#### NATIONAL PORTRAIT GALLERY OF AUSTRALIA

### Section 1: Entity overview and resources

#### 1.1 STRATEGIC DIRECTION STATEMENT

The role of the National Portrait Gallery of Australia (NPGA) is to increase the understanding and appreciation of the Australian people – their identity, history, culture, creativity and diversity – through portraiture. The functions of the NPGA are expressed in the *National Portrait Gallery of Australia Act 2012*, which requires the NPGA to develop, preserve, maintain, promote and provide access to a national collection of portraits; and develop and engage a national audience in relation to that collection and other portraits through exhibitions, education, research, publications, and public and online programmes. The Act calls for the NPGA to use every endeavour to make the most advantageous use of the national collection in the national interest.

In fulfilling its national charter, the NPGA will:

- develop and maintain a representative collection of high-quality portraits of subjects who have made a major impact upon Australia
- enhance the cultural value and accessibility of portraiture through displays, exhibitions, publications, partnerships and online programmes
- foster enquiry, research, discussion, interpretation, participation and enjoyment of portraiture through learning and public access programmes.

#### 1.2 **ENTITY RESOURCE STATEMENT**

Table 1.1 shows the total resources from all sources.

Table 1.1: Entity resource statement—Budget estimates for 2015-16 as at Budget May 2015

Source	Actual available appropriation 2014–15 \$'000	Estimate of prior year amounts available in 2015–16 \$'000	Proposed at Budget 2015–16 \$'000	Total estimate 2015–16 \$'000
Opening balance/reserves at bank	12,180	14,582	_	14,582
REVENUE FROM GOVERNMENT				
Ordinary annual services(a)				
Outcome 1	11,487		11,505	11,505
Total ordinary annual services	11,487	_	11,505	11,505
Other services(b)				
Non-operating	199	_	199	199
Total other services	199	_	199	199
Total annual appropriations	11,686	_	11,704	11,704
Total funds from government	23,866	14,582	11,704	26,286
FUNDS FROM OTHER SOURCES				
Interest	460	_	472	472
Sale of goods and services	1,060	_	1,123	1,123
Other(c)	2,390		560	560
Total	3,910		2,155	2,155
Total net resourcing for entity	27,776	14,582	13,859	28,441

All figures are GST exclusive.

The NPGA is not directly appropriated as it is a corporate Commonwealth entity. Appropriations are made to the Attorney-General's Department which are then paid to the NPGA and are considered 'departmental' for all purposes.

<sup>(</sup>a) Appropriation Bill (No. 1) 2015–16.
(b) Appropriation Bill (No. 2) 2015–16.
(c) Includes donations to the NPGA Foundation and building rectification funding received in 2014–15.

#### 1.3 **BUDGET MEASURES**

Measures announced in the 2014-15 Mid-Year Economic and Fiscal Outlook (MYEFO) and other measures not previously reported in a portfolio statement are summarised in Part 2 of Table 1.2.

#### Table 1.2: Entity 2015-16 Budget measures

#### Part 1: Measures announced since the 2014-15 MYEFO

The NPGA has no new post-MYEFO measures.

Part 2: MYEFO measures and other measures not previously reported in a portfolio statement

	Programme	2014–15 \$'000	2015–16 \$'000	2016–17 \$'000	2017–18 \$'000	2018–19 \$'000
Measures						
Smaller Government—collection agencies—consolidation of back office functions(a)	1.1					
Departmental expenses		_	(10)	(80)	(80)	(80)
Total		_	(10)	(80)	(80)	(80)

Prepared on a Government Finance Statistics (fiscal) basis.

(a) This measure was originally announced in the 2014–15 Budget (see page 63 of Budget Paper No. 2 2014–15 for further information).

## Section 2: Outcomes and planned performance

#### 2.1 OUTCOMES AND PERFORMANCE INFORMATION

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

The NPGA's outcome is described below together with its related programme, specifying the performance indicators and targets used to assess and monitor the performance of the NPGA in achieving government outcomes.

