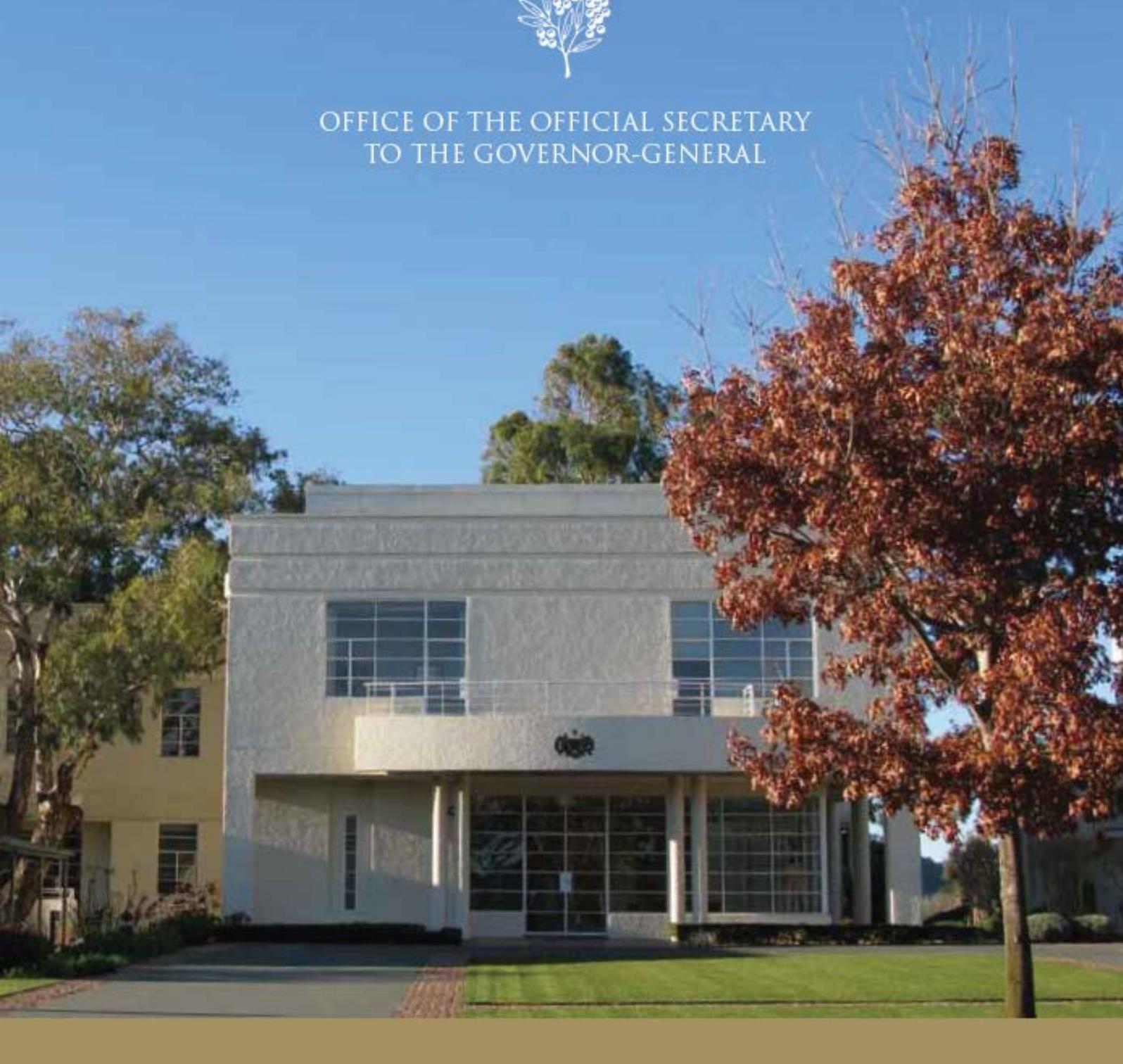




OFFICE OF THE OFFICIAL SECRETARY
TO THE GOVERNOR-GENERAL



CORPORATE PLAN

2015-2016



OFFICE OF THE OFFICIAL SECRETARY
TO THE GOVERNOR-GENERAL

24 August 2015

I, Stephen Murtagh, as the accountable authority of the Office of the Official Secretary to the Governor-General (OOSGG), present the 2015-16 OOSGG Corporate Plan, in accordance with my responsibilities under Section 35 of the Public Governance, Performance and Accountability Act 2013.

A key element of the Public Governance, Performance and Accountability (PGPA) Act is the implementation of an enhanced whole-of-government performance framework. The performance framework is based on Section 38 of the PGPA Act, which requires all Commonwealth entities to measure and assess their performance.

