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 Australian National Maritime Museum (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. Our work adds knowledge, seeks cohesion and promotes sustainability.

The ANMM was established under the *Australian National Maritime Museum Act 1990*, which sets out its legislative functions. With our unique collection, skilled workforce and commitment to storytelling in its many forms, we play a key role in connecting visitors to the centrality of oceans and waterways to our national story.

The ANMM’s work is focused around our four strategic pillars set out in our Strategic Framework and Corporate Plan:

* Inspire – our visitors leave aware, engaged and motivated to act
* Inform – we are renowned for the quality of our research, our collection and the impact of all our content
* Influence – we advance national conversations, collaborate widely and are partners of choice
* Impact – our people and site are the heart of who we are and embody our ambition for collaboration, cohesion and sustainability.

We will continue to be guided by the pillars and principles of the National Cultural Policy – *Revive: a place for every story, a story for every plac*e.

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 2025–26 as at Budget March 2025

|  |  |  |
| --- | --- | --- |
|  | 2024-25 Estimated actual $'000 | 2025-26 Estimate  $'000 |
| **Opening balance/cash reserves at 1 July** | **28,843** | **31,521** |
| **Funds from Government** |  |  |
| Annual appropriations - ordinary annual services(a) |  |  |
| Outcome 1 | 24,882 | 24,959 |
| Annual appropriations - other services(b) |  |  |
| Equity injection | 4,608 | 1,921 |
| Total annual appropriations | 29,490 | *26,880* |
| **Total funds from Government** | **29,490** | **26,880** |
| **Funds from other sources** |  |  |
| Interest | 1,187 | 1,500 |
| Sale of goods and services | 7,492 | 8,746 |
| Other | 4,183 | 3,748 |
| **Total funds from other sources** | **12,862** | **13,994** |
| **Total net resourcing for ANMM** | **71,195** | **72,395** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 141 | 141 |

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

1. Appropriation Bill (No. 1) 2025–2026 and Supply Bill (No. 1) 2025-2026.
2. Appropriation Bill (No. 2) 2025–2026 and Supply Bill (No. 2) 2025-2026.

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 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 ANMM can be found at: <https://cms-web.seamuseum.net/sites/default/files/2024-09/anmm-corporate-plan-2024-25.pdf>  The most recent annual performance statement can be found at:  <https://cms-web.seamuseum.net/sites/default/files/2024-11/anmm-annual-report-2023-24.pdf> |

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 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: Management of maritime heritage** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill No. 1) and Supply Bill (No. 1)) | 24,882 | 24,959 | 26,439 | 26,802 | 26,986 |
| Expenses not requiring appropriation in the budget year(a) | 2,485 | 2,485 | 2,485 | 2,485 | 2,365 |
| Revenues from other independent sources | 12,862 | 13,994 | 14,146 | 14,988 | 15,343 |
| **Total expenses for Program 1.1** | **40,229** | **41,438** | **43,070** | **44,275** | **44,694** |
| **Outcome 1 Totals by resource type** | | | | | |
| Revenue from Government |  |  |  |  |  |
| Ordinary annual services (Appropriation Bill No. 1) and Supply Bill (No. 1)) | 24,882 | 24,959 | 26,439 | 26,802 | 26,986 |
| Expenses not requiring appropriation in the budget year(a) | 2,485 | 2,485 | 2,485 | 2,485 | 2,365 |
| Revenues from other independent sources | 12,862 | 13,994 | 14,146 | 14,988 | 15,343 |
| **Total expenses for Outcome 1** | **40,229** | **41,438** | **43,070** | **44,275** | **44,694** |

|  |  |  |
| --- | --- | --- |
|  | 2024-25 | 2025-26 |
| **Average staffing level (number)** | 141 | 141 |

1. 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 2025–26 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:   * 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(a) |
| Current 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: 5,700,000   * 1,500,000 visits to the museum * 1,110,000 visitors to travelling exhibitions and activities * 1,200,000 visits to the museum’s website * 1,500,000 people engaging with social media * 400,000 students participating in education programs * 80,000 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  Targets expected to be met |

|  |  |  |
| --- | --- | --- |
| Year | Performance Measures | Expected Performance Results(a) |
| Current Year  2024–25 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 | 74% of the collection available to the public  73% of the collection available online  New collection policy and strategy implemented  Targets met |
| Year | Performance Measures | Planned Performance Results(a) |
| Budget Year  2025–26 | 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: 5,700,000   * 1,500,000 visits to the museum * 1,100,000 visitors to travelling exhibitions and activities * 1,250,000 visits to the museum’s website * 1,600,000 people engaging with social media * 400,000 students participating in education programs * 80,000 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 – develop and manage the National Maritime Collection and historic fleet | 74% of the collection available to the public  73% of the collection available online  21 venues hosting our travelling exhibitions |
| Forward Estimates  2026–29 | As per 2025–26 | As per 2025–26  (quantitative targets subject to change) |

1. Performance measures are updated as per the 2024-25 Corporate Plan.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of ANMM 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

#### In 2025-26 ANMM’s operational funding will remain on par with the previous financial year, however capital funding received via equity injection reduces as one-off capital funding measures received in previous financial years end.