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

#### Outcome 1 strategy

The NPGA will develop the national portrait collection by:

- seeking out portraits for acquisition and identifying sitters for new commissions
  which generate meaning about what it means to be Australian, with an emphasis
  on:
  - representing the broadest spread of professions and geography to portray the layered dimensions of our national heritage
  - strategically developing the collection to showcase the unique character of Australian endeavour and mirror the achievements of the nation
- maintaining, conserving, storing and protecting the collection in accordance with international museum standards and legislative obligations
- expanding the digitisation programme to support the effective management of all collection material and contextual material.

The NPGA aims to reach out to and engage Australians from all geographies and walks of life in innovative and distinctive ways to increase the understanding of, and the engagement with, the collection and the art of portraiture by:

- devising programmes that are innovative and surprising, but equally communicative and articulate, so as to reach as large and diverse a national audience as possible
- maintaining the high quality of the visitor experience as one of the chief points of difference between the NPGA and other national collecting agencies, especially the imaginative ways in which the NPGA represents the history of our nation

- creating new and ingenious ways of providing access to the NPGA's collections and programmes via technologies and the website, including sound, moving images, and other interactive resources
- building on the national touring exhibition programme, ensuring that it reaches even further into all regions, states and territories
- providing rich and innovative learning programmes and resource materials to foster an understanding among those who seek to learn about what it means to be an Australian.

The NPGA will engage with and add value for supporters in ways that help to build its resource base so as to ensure long-term success by:

- building the capacity of the newly established National Portrait Gallery of Australia Foundation to create an endowment large enough to sustain increasingly ambitious acquisitions, exhibitions, publications, and access and learning programmes
- building long-term, exciting relationships with sponsors that create mutual benefits for both parties
- entering into commercial relationships that are mutually beneficial
- developing and implementing a volunteer programme to engage with supporters to strategically enhance operations and delivery.

The NPGA will achieve organisational excellence by:

- · operating in ways that are considerate of contemporary environmental practices
- encouraging staff to efficiently give of their best in ways that are consistent with the values for which the NPGA stands
- implementing effective shared service arrangements that allow staff to operate at the peak of their efficiency.

#### **Outcome 1 expense statement**

Table 2.1 provides an overview of the total expenses for Outcome 1, by programme.

Table 2.1: Budgeted expenses 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	2014–15 Estimated actual expenses \$'000	2015–16 Estimated expenses \$'000
Programme 1.1: Develop, maintain and provide access to Australia's national portrait collection		
Revenue from government		
Ordinary annual services (Appropriation Bill No. 1)	11,487	11,505
Revenues from other independent sources	1,870	1,905
Expenses not requiring appropriation in the budget year(a)	2,272	2,159
Total expenses for Outcome 1	15,629	15,569
	2014–15	2015–16
Average staffing level (number)	52	51

Note: Departmental appropriation splits and totals are indicative estimates and may change in the course of the budget year as government priorities change.

#### **Contributions to Outcome 1**

## Programme 1.1: Develop, maintain and provide access to Australia's national portrait collection

#### Programme 1.1 objective

The NPGA seeks to enhance the understanding and appreciation of Australian identity, culture and diversity through portraiture by engaging the public in education programmes and exhibitions, and by developing and preserving the national portrait collection.

Programme 1.1 expenses					
	2014–15 Estimated actual \$'000	2015–16 Budget \$'000	2016–17 Forward estimate \$'000	2017–18 Forward estimate \$'000	2018–19 Forward estimate \$'000
Annual departmental expenses					
Departmental item	13,357	13,410	13,368	13,520	14,678
Expenses not requiring appropriation in the budget year(a)	2,272	2,159	2,176	2,218	1,241
Total programme expenses	15,629	15,569	15,544	15,738	15,919

<sup>(</sup>a) Expenses not requiring appropriation in the budget year are made up of depreciation and amortisation expenses related to artwork, which are funded through an equity injection; depreciation and amortisation expenses related to long-lived assets such as the NPGA building; and resources received free of charge.

<sup>(</sup>a) Expenses not requiring appropriation in the budget year are made up of depreciation and amortisation expenses related to artwork, which are funded through an equity injection; depreciation and amortisation expenses related to long-lived assets such as the NPGA building; and resources received free of charge.

#### **Programme 1.1 deliverables**

The NPGA aims to be a place where successive generations find inspiration in the mythic and/or heroic dimensions of our national heritage so as to build and extend these in perpetuity. The NPGA strives to present a broad and variegated picture of Australian life, national distinction and attainment with multiple points of access. These ought to reflect, as far as possible, geographic, vocational, professional and social diversity.

