289	25,600	130,765	165,654
Adjusted opening balance	9,289	25,600	130,765	165,654
Comprehensive income				
Surplus/(deficit) for the period	1,600	-	-	1,600
Total comprehensive income	1,600	-	-	1,600
Contributions by owners				
Equity injection – Appropriation	-	-	214	214
Sub-total transactions with owners	-	-	214	214
Estimated closing balance as at 30 June 2026	10,889	25,600	130,979	167,468
Closing balance attributable to the Australian Government	10,889	25,600	130,979	167,468

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	19,181	19,489	20,135	20,662	20,886
Sale of goods and rendering of services	1,336	1,382	1,429	1,477	1,517
Interest	1,400	1,200	1,200	1,200	1,200
Dividends	450	800	850	900	950
Net GST received	824	818	846	880	881
Other	1,320	1,340	1,360	1,380	1,400
Total cash received	24,511	25,029	25,820	26,499	26,834
Cash used					
Employees	7,597	7,921	8,248	8,401	8,611
Suppliers	11,310	11,284	11,678	12,134	12,189
Total cash used	18,907	19,205	19,926	20,535	20,800
Net cash from/(used by) operating activities	5,604	5,824	5,894	5,964	6,034
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment and intangibles	4,504	4,524	4,544	4,564	4,584
Purchase of works of art	211	214	217	220	223
Investments	1,100	1,300	1,350	1,400	1,450
Total cash used	5,815	6,038	6,111	6,184	6,257
Net cash from/(used by) investing activities	(5,815)	(6,038)	(6,111)	(6,184)	(6,257)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	211	214	217	220	223
Total cash received	211	214	217	220	223
Cash used					
Total cash used	211	214	217	220	223
Net cash from/(used by) financing activities	-	-	-	-	-
Net increase/(decrease) in cash held	2,897	2,897	2,897	2,897	2,897
Cash and cash equivalents at the beginning of the reporting period	2,897	2,897	2,897	2,897	2,897
Cash and cash equivalents at the end of the reporting period	(5,815)	(6,038)	(6,111)	(6,184)	(6,257)

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	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Equity injections - Bill 2	211	214	217	220	223
Total new capital appropriations	211	214	217	220	223
<i>Provided for:</i>					
Purchase of non-financial assets	211	214	217	220	223
Total items	211	214	217	220	223
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriations	211	214	217	220	223
Funded internally from departmental resources	4,804	4,824	4,844	4,864	4,884
TOTAL	5,015	5,038	5,061	5,084	5,107
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	5,015	5,038	5,061	5,084	5,107
less: gifted assets	(300)	(300)	(300)	(300)	(300)
Total cash used to acquire assets	4,715	4,738	4,761	4,784	4,807

Prepared on Australian Accounting Standards basis.

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

	Asset Category					Total \$'000
	Land \$'000	Buildings \$'000	Other property, plant and equipment \$'000	Heritage and cultural \$'000	Computer software and intangibles \$'000	
As at 1 July 2025						
Gross book value	13,601	74,286	6,417	44,633	1,306	140,243
Accumulated depreciation/ amortisation and impairment	-	(10,369)	(3,837)	(1)	(856)	(15,063)
Opening net book balance	13,601	63,917	2,580	44,632	450	125,180
Capital asset additions						
Estimated expenditure on new or replacement assets						
By purchase - appropriation equity ^(a)	-	-	-	214	-	214
By purchase - appropriation ordinary annual services ^(b)	-	3,174	1,250	-	100	4,524
Assets received as gifts/donations	-	-	-	300	-	300
Total additions	-	3,174	1,250	514	100	5,038
Other movements						
Depreciation/amortisation expense	-	(3,114)	(1,292)	-	(118)	(4,524)
Total other movements	-	(3,114)	(1,292)	-	(118)	(4,524)
As at 30 June 2026						
Gross book value	13,601	77,460	7,667	45,147	1,406	145,281
Accumulated depreciation/ amortisation and impairment	-	(13,483)	(5,129)	(1)	(974)	(19,587)
Closing net book balance	13,601	63,977	2,538	45,146	432	125,694
Estimated operating expenditure in income statement for heritage and cultural assets						\$'000
Operations and Maintenance						1,405
Preservation and Conservation						112
Total operating expenditure on heritage and cultural assets						1,405

Prepared on Australian Accounting Standards basis.

- (a) 'Appropriation equity' refers to equity injections appropriations provided through Appropriation Bill (No. 2) 2025-2026 and Supply Bill (No. 2) 2025-26, including Collection Development Acquisition Budgets (CDABs).
- (b) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No. 1) 2025-2026 and Supply Bill (No. 1) 2025-26 for depreciation/amortisation expenses, DCBs or other operational expenses.