

Australian National Maritime Museum

Entity resources and planned performance

Australian National Maritime Museum

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Australian National Maritime Museum

Section 1: Entity overview and resources

1.1 Strategic direction statement

The oceans and waterways are the heartbeat of who we are. As an island nation in the Asia Pacific – this nation has been shaped by sea. The Australian National Maritime Museum (ANMM) connects Australians with the past, present and future. Our work adds knowledge, seeks cohesion and promotes sustainability.

The ANMM informs, challenges and nurtures conversations about this nation shaped by sea. We develop, preserve, and present our collection, research, and expertise to connect visitors and their own experiences to stories as old as the continent itself – and yet vital to all our futures.

The ANMM was established under the *Australian National Maritime Museum Act 1990*, and the Act outlines the primary functions of the Museum. These are expressed as:

- to exhibit, or to make available for exhibition by others, material included in the national maritime collection or other maritime historical material
- to develop, preserve and maintain the national maritime collection
- to disseminate information relating to Australian maritime history
- to conduct, arrange for and assist research into matters relating to Australian maritime history.

The ANMM increases knowledge, appreciation and enjoyment of Australia's maritime heritage by managing the National Maritime Collection and staging programs, exhibitions and events.

The ANMM's work continues to be guided by the pillars and principles of the National Cultural Policy – *Revive: a place for every story, a story for every place*, as well as the ANMM's own Strategic Framework and Corporate Plan. The museum will focus its work around the four strategic pillars outlined in the Strategic Framework – Inspire, Inform, Influence and Impact.

1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the ANMM 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 ANMM’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: ANMM resource statement – Budget estimates for 2024–25 as at Budget May 2024

	2023-24 Estimated actual \$'000	2024-25 Estimate \$'000
Opening balance/cash reserves at 1 July	30,250	22,922
Funds from Government		
Annual appropriations - ordinary annual services ^(a)		
Outcome 1	27,029	24,882
Annual appropriations - other services ^(b)		
Equity injection	3,895	4,608
Total annual appropriations	30,924	29,490
Total funds from Government	30,924	29,490
Funds from other sources		
Interest	1,448	1,187
Sale of goods and services	8,762	7,363
Other	201	1,958
Total funds from other sources	10,411	10,508
Total net resourcing for ANMM	71,585	62,920
	2023-24	2024-25
Average staffing level (number)	107	115

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

(a) Appropriation Bill (No. 1) 2024-2025.

(b) Appropriation Bill (No. 2) 2024-2025.

The ANMM is not directly appropriated as it is a Corporate Commonwealth Entity. Appropriations are made to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (a Non-Corporate Commonwealth Entity), which are then paid to the ANMM and are considered ‘departmental’ for all purposes.

1.3 Budget measures

There are no new measures relating to the ANMM for the 2024–25 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 ANMM can be found at:

<https://www.sea.museum/-/media/anmm/files/about-us/corporate-information/anmm-corporate-plan-2023-2026.pdf?la=en>

The most recent annual performance statement can be found at:

<https://www.sea.museum/-/media/anmm/files/about-us/corporate-information/annual-reports/anmm-annual-report-2022-2023.pdf?la=en>

2.1 Budgeted expenses and performance for Outcome 1

Outcome 1: Increased knowledge, appreciation and enjoyment of Australia’s maritime heritage by managing the National Maritime Collection and staging programs, exhibitions and events

Budgeted expenses for Outcome 1

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

Table 2.1.1: Budgeted expenses for Outcome 1

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
Program 1.1: Management of maritime heritage					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	27,029	24,882	24,994	26,382	26,725
Expenses not requiring appropriation in the budget year ^(a)	2,365	2,365	2,365	2,365	2,365
Revenues from other independent sources	10,411	10,508	16,350	16,050	16,692
Total expenses for Program 1.1	39,805	37,755	43,709	44,797	45,782
Outcome 1 Totals by resource type					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	27,029	24,882	24,994	26,382	26,725
Expenses not requiring appropriation in the budget year ^(a)	2,365	2,365	2,365	2,365	2,365
Revenues from other independent sources	10,411	10,508	16,350	16,050	16,692
Total expenses for Outcome 1	39,805	37,755	43,709	44,797	45,782
	2023-24	2024-25			
Average staffing level (number)	107	115			

(a) Expenses not requiring appropriation in the Budget year reflects depreciation of heritage and cultural assets.