Deliverables	2014–15 Estimated actual	2015–16 Budget	2016–17 Forward estimate	2017–18 Forward estimate	2018–19 Forward estimate
Works acquired in accordance with collection development policy	100%	100%	100%	100%	100%
Percentage of collection digitised	75%	75%	76%	76%	77%
Percentage of the collection stored in accordance with international museum standards	100%	100%	100%	100%	100%
Number of temporary and travelling exhibitions delivered	5	6	6	6	6

#### Programme 1.1 key performance indicators

The NPGA is committed to building and maintaining an outstanding collection of portraiture for the nation and providing access to the collection, in Canberra, regionally, nationally and internationally. This will be achieved through the ongoing development of the portrait collection and delivery of an innovative and diverse exhibition and collection display programme underpinned by a range of public access learning programmes and events.

The performance of the programme will be measured through increased access to the collection and enhanced levels of visitor satisfaction.

Key performance indicators	2014–15 Estimated actual	2015–16 Budget	2016–17 Forward estimate	2017–18 Forward estimate	2018–19 Forward estimate
Visitor interactions					
Total number of visits to the NPGA	580,000	625,000	625,000	625,000	630,000
Total number of visits to the NPGA website	350,000	350,000	355,000	355,000	360,000
Number of onsite visits to the NPGA by students as part of an organised educational group	18,000	18,500	18,500	18,700	18,700
Participation in public and school programmes					
Number of people participating in public programmes	18,000	18,250	18,250	18,300	18,350
Number of students participating in school programmes	16,500	16,500	16,700	16,700	16,700

Programme 1.1 key performance indicators (continued)

· · · · · · · · · · · · · · · · · · ·	2014–15	`	2016–17	2017–18	2018–19
	Estimated	2015–16	Forward	Forward	Forward
Key performance indicators	actual	Budget	estimate	estimate	estimate
Quantity of school learning programmes delivered					
Number of organised programmes delivered onsite	500	500	510	510	510
Number of programme packages available online	20	25	25	30	35
Number of educational institutions participating in organised school learning programmes	400	400	410	420	420
Visitor satisfaction					
Percentage of visitors that were satisfied or very satisfied with their visit	>90%	>91%	>91%	>91%	>92%
Programme survey rating (by teachers)					
Percentage of teachers reporting overall positive experience	90%	90%	91%	91%	92%
Percentage of teachers reporting relevance to the classroom curriculum	90%	90%	91%	91%	92%
Expenditure mix					
Expenditure on collection development (as a % of total expenditure)	18%	18%	18%	18%	18%
Expenditure on other capital items (as a % of total expenditure)	8%	8%	8%	8%	8%
Expenditure on other (i.e. non-collection development) labour costs (as a % of total expenditure)	37%	37%	37%	37%	37%
Other expenses (as a % of total expenditure)	37%	37%	37%	37%	37%
Collection management and access					
Annual number of acquisitions made	100	100	110	110	110
Annual number of objects accessioned	100	100	110	110	110
% of total collection available to the public	77%	77%	77%	78%	78%
% of total collection available to the public online (text)	95%	95%	96%	96%	96%
% of total collection available to the public on display	17%	17%	17%	18%	18%
% of total collection available to the public on tour	0.4%	0.4%	0.4%	0.4%	0.4%
% of total collection digitised	75%	75%	76%	76%	77%

# Section 3: Explanatory tables and budgeted financial statements

Section 3 presents explanatory tables and budgeted financial statements that provide a comprehensive snapshot of entity finances for the 2015–16 budget year. It explains how budget plans are incorporated into the financial statements and provides further details of the reconciliation between appropriations and programme expenses.

#### 3.1 EXPLANATORY TABLES

#### 3.1.1 Movement of administered funds between years

The NPGA has no administered funds.

#### 3.1.2 Special accounts

The NPGA has no special accounts.

#### 3.1.3 Australian Government Indigenous expenditure

The NPGA has no Indigenous-specific expenses.

#### 3.2 BUDGETED FINANCIAL STATEMENTS

#### 3.2.1 Differences in entity resourcing and financial statements

There is no material difference between the entity resourcing and financial statements.