#### Comprehensive income statement

#### Total budgeted income for 2025-26 is estimated to be $14.1 million in own source revenue and $25.0 million in appropriation from the Government. It includes $3.6 million received in the 2023-24 Budget for the National Collecting Institutions Financial Sustainability funding measure. The funding will be used to improve the long-term financial sustainability of the Museum.

#### Total expenses are forecast to be $32.2 million (excluding depreciation), an increase from the current financial year due to general increases across the board in the cost of goods and services, particularly utilities and insurance.

#### Operational losses sustained by ANMM are technical accounting losses driven by the depreciation on heritage and cultural assets. ANMM maintains sufficient underlying cash balances to maintain financial sustainability.

#### Departmental Balance Sheet

#### Total assets are budgeted to decrease slightly in 2025-26, mainly due to accumulated depreciation on the non-financial assets being greater than the expenditure on capital works. Total liabilities are as expected given the planned activity around the museum.

**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 | 20,216 | 19,649 | 20,817 | 21,644 | 22,256 |
| Suppliers | 10,615 | 12,336 | 12,892 | 13,266 | 13,070 |
| Grants | 145 | 200 | 108 | 112 | 115 |
| Depreciation and amortisation(a) | 9,253 | 9,253 | 9,253 | 9,253 | 9,253 |
| **Total expenses** | **40,229** | **41,438** | **43,070** | **44,275** | **44,694** |
| **LESS:** |  |  |  |  |  |
| **OWN-SOURCE INCOME** |  |  |  |  |  |
| **Own-source revenue** |  |  |  |  |  |
| Sale of goods and rendering of services | 5,501 | 7,274 | 7,506 | 7,747 | 7,995 |
| Interest | 1,187 | 1,500 | 1,000 | 800 | 700 |
| Rental Income | 1,991 | 1,472 | 1,606 | 2,277 | 2,350 |
| Other | 4,183 | 3,748 | 4,034 | 4,164 | 4,298 |
| **Total own-source revenue** | **12,862** | **13,994** | **14,146** | **14,988** | **15,343** |
| **Gains** |  |  |  |  |  |
| Other | 120 | 120 | 120 | 120 | - |
| **Total gains** | **120** | **120** | **120** | **120** | **-** |
| **Total own-source income** | **12,982** | **14,114** | **14,266** | **15,108** | **15,343** |
| **Net (cost of)/contribution by services** | **(27,247)** | **(27,324)** | **(28,804)** | **(29,167)** | **(29,351)** |
| Revenue from Government | 24,882 | 24,959 | 26,439 | 26,802 | 26,986 |
| **Surplus/(deficit) attributable to the Australian Government** | **(2,365)** | **(2,365)** | **(2,365)** | **(2,365)** | **(2,365)** |
| **OTHER COMPREHENSIVE INCOME** |  |  |  |  |  |
| Changes in asset revaluation surplus | - | - | - | 5,000 | - |
| **Total other comprehensive income** | **-** | **-** | **-** | **5,000** | **-** |
| **Total comprehensive income/(loss)** | **(2,365)** | **(2,365)** | **(2,365)** | **2,635** | **(2,365)** |
| **Total comprehensive income/(loss) attributable to the Australian Government** | **(2,365)** | **(2,365)** | **(2,365)** | **2,635** | **(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)** | **2,635** | **(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)** | **-** | **-** | **-** | **5,000** | **-** |

Prepared on Australian Accounting Standards basis.