Table 2.1.2: Performance measures for Outcome 1

Table 2.1.2 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan, the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2024–25 Budget measures that have created new programs or materially changed existing programs are provided.

Outcome 1 – Increased knowledge, appreciation and enjoyment of Australia’s maritime heritage by managing the National Maritime Collection and staging programs, exhibitions and events		
Program 1.1 – Management of maritime heritage Management of maritime heritage that includes a variety of educational and engagement programs, exhibitions and events focusing on Australia’s maritime heritage.		
Key Activities	Key activities reported in the current corporate plan that relate to this program: <ul style="list-style-type: none"> • Connect and engage with visitors wherever they are • Develop research and educational partnerships, thought leadership and programs • Grow and sustain our revenues and financial support • Improve our site, collection accessibility and operational systems to enhance the experience for visitors and the working environment for employees. 	
Year	Performance measures	Expected Performance Results
Current Year 2023–24	Engage, educate and inspire – continue to increase engagement with national and international visitors through innovative exhibitions and programs that are accessed in a variety of ways	Targets: Total visitor engagements: 4,229,197 <ul style="list-style-type: none"> • 1,639,917 visits to the museum • 1,875,667 number of visits to the museum’s website • 532,333 people engaging with social media • 181,280 students participating in school programs 304 educational institutions participating in organised school learning programs 50,060 people participating in public 90% of visitors who were satisfied or very satisfied with their visit 90% of teachers reporting overall positive experience 95% of teachers reporting relevance to the classroom curriculum Targets expected to be met

Year	Performance measures	Expected Performance Results
Current Year 2023–24 cont.	Collect, share and digitise – continue to build and maintain a rich national collection for current and future generations of Australians to enjoy and learn from	Targets: 80 objects acquired (in the reporting period) 1,000 objects accessioned (in the reporting period) 70% of the total collection available to the public 64% of the total collection digitised Targets met
Year	Performance measures	Planned Performance Results
Budget Year 2024–25	Engage, educate and inspire – continue to increase engagement with national and international visitors through innovative exhibitions and programs that are accessed in a variety of ways	Total visitor engagements: 4,254,750 - 1,050,000 visits to the museum. - 810,000 visitors to travelling exhibitions and activities - 1,350,000 visits to the museum's website - 950,000 people engaging with social media - 350,000 students participating in education programs - 50,000 people participating in public programs 90% of visitors responding in a positive way 95% of teachers reporting overall positive experience 95% of teachers reporting relevance to the classroom curriculum
	Collect, share and digitise – continue to build and maintain a rich national collection for current and future generations of Australians to enjoy and learn from	74% of the collection available to the public 73% of the collection available online New collection policy and strategy implemented
Forward Estimates 2025–28	As per 2024–25	As per 2024–25 (quantitative targets subject to change)

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of ANMM finances for the 2024–25 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 impact of the ongoing Mirvac development at Darling Harbour is still expected to impact on our budgeted financial statements but to a lesser extent than first budgeted; works are expected to be completed in 2028.

The Sustainability funding received as part of the National Collecting Institutions funding in the 2023–24 Budget, which forms part of our appropriations will be \$6.3 million in 2024–25 with a decrease in future years funding.

Employee benefits will increase in 2024–25 in line with the new Enterprise Agreement 2024–2027. This Enterprise Agreements reflects the 11.2 per cent pay increase over 3 years agreed across the Australian Public Service. ANMM have increased pay rates across all levels to ensure pay parity across the APS. Considering the increased expenditure our current ASL of 107 is forecast to only increase to 115 in the 2024–25 year.

The Comprehensive Income Statement shows a break–even position across the budget and forward estimates period, excluding heritage and cultural asset depreciation expenses that are not funded through revenue appropriations

The Balance Sheet shows a net equity position of \$294.2 million in 2024–25, Which represents the surplus of net assets over net liabilities which relates to the ANMM's non-financial assets, including land and buildings, and heritage and cultural objects.