#### 3.2.2 Analysis of budgeted financial statements

#### Comprehensive income statement

After adjusting for expenses not requiring appropriation in the year, the NPGA is budgeting for a surplus in the budget and forward years that reflects the donations expected to be received by the NPGA Foundation. Expenses not requiring appropriation include:

- depreciation on long-lived assets, which is funded in accordance with the NPGA's asset replacement plan
- depreciation related to collection development, which is funded through an equity injection.

The NPGA is budgeting to grow its own-source revenue over the budget and forward years while implementing more efficient work practices to ensure that its employee and supplier expenses are affordable.

National Portrait Gallery of Australia

#### **Budgeted departmental balance sheet**

Budgeted cash and cash equivalents include donations to the NPGA of approximately \$8m, which have been accumulated over a number of years. The NPGA Board is charged with setting the guidelines for the use of these funds.

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

#### 3.2.3 Budgeted financial statements tables

Table 3.2.1: Comprehensive income statement (showing net cost of services) for the period ended 30 June

Tor the period ended 30 June	2014–15 Estimated	2015–16 Budget	2016–17 Forward estimate	2017–18 Forward estimate	2018–19 Forward estimate
	actual \$'000	Budget \$'000	\$'000	\$'000	\$'000
EXPENSES		•			
Employee benefits	5,717	5,659	5,743	5,845	5,949
Suppliers	6,012	6,012	5,899	5,990	6,086
Depreciation and amortisation	3,900	3,898	3,902	3,903	3,884
Total expenses	15,629	15,569	15,544	15,738	15,919
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	1,060	1,123	1,193	1,267	1,344
Interest	460	472	484	496	508
Other	2,390	560	580	600	620
Total own-source revenue	3,910	2,155	2,257	2,363	2,472
Gains					
Other	400	420	440	460	480
Total gains	400	420	440	460	480
Total own-source income	4,310	2,575	2,697	2,823	2,952
Net cost of (contribution by) services	11,319	12,994	12,847	12,915	12,967
Revenue from government	11,487	11,505	11,361	11,407	12,456
Surplus (deficit) attributable to the Australian Government	168	(1,489)	(1,486)	(1,508)	(511)
OTHER COMPREHENSIVE INCOME					
Changes in asset revaluation surplus		-	_	-	_
Total other comprehensive income		_	_	_	_
Total comprehensive income (loss)	168	(1,489)	(1,486)	(1,508)	(511)
Total comprehensive income (loss) attributable to the Australian					
Government	168	(1,489)	(1,486)	(1,508)	(511)
Note: Impact of net cash appropriation ar					
	2014–15 \$'000	2015–16 \$'000	2016–17 \$'000	2017–18 \$'000	2018–19 \$'000
Total comprehensive income (loss)	Ψ 000	Ψ 000	ψυσ	ψυσ	φυσο
excluding depreciation/amortisation expenses previously funded through					
revenue appropriations(a)	2,340	550	550	550	550
Less depreciation/amortisation expenses previously funded through revenue appropriations(b)	2,172	2,039	2.036	2,058	1,061
Total comprehensive income (loss) as per the statement of comprehensive		·		,	•
income	168	(1,489)	(1,486)	(1,508)	(511)

Prepared on Australian Accounting Standards basis.

(a) The adjusted result in the budget and forward years reflects donated cash and artworks to the NPGA

<sup>(</sup>b) The NPGA does not receive funding for its total depreciation expenses on long-lived assets; rather, funding is appropriated based on capital requirements. Also, funding for collection acquisition is received through an equity injection.

Table 3.2.2: Budgeted departmental balance sheet (as at 30 June)

