

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 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.*

1.3 Budget measures

Budget measures in Part 1 relating to ANMM are detailed in the *Budget Paper No. 2 - Budget Measures* and are summarised below.

Table 1.2: Australia National Maritime Museum 2026-27 Budget measures

Part 1: Measures announced since the 2025-26 Mid-Year Economic and Fiscal Outlook (MYEFO)

Program	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000
Payment measures					
National Cultural Policy - National Collecting Institutions					
1.1					
Departmental payment	-	8,410	1,683	-	-
Total	-	8,410	1,683	-	-
Total payment measures					
Departmental	-	8,410	1,683	-	-
Total	-	8,410	1,683	-	-

Prepared on a Government Finance Statistics (Underlying Cash) basis. Figures displayed as a negative (-) represent a decrease in funds and a positive (+) represent an increase in funds.

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/media/3983/download?inline&ts=1776208459731>

The most recent annual performance statement can be found at: <https://cms-web.seamuseum.net/media/4199/download?inline&ts=1776208503511>

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
Program 1.1: Management of Maritime Heritage					
Revenue from government					
Ordinary annual services					
Appropriation Bill (No. 1)	24,959	26,465	26,933	27,118	27,490
Expenses not requiring appropriation in the budget year ^(a)	2,365	2,365	2,365	2,365	2,365
Revenues from other independent sources	15,076	14,654	15,108	15,343	14,500
Total expenses for Program 1.1	42,400	43,484	44,406	44,826	44,355
Outcome 1 Totals by resource type					
Revenue from government					
Ordinary annual services					
Appropriation Bill (No. 1)	24,959	26,465	26,933	27,118	27,490
Expenses not requiring appropriation in the budget year ^(a)	2,365	2,365	2,365	2,365	2,365
Revenues from other independent sources	15,076	14,654	15,108	15,343	14,500
Total expenses for Outcome 1	42,400	43,484	44,406	44,826	44,355
	2025-26	2026-27			
Average staffing level (number)	141	141			

a) Expenses not requiring appropriation in the Budget year are made up of heritage and cultural depreciation expenses.

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 (i.e. 2025-26), the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2026-27 Budget measures that have created new programs or materially changed existing programs are provided.

Table 2.1.2: Performance measures 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		
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^(a)	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 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 - 1,200,000 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
Current Year 2025-26 cont.	Collect, share and digitise - develop and manage the National Maritime Collection and our historic fleet	74% of the collection available to the public 73% of the collection available online 21 venues hosting our travelling exhibitions Targets expected to be met
Year	Performance measures	Planned performance results
Budget Year 2026-27	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	<ul style="list-style-type: none"> - 980,000 visits to the museum. - 1,300,000 visitors to travelling exhibitions and activities - 1,500,000 visits to the museum's website - 25,000,000 people engaging with social media - 410,000 students participating in education programs - 80,000 people participating in public programs
	Collect, share and digitise - develop and manage the National Maritime Collection and our historic fleet	75% of the collection available to the public 75% of the collection available online 20 venues hosting our travelling exhibitions
Forward Estimates 2027-30	As per 2026-27	As per 2026-27 (quantitative targets subject to change)
Material changes to Program 1.1 resulting from 2026-27 Budget Measures: Nil		

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2026-27 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Budgeted financial statements

3.1.1 Differences between entity resourcing and financial statements

The entity resourcing statement is prepared on a cash basis and provides a view of cash/appropriation resources available to ANMM while the financial statements are prepared on an accrual basis.

Comprehensive income statement

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.

Total budgeted income for 2026-27 is estimated to be \$14.5 million in own source revenue and \$28.8 million in appropriation from the government.

Total expenses are forecast to be \$34.7 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.

Departmental Balance Sheet

The budgeted net asset position of the ANMM at 30 June 2027 is estimated to be \$342.2 million.