3.2 Budgeted financial statements tables

Table 3.1: Comprehensive income statement (showing net cost of services) for the period ended 30 June

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
EXPENSES					
Employee benefits	18,532	18,345	19,639	20,425	21,242
Suppliers	11,182	9,350	14,050	14,352	14,516
Grants	170	150	110	110	114
Depreciation and amortisation ^(a)	9,912	9,910	9,910	9,910	9,910
Losses from asset sales	9	-	-	-	-
Total expenses	39,805	37,755	43,709	44,797	45,782
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	8,762	7,363	9,468	9,302	10,214
Interest	1,448	1,187	754	754	784
Other	201	1,958	6,128	5,994	5,694
Total own-source revenue	10,411	10,508	16,350	16,050	16,692
Total own-source income	10,411	10,508	16,350	16,050	16,692
Net (cost of)/contribution by services	(29,394)	(27,247)	(27,359)	(28,747)	(29,090)
Revenue from Government	27,029	24,882	24,994	26,382	26,725
Surplus/(deficit) attributable to the Australian Government	(2,365)	(2,365)	(2,365)	(2,365)	(2,365)
Total comprehensive income/(loss)	(2,365)	(2,365)	(2,365)	(2,365)	(2,365)
Total comprehensive income/(loss) attributable to the Australian Government	(2,365)	(2,365)	(2,365)	(2,365)	(2,365)
Note: Impact of net cash appropriation arrangements					
Total comprehensive income/(loss) - as per statement of Comprehensive Income	(2,365)	(2,365)	(2,365)	(2,365)	(2,365)
plus: heritage and cultural depreciation/amortisation expenses previously funded through revenue appropriations ^(a)	2,365	2,365	2,365	2,365	2,365
Net Cash Operating Surplus/ (Deficit)	-	-	-	-	-

Prepared on Australian Accounting Standards basis.

- (a) Prior to 2023-24, the ANMM did not receive funding for its total depreciation expenses on long-lived assets; rather, funding was appropriated based on capital requirements. Also, from 2009-10, the Government replaced Appropriation Bill No. 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 Appropriation Bill 2 equity appropriations. 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)

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	22,922	25,369	30,411	38,335	45,490
Trade and other receivables	2,720	2,160	1,660	1,210	1,210
Total financial assets	25,642	27,529	32,071	39,545	46,700
Non-financial assets					
Land and buildings	170,303	169,395	164,977	160,559	156,141
Property, plant and equipment	8,623	9,363	9,603	7,887	6,144
Heritage and Cultural	90,182	90,425	89,985	89,578	89,192
Intangibles	3,653	2,911	2,179	1,447	715
Inventories	226	226	226	226	226
Other non-financial assets	814	814	814	814	814
Total non-financial assets	273,801	273,134	267,784	260,511	253,232
Total assets	299,443	300,663	299,855	300,056	299,932
LIABILITIES					
Payables					
Suppliers	3,412	1,959	1,461	1,889	2,571
Other payables	500	500	500	500	500
Total payables	3,912	2,459	1,961	2,389	3,071
Interest bearing liabilities					
Leases	522	452	382	312	242
Total interest bearing liabilities	522	452	382	312	242
Provisions					
Employee provisions	3,003	3,503	3,703	3,953	3,603
Other provisions	78	78	78	78	78
Total provisions	3,081	3,581	3,781	4,031	3,681
Total liabilities	7,515	6,492	6,124	6,732	6,994
Net assets	291,928	294,171	293,731	293,324	292,938
EQUITY					
Parent entity interest					
Contributed equity	43,592	48,200	50,125	52,083	54,062
Reserves	201,193	201,193	201,193	201,193	201,193
Retained surplus (accumulated deficit)	47,143	44,778	42,413	40,048	37,683
Total parent entity interest	291,928	294,171	293,731	293,324	292,938
Total equity	291,928	294,171	293,731	293,324	292,938

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 2024				
Balance carried forward from previous period	47,143	201,193	43,592	291,928
Adjusted opening balance	47,143	201,193	43,592	291,928
Comprehensive income				
Other comprehensive income	(2,365)	-	-	(2,365)
Total comprehensive income	(2,365)	-	-	(2,365)
Contributions by owners				
Equity injection - Appropriation	-	-	4,608	4,608
Sub-total transactions with owners	-	-	4,608	4,608
Estimated closing balance as at 30 June 2025	44,778	201,193	48,200	294,171

Prepared on Australian Accounting Standards basis.