Table 0.2.2. Baagetea acpartmen	2014–15		2016–17	2017–18	2018–19
	Estimated	2015–16	Forward	Forward	Forward
	actual \$'000	Budget \$'000	estimate \$'000	estimate \$'000	estimate \$'000
ASSETS	·		·	•	•
Financial assets					
Cash and cash equivalents	14,582	14,795	14,258	14,521	14,784
Trade and other receivables	126	126	126	126	126
Other financial assets	57	57	57	57	57
Total financial assets	14,765	14,978	14,441	14,704	14,967
Non-financial assets					
Land and buildings	75,000	74,183	74,094	73,159	73,177
Property, plant and equipment	11,327	10,270	9,238	8,230	7,266
Heritage and cultural assets	30,963	31,363	31,761	32,158	32,556
Intangibles	187	171	155	139	123
Inventories	8	8	8	8	8
Other non-financial assets	55	55	55	55	55
Total non-financial assets	117,540	116,050	115,311	113,749	113,185
Total assets	132,305	131,028	129,752	128,453	128,152
LIABILITIES					
Payables					
Suppliers	654	654	654	654	654
Other payables	794	794	794	794	794
Total payables	1,448	1,448	1,448	1,448	1,448
Provisions					
Employee provisions	1,420	1,433	1,446	1,459	1,472
Total provisions	1,420	1,433	1,446	1,459	1,472
Total liabilities	2,868	2,881	2,894	2,907	2,920
Net assets	129,437	128,147	126,858	125,546	125,232
EQUITY					
Parent entity interest					
Contributed equity	128,798	128,997	129,194	129,390	129,587
Retained surplus (accumulated deficit)	639	(850)	(2,336)	(3,844)	(4,355)
Total parent entity interest	129,437	128,147	126,858	125,546	125,232
Total equity	129,437	128,147	126,858	125,546	125,232

Prepared on Australian Accounting Standards basis.

Table 3.2.3: Departmental statement of changes in equity—summary of movement (budget year 2015–16)

	Retained earnings \$'000	Contributed equity/ capital \$'000	Total equity \$'000
Opening balance as at 1 July 2015			
Balance carried forward from previous period	639	128,798	129,437
Adjustment for changes in accounting policies		_	_
Adjusted opening balance	639	128,798	129,437
Comprehensive income			
Surplus (deficit) for the period	(1,489)	-	(1,489)
Total comprehensive income	(1,489)	-	(1,489)
Of which:			
Attributable to the Australian Government	(1,489)	-	(1,489)
Transactions with owners			
Contributions by owners			
Equity injection—appropriation		199	199
Sub-total transactions with owners		199	199
Estimated closing balance as at 30 June 2016	(850)	128,997	128,147
Closing balance attributable to the Australian Government	(850)	128,997	128,147

Prepared on Australian Accounting Standards basis.

Table 3.2.4: Budgeted departmental statement of cash flows (for the period ended 30 June)

ended 30 June)					
	2014–15 Estimated actual \$'000	2015–16 Budget \$'000	2016–17 Forward estimate \$'000	2017–18 Forward estimate \$'000	2018–19 Forward estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	11,487	11,505	11,361	11,407	12,456
Receipts from government	950	100	100	100	100
Sale of goods and rendering of services	1,155	1,224	1,300	1,381	1,465
Interest	460	472	484	496	508
Net GST received	764	429	411	411	411
Other	190	210	230	250	270
Total cash received	15,006	13,940	13,886	14,045	15,210
Cash used					
Employees	5,705	5,646	5,730	5,832	5,936
Suppliers	6,444	6,422	6,277	6,355	6,438
Total cash used	12,149	12,068	12,007	12,187	12,374
Net cash from (used by) operating activities	2,857	1,872	1,879	1,858	2,836
INVESTING ACTIVITIES		<u> </u>		•	•
Cash received					
Donations	1,250	250	250	250	250
Total cash received	1,250	250	250	250	250
Cash used					
Purchase of property, plant and equipment	1,904	2,108	2,863	2,041	3,020
Total cash used	1,904	2,108	2,863	2,041	3,020
Net cash from (used by) investing activities	(654)	(1,858)	(2,613)	(1,791)	(2,770)
FINANCING ACTIVITIES			,	•	
Cash received					
Contributed equity	199	199	197	196	197
Total cash received	199	199	197	196	197
Net cash from (used by) financing activities	199	199	197	196	197
Net increase (decrease) in cash held	2,402	213	(537)	263	263
Cash and cash equivalents at the beginning of the reporting period	12,180	14,582	14,795	14,258	14,521
Cash and cash equivalents at the end of the reporting period	14,582	14,795	14,258	14,521	14,784

Prepared on Australian Accounting Standards basis.