The major change since the 2025-26 Portfolio Budget Statements is a funding increase of \$8.41 million in 2026-27 and \$1.68 million in 2027-28, to support capital works for urgent wharf remediation. This measure will address identified asset condition and structural risks to ensure the ongoing safety and reliability of critical wharf infrastructure.

3.2 Budgeted financial statements tables

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
EXPENSES					
Employee benefits	16,369	17,613	17,965	18,324	18,691
Suppliers	16,578	17,009	17,581	17,664	17,060
Grants	200	108	112	115	300
Depreciation and amortisation ^(a)	9,253	8,754	8,748	8,723	8,304
Total expenses	42,400	43,484	44,406	44,826	44,355
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	8,736	8,739	8,524	8,845	8,700
Interest	1,000	1,000	800	700	1,000
Rental income	1,472	600	1,500	1,500	1,500
Other	3,748	4,195	4,164	4,298	3,300
Total own-source revenue	14,956	14,534	14,988	15,343	14,500
Gains					
Other	120	120	120	-	-
Total gains	120	120	120	-	-
Total own-source income	15,076	14,654	15,108	15,343	14,500
Net (cost of)/contribution by services	(27,324)	(28,830)	(29,298)	(29,483)	(29,855)
Revenue from government	24,959	26,465	26,933	27,118	27,490
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)
<i>plus:</i> heritage and cultural depreciation/amortisation expenses previously funded through revenue appropriations ^(b)	2,365	2,365	2,365	2,365	2,365
Net Cash Operating Surplus/ (Deficit)	-	-	-	-	-

Prepared on Australian Accounting Standards basis.

- a) From 2009-10, the government introduced Collection Development Acquisition Budgets (CDABs) for Designated Collection Institutions, provided as equity appropriations through Appropriation Bill (No. 2). 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.
- b) Applies leases under AASB 16 Leases.

Table 3.2: Budgeted departmental balance sheet (as at 30 June)

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	22,270	21,541	20,811	20,169	19,109
Trade and other receivables	781	781	781	781	781
Total financial assets	23,051	22,322	21,592	20,950	19,890
Non-financial assets					
Land and buildings	192,927	198,871	200,483	200,416	202,690
Property, plant and equipment	15,884	17,699	17,260	16,822	15,506
Heritage and Cultural	105,813	106,271	107,419	108,474	108,386
Intangibles	2,117	2,633	2,355	2,102	1,975
Inventories	166	166	166	166	166
Other non-financial assets	476	476	476	476	476
Total non-financial assets	317,383	326,116	328,159	328,456	329,199
Total assets	340,434	348,438	349,751	349,406	349,089
LIABILITIES					
Payables					
Suppliers	2,048	2,046	2,046	2,046	2,046
Other payables	691	691	691	691	691
Total payables	2,739	2,737	2,737	2,737	2,737
Provisions					
Employee provisions	3,487	3,487	3,487	3,487	3,487
Total provisions	3,487	3,487	3,487	3,487	3,487
Total liabilities	6,226	6,224	6,224	6,224	6,224
Net assets	334,208	342,214	343,527	343,182	342,865
EQUITY					
Parent entity interest					
Contributed equity	50,121	60,492	64,170	66,190	68,238
Reserves	245,407	245,407	245,407	245,407	245,407
Retained surplus (accumulated deficit)	38,680	36,315	33,950	31,585	29,220
Total parent entity interest	334,208	342,214	343,527	343,182	342,865
Total equity	334,208	342,214	343,527	343,182	342,865

Prepared on Australian Accounting Standards basis.