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

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	27,029	24,882	24,994	26,382	26,725
Sale of goods and rendering of services	8,882	7,483	8,405	8,164	8,490
Other	1,902	3,942	5,082	5,387	4,690
Total cash received	37,813	36,307	38,481	39,933	39,905
Cash used					
Employees	17,383	16,818	17,285	17,517	18,043
Suppliers	15,890	13,970	14,050	14,352	14,516
Interest payments on lease liability	35	39	43	45	49
Other	170	150	110	100	120
Total cash used	33,478	30,977	31,488	32,014	32,728
Net cash from/(used by) operating activities	4,335	5,330	6,993	7,919	7,177
INVESTING ACTIVITIES					
Cash received					
Investments	1,448	1,187	754	754	700
Total cash received	1,448	1,187	754	754	700
Cash used					
Purchase of property, plant and equipment and intangibles	(16,936)	(8,608)	(4,560)	(2,633)	(2,629)
Total cash used	(16,936)	(8,608)	(4,560)	(2,633)	(2,629)
Net cash from/(used by) investing activities	(15,488)	(7,421)	(3,806)	(1,879)	(1,929)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	3,895	4,608	1,925	1,954	1,977
Total cash received	3,895	4,608	1,925	1,954	1,977
Cash used					
Principal payments on lease liability	(70)	(70)	(70)	(70)	(70)
Total cash used	(70)	(70)	(70)	(70)	(70)
Net cash from/(used by) financing activities	3,825	4,538	1,855	1,884	1,907
Net increase/(decrease) in cash held	(7,328)	2,447	5,042	7,924	7,155
Cash and cash equivalents at the beginning of the reporting period	30,250	22,922	25,369	30,411	38,335
Cash and cash equivalents at the end of the reporting period	22,922	25,369	30,411	38,335	45,490

Prepared on Australian Accounting Standards basis.

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

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Equity injections - Bill 2	3,895	4,608	1,925	1,954	1,977
Total new capital appropriations	3,895	4,608	1,925	1,954	1,977
<i>Provided for:</i>					
Purchase of non-financial assets	3,895	4,608	1,925	1,954	1,977
Total items	3,895	4,608	1,925	1,954	1,977
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriations ^(a)	3,895	4,608	1,925	1,954	1,977
Funded internally from departmental resources ^(b)	13,041	4,000	2,635	679	652
TOTAL	16,936	8,608	4,560	2,633	2,629
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	16,936	8,608	4,560	2,633	2,629
Total cash used to acquire assets	16,936	8,608	4,560	2,633	2,629

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 purchases from current and previous years' Departmental Capital Budgets (DCBs).

Table 3.6: Statement of departmental asset movements (Budget year 2024–25)

	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 2024						
Gross book value	65,660	109,405	9,883	92,547	4,395	281,890
Gross book value - ROU assets	-	781	-	-	-	781
Accumulated depreciation/ amortisation and impairment	-	(5,387)	(1,260)	(2,365)	(742)	(9,754)
Accumulated depreciation/amortisation and impairment - ROU assets	-	(156)	-	-	-	(156)
Opening net book balance	65,660	104,643	8,623	90,182	3,653	272,761
Capital asset additions						
Estimated expenditure on new or replacement assets						
By purchase - appropriation equity ^(a)	-	-	2,000	2,608	-	4,608
By purchase - appropriation ordinary annual services ^(b)	-	4,000	-	-	-	4,000
Total additions	-	4,000	2,000	2,608	-	8,608
Other movements						
Depreciation/amortisation expense	-	(5,387)	(1,260)	(2,365)	(742)	(9,754)
Depreciation/amortisation on ROU assets	-	(156)	-	-	-	(156)
Total other movements	-	(5,543)	(1,260)	(2,365)	(742)	(9,910)
As at 30 June 2025						
Gross book value	65,660	108,653	10,623	92,790	3,653	281,379
Gross book value - ROU assets	-	625	-	-	-	625
Accumulated depreciation/ amortisation and impairment	-	(5,387)	(1,260)	(2,365)	(742)	(9,754)
Accumulated depreciation/amortisation and impairment - ROU assets	-	(156)	-	-	-	(156)
Closing net book balance	65,660	103,735	9,363	90,425	2,911	272,094

Prepared on Australian Accounting Standards basis.

- (a) 'Appropriation equity' refers to equity injections appropriations provided through Appropriation Bill (No. 2) 2024-25, including Collection Development Acquisition Budgets (CDABs).
- (b) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No.1) 2024-25 for depreciation/amortisation expenses, or other operational expenses.