1. Prior to 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) 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 | 31,521 | 34,269 | 37,038 | 39,561 | 46,449 |
| Trade and other receivables | 1,505 | 1,505 | 1,505 | 1,505 | 1,505 |
| Other financial assets | 22 | 22 | 22 | 22 | 22 |
| ***Total financial assets*** | ***33,048*** | ***35,796*** | ***38,565*** | ***41,088*** | ***47,976*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 160,628 | 156,361 | 152,094 | 152,827 | 148,560 |
| Property, plant and equipment | 18,025 | 19,394 | 20,759 | 19,271 | 17,783 |
| Heritage and Cultural | 86,911 | 86,754 | 86,612 | 86,358 | 86,003 |
| Intangibles | 6,582 | 6,448 | 6,315 | 5,182 | 4,049 |
| Inventories | 287 | 287 | 287 | 287 | 287 |
| Other non-financial assets | 229 | 229 | 229 | 229 | 229 |
| ***Total non-financial assets*** | ***272,662*** | ***269,473*** | ***266,296*** | ***264,154*** | ***256,911*** |
| **Total assets** | **305,710** | **305,269** | **304,867** | **305,242** | **304,887** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 7,125 | 7,128 | 7,126 | 2,887 | 2,887 |
| Other payables | 684 | 684 | 684 | 684 | 684 |
| ***Total payables*** | ***7,809*** | ***7,812*** | ***7,810*** | ***3,571*** | ***3,571*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 2,565 | 2,565 | 2,565 | 2,565 | 2,565 |
| Other provisions | 78 | 78 | 78 | 78 | 78 |
| ***Total provisions*** | ***2,643*** | ***2,643*** | ***2,643*** | ***2,643*** | ***2,643*** |
| **Total liabilities** | **10,452** | **10,455** | **10,453** | **6,214** | **6,214** |
| **Net assets** | **295,258** | **294,814** | **294,408** | **299,028** | **298,673** |
| **EQUITY** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 48,200 | 50,121 | 52,080 | 54,065 | 56,075 |
| Reserves | 201,193 | 201,193 | 201,193 | 206,193 | 206,193 |
| Retained surplus (accumulated deficit) | 45,865 | 43,500 | 41,135 | 38,770 | 36,405 |
| ***Total parent entity interest*** | ***295,258*** | ***294,814*** | ***294,408*** | ***299,028*** | ***298,673*** |
| **Total equity** | **295,258** | **294,814** | **294,408** | **299,028** | **298,673** |

Prepared on Australian Accounting Standards basis.

Table 3.3: Departmental statement of changes in equity – summary of movement (Budget year 2025–26)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Retained earnings  $'000 | Asset revaluation reserve $'000 | Contributed equity/ capital $'000 | Total equity  $'000 |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from previous period | 45,865 | 201,193 | 48,200 | 295,258 |
| ***Adjusted opening balance*** | ***45,865*** | ***201,193*** | ***48,200*** | ***295,258*** |
| **Comprehensive income** |  |  |  |  |
| Other comprehensive income | (2,365) | - | - | (2,365) |
| ***Total comprehensive income*** | ***(2,365)*** | ***-*** | ***-*** | ***(2,365)*** |
| ***Contributions by owners*** |  |  |  |  |
| Equity injection – Appropriation | - | - | 1,921 | 1,921 |
| ***Sub-total transactions with owners*** | ***-*** | ***-*** | ***1,921*** | ***1,921*** |
| **Estimated closing balance as at 30 June 2026** | **43,500** | **201,193** | **50,121** | **294,814** |

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 | 25,027 | 25,099 | 26,583 | 26,951 | 27,140 |
| Sale of goods and rendering of services | 7,492 | 8,746 | 9,112 | 10,024 | 10,345 |
| Other | 1,684 | 1,008 | 1,207 | 1,246 | 1,286 |
| ***Total cash received*** | ***34,203*** | ***34,853*** | ***36,902*** | ***38,221*** | ***38,771*** |
| **Cash used** |  |  |  |  |  |
| Employees | 20,216 | 19,649 | 20,817 | 21,644 | 22,256 |
| Suppliers | 8,261 | 9,733 | 10,211 | 14,736 | 10,212 |
| Other | 145 | 200 | 108 | 112 | 115 |
| ***Total cash used*** | ***28,622*** | ***29,582*** | ***31,136*** | ***36,492*** | ***32,583*** |
| **Net cash from/(used by) operating activities** | **5,581** | **5,271** | **5,766** | **1,729** | **6,188** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Investments | 1,187 | 1,500 | 1,000 | 800 | 700 |
| ***Total cash received*** | ***1,187*** | ***1,500*** | ***1,000*** | ***800*** | ***700*** |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant and equipment and intangibles | 8,698 | 5,944 | 5,956 | 1,991 | 2,010 |
| ***Total cash used*** | ***8,698*** | ***5,944*** | ***5,956*** | ***1,991*** | ***2,010*** |
| **Net cash from/(used by) investing activities** | **(7,511)** | **(4,444)** | **(4,956)** | **(1,191)** | **(1,310)** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Contributed equity | 4,608 | 1,921 | 1,959 | 1,985 | 2,010 |
| ***Total cash received*** | ***4,608*** | ***1,921*** | ***1,959*** | ***1,985*** | ***2,010*** |
| **Net cash from/(used by) financing activities** | **4,608** | **1,921** | **1,959** | **1,985** | **2,010** |
| **Net increase/(decrease) in cash held** | **2,678** | **2,748** | **2,769** | **2,523** | **6,888** |
| Cash and cash equivalents at the beginning of the reporting period | 28,843 | 31,521 | 34,269 | 37,038 | 39,5561 |
| **Cash and cash equivalents at the end of the reporting period** | **31,521** | **34,269** | **37,038** | **39,561** | **46,449** |