Table 3.3: Departmental statement of changes in equity - summary of movement (Budget year 2026-27)

	Retained earnings	Asset revaluation reserve	Other reserves	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2026					
Balance carried forward from previous period	38,680	245,407	-	50,121	334,208
Adjusted opening balance	38,680	245,407	-	50,121	334,208
Comprehensive income					
Surplus/(deficit) for the period	(2,365)				(2,365)
Total comprehensive income	(2,365)	-	-	-	(2,365)
Transactions with owners					
Contributions by owners					
Equity injection	-	-	-	10,371	10,371
Sub-total transactions with owners	-	-	-	10,371	10,371
Estimated closing balance as at 30 June 2027	36,315	245,407	-	60,492	342,214
Closing balance attributable to the Australian Government	36,315	245,407	-	60,492	342,214

Prepared on Australian Accounting Standards basis

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Receipts from government	25,099	26,770	27,082	27,272	27,790
Sale of goods and rendering of services	10,208	9,339	10,024	10,345	10,200
Interest	1,000	1,000	800	700	1,000
Other	1,008	1,207	1,246	1,286	-
Total cash received	37,315	38,316	39,152	39,603	38,990
Cash used					
Employees	16,369	17,613	17,965	18,324	18,691
Suppliers	13,975	14,328	14,812	14,806	14,060
Other	200	108	112	115	300
Total cash used	30,544	32,049	32,889	33,245	33,051
Net cash from/(used by) operating activities	6,771	6,267	6,263	6,358	5,939
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment and intangibles	8,670	17,367	10,671	9,020	9,047
Total cash used	8,670	17,367	10,671	9,020	9,047
Net cash from/(used by) investing activities	(8,670)	(17,367)	(10,671)	(9,020)	(9,047)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	1,921	10,371	3,678	2,020	2,048
Total cash received	1,921	10,371	3,678	2,020	2,048
Net cash from/(used by) financing activities	1,921	10,371	3,678	2,020	2,048
Net increase/(decrease) in cash held	22	(729)	(730)	(642)	(1,060)
Cash and cash equivalents at the beginning of the reporting period	22,248	22,270	21,541	20,811	20,169
Cash and cash equivalents at the end of the reporting period	22,270	21,541	20,811	20,169	19,109

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Equity injections - Bill 2	1,921	10,371	3,678	2,020	2,048
Total new capital appropriations	1,921	10,371	3,678	2,020	2,048
<i>Provided for:</i>					
Purchase of non-financial assets	1,921	10,371	3,678	2,020	2,048
Total items	1,921	10,371	3,678	2,020	2,048
PURCHASE OF NON-FINANCIAL ASSETS					
ASSETS					
Funded by capital appropriations ^(a)	1,921	10,371	3,678	2,020	2,048
Funded internally from departmental resources ^(b)	6,749	6,996	6,993	7,000	6,999
TOTAL	8,670	17,367	10,671	9,020	9,047
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	8,670	17,367	10,671	9,020	9,047
Total cash used to acquire assets	8,670	17,367	10,671	9,020	9,047

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 2026-27)

	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 2026						
Gross book value	76,800	122,523	17,383	108,185	5,208	330,099
Accumulated depreciation/amortisation and impairment	-	(6,396)	(1,499)	(2,372)	(3,091)	(13,358)
Opening net book balance	76,800	116,127	15,884	105,813	2,117	316,741
Capital asset additions						
Estimated expenditure on new or replacement assets						
By purchase - appropriation equity	-	8,410	-	1,961	-	10,371
By purchase - appropriation ordinary annual services ^(a)	-	1,801	3,303	742	1,150	6,996
By purchase - donated funds	-	-	-	120	-	120
Total additions	-	10,211	3,303	2,823	1,150	17,487
Other movements						
Depreciation/amortisation expense	-	(4,267)	(1,488)	(2,365)	(634)	(8,754)
Total other movements	-	(4,267)	(1,488)	(2,365)	(634)	(8,754)
As at 30 June 2027						
Gross book value	76,800	132,734	20,686	111,008	6,358	347,586
Accumulated depreciation/amortisation and impairment	-	(10,663)	(2,987)	(4,737)	(3,725)	(22,112)
Closing net book balance	76,800	122,071	17,699	106,271	2,633	325,474

Prepared on Australian Accounting Standards basis.

- a) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No. 1) 2026-2027 for depreciation/amortisation expenses, DCBs or other operational expense