Table 3.2.5: Departmental capital budget statement (for the period ended 30 June)

,	2014–15 Estimated actual \$'000	2015–16 Budget \$'000	2016–17 Forward estimate \$'000	2017–18 Forward estimate \$'000	2018–19 Forward estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Equity injections—Bill 2	199	199	197	196	197
Total new capital appropriations	199	199	197	196	197
Provided for:					
Purchase of non-financial assets	199	199	197	196	197
Total items	199	199	197	196	197
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriations(a)	199	199	197	196	197
Funded internally from departmental resources(b)	2,005	2,209	2,966	2,145	3,123
Total purchases of non-financial assets	2,204	2,408	3,163	2,341	3,320
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	2,204	2,408	3,163	2,341	3,320
Less gifted assets	(300)	(300)	(300)	(300)	(300)
Total cash used to acquire assets	1,904	2,108	2,863	2,041	3,020

Prepared on Australian Accounting Standards basis.

(a) Includes current Bill 2 and prior year Act 2, 4 and 6 appropriations and special capital appropriations.

(b) Includes funding from current Bill 1 and prior year Act 1, 3 and 5 appropriations, donations and contributions, gifts and internally developed assets.

Table 3.2.6: Statement of asset movements (budget year 2015–16)

Table 5.2.0. Statement of asset movements (budget year 2013-10)						
	Land \$'000	Buildings \$'000	Other property, plant & equipment \$'000	Heritage & cultural \$'000	Computer software & intangibles \$'000	Total \$'000
As at 1 July 2015						
Gross book value	10,256	69,045	14,470	31,161	260	125,192
Accumulated depreciation/amortisation						
and impairment		(4,301)	(3,143)	(198)	(73)	(7,715)
Opening net book balance	10,256	64,744	11,327	30,963	187	117,477
CAPITAL ASSET ADDITIONS						
Estimated expenditure on new or replacement assets						
By purchase—appropriation equity(a)	_	_	_	199	_	199
By purchase—appropriation ordinary annual services(b)	_	1,389	500	_	20	1,909
Assets received as gifts/donations	_	_	_	300	_	300
Total additions		1,389	500	499	20	2,408
Other movements						
Depreciation/amortisation						
expense		2,206	1,557	99	36	3,898
Total other movements		2,206	1,557	99	36	3,898
As at 30 June 2016						
Gross book value	10,256	70,434	14,970	31,660	280	127,600
Accumulated						
depreciation/amortisation and impairment		(6,507)	(4,700)	(297)	(109)	(11,613)
Closing net book balance	10.256	63,927	10,270	31,363	171	115,987
Drang net book balance	10,256		10,270	31,303	1/1	110,807

Prepared on Australian Accounting Standards basis.

(a) 'Appropriation equity' refers to equity injection appropriations provided through Appropriation Bill (No. 2) 2015–16, including collection development and acquisition budgets.

(b) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No. 1) 2015–16 for depreciation and amortisation expenses, departmental capital budgets or other operational expenses.

#### 3.2.4 Notes to the financial statements

#### **Basis of accounting**

The budgeted financial statements have been prepared on an accrual accounting basis, having regard to Statements of Accounting Concepts, and in accordance with the Public Governance, Performance and Accountability (Financial Reporting) Rule 2015, Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board.

#### Revenue from government

Amounts appropriated for ordinary annual services are recognised as revenue, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned.

#### **Employee expenses**

Employee expenses consist of salaries, leave entitlements, redundancy expenses, superannuation and non-salary benefits.

#### Supplier expenses

Supplier expenses consist of administrative costs, consultants' costs, travel expenses, property operating expenses, expenses related to NPGA programmes and legal expenses.

#### Cash

Cash includes notes and coins held and any deposits held with a bank or other financial institution.

#### **Assets**

Assets are made up of cash (including donations received and held on deposit), receivables, the gallery building and related infrastructure, works of art, and plant and equipment. All assets are held at fair value.

#### l iahilities

Liabilities are made up of employee salary and leave entitlement and amounts owed to creditors.

#### **NPGA Foundation**

The NPGA Foundation supports the NPGA through encouraging gifts, donations, bequests and legacies of property for the benefit of the NPGA. The NPGA Foundation committee has been established as a committee of the NPGA Board. The tables incorporate the financial activities of the NPGA Foundation.