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  $'000 | 2026-27 Forward estimate $'000 | 2027-28 Forward estimate $'000 | 2028-29 Forward estimate $'000 |
| **NEW CAPITAL APPROPRIATIONS** |  |  |  |  |  |
| Equity injections - Bill 2 | 4,608 | 1,921 | 1,959 | 1,985 | 2,010 |
| **Total new capital appropriations** | **4,608** | **1,921** | **1,959** | **1,985** | **2,010** |
| ***Provided for:*** |  |  |  |  |  |
| Purchase of non-financial assets | 4,608 | 1,921 | 1,959 | 1,985 | 2,010 |
| **Total items** | ***4,608*** | ***1,921*** | ***1,959*** | ***1,985*** | ***2,010*** |
| **PURCHASE OF NON-FINANCIAL ASSETS** |  |  |  |  |  |
| Funded by capital appropriations(a) | 4,608 | 1,921 | 1,959 | 1,985 | 2,010 |
| Funded internally from Departmental resources(b) | 4,090 | 4,023 | 3,997 | 6 | - |
| **TOTAL** | **8,698** | **5,944** | **5,956** | **1,991** | **2,010** |
| **RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE** |  |  |  |  |  |
| Total purchases | 8,698 | 5,944 | 5,956 | 1,991 | 2,010 |
| **Total cash used to acquire assets** | **8,698** | **5,944** | **5,956** | **1,991** | **2,010** |

Prepared on Australian Accounting Standards basis.

1. Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.
2. Includes sources of funding from both current Bill 1 and prior year Act 1 appropriations, current and previous years’ Departmental Capital Budgets (DCBs) and internally developed assets.

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Asset Category** | | | | | |
|  | Land    $'000 | Buildings    $'000 | Other property, plant and equipment $'000 | Heritage and cultural  $'000 | Computer software and intangibles $'000 | Total    $'000 | |
| **As at 1 July 2025** |  |  |  |  |  |  | |
| Gross book value | 65,660 | 132,522 | 36,842 | 108,252 | 24,830 | 368,106 | |
| Accumulated depreciation/amortisation and impairment | - | (37,554) | (18,817) | (21,341) | (18,248) | (95,960) | |
| **Opening net book balance** | **65,660** | **94,968** | **18,025** | **86,911** | **6,582** | **272,146** | |
| **Capital asset additions** |  |  |  |  |  |  | |
| **Estimated expenditure on new or replacement assets** |  |  |  |  |  |  | |
| By purchase - appropriation equity(a) | - | - | 2,857 | 2,088 | 999 | 5,944 | |
| By purchase - appropriation ordinary annual services(b) |  | - | - | 120 | - | 120 | |
| **Total additions** | **-** | **-** | **2,857** | **2,208** | **999** | **6,064** | |
| **Other movements** |  |  |  |  |  |  | |
| Depreciation/amortisation expense | - | (4,267) | (1,488) | (2,365) | (1,133) | (9,253) | |
| **Total other movements** | **-** | **(4,267)** | **(1,488)** | **(2,365)** | **(1,133)** | **(9,253)** | |
| **As at 30 June 2026** |  |  |  |  |  |  | |
| Gross book value | 65,660 | 132,522 | 39,699 | 110,460 | 25,829 | 374,170 | |
| Accumulated depreciation/amortisation and impairment | - | (41,821) | (20,305) | (23,706) | (19,381) | (105,213) | |
| **Closing net book balance** | **65,660** | **90,701** | **19,394** | **86,754** | **6,448** | **268,957** | |

Prepared on Australian Accounting Standards basis.

1. ‘Appropriation equity’ refers to equity injection appropriations provided through Appropriation Bill (No. 2) 2025-2026, Supply Bill (No. 2) 2025-2026 and includes Collection Development Acquisition Budgets (CDABs)
2. ‘Appropriation ordinary annual services’ refers to funding provided through Appropriation Bill (No. 1) 2025-26, Supply Bill (No. 1) 2025-26 for depreciation/amortisation expenses, or other operational expenses.