

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 place.*

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.

(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.

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			

(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 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: <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^(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	<p>Total visitor engagements: 5,700,000</p> <ul style="list-style-type: none"> • 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 <p>90% of visitors responding in a positive way</p> <p>95% of teachers reporting overall positive experience</p> <p>95% of teachers reporting relevance to the classroom curriculum</p> <p>Targets expected to be met</p>

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 <ul style="list-style-type: none"> • 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)

(a) 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.

- (a) 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	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	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	39,556
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
<i>Provided for:</i>					
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.

- (a) Includes both current Appropriation Bill (No. 2), Supply Bill (No. 2) and prior Appropriation Act (No. 2/4/6) appropriations.
- (b) 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					Total
	Land	Buildings	Other property, plant and equipment	Heritage and cultural	Computer software and intangibles	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'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.

- (a) '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)
- (b) '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.