Key elements of the performance framework for the OOSGG are its:

- **Corporate plan** – Prepared under section 35 of the PGPA Act for submission to relevant Minister and publication on the Office’s website.
- **Annual performance statement** – To be prepared under section 39 of the PGPA Act for inclusion in the Annual Report from 2015-16 onward.

This Plan operates from the 2015-16 financial year and has a four year planning horizon. The plan has been prepared in accordance with guidance issued by the Department of Finance on the enhanced Commonwealth performance framework.

Stephen Murtagh
Acting Official Secretary to the Governor-General

RELATIONSHIP BETWEEN THIS PLAN AND OTHER KEY DOCUMENTS

This Corporate Plan sets out the OOSGG’s purpose, the activities it undertakes, the results it expects to achieve and how it will measure these. It explains the environment and context in which it operates, and its approach to governance and its capabilities.

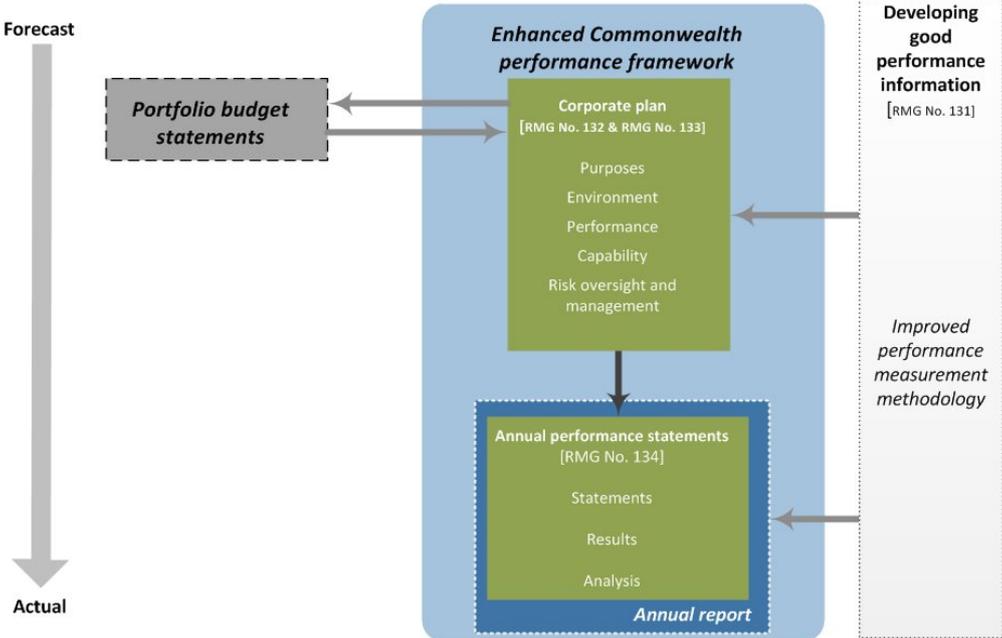


Figure 1 - Relationship between key agency documents

PURPOSE

The OOSGG was established in 1984, by amendment to the *Governor-General Act 1974*, to support the Governor-General in the fulfilment of his/her responsibilities.

It has one Outcome and one Program, which has two Components:

Outcome 1: The performance of the Governor-General’s role is facilitated through the organisation and management of official duties, management and maintenance of the official household and property and administration of the Australian honours and awards system.

Program 1: Support for the Governor-General and Official Functions.

Component 1: Support of the Governor-General.

This Component includes enabling the Governor-General to fulfil his official duties, which are Constitutional, Statutory, Ceremonial or Community in nature, and the management and maintenance of Government House in Canberra and Admiralty House in Sydney.

Component 2: Administration of the Australian honours and awards system.

This Component includes the effective administration of the Australian honours and awards system.

PRIORITIES OVER THE NEXT 4 YEARS

The OOSGG plans to achieve its outcome by:

- providing a high standard of advice and service delivery to the Governor-General and stakeholders;
- delivering effective governance and management arrangements in support of the official duties of the Governor-General;
- ensuring efficient and effective stewardship of the properties in accordance with heritage requirements and approved capital works and maintenance programs;
- educating and informing Australians about the role of the Governor-General; and
- delivering efficient and effective administration of the Australian honours and awards system.

ENVIRONMENT

The OOSGG is a small Commonwealth budget funded statutory agency with its offices located at Government House in Canberra and Admiralty House in Sydney. It is not part of the Australian Public Service and employs staff under Section 13 of the *Governor-General Act 1974*. It has a unique role and a small but broad workforce performing functions that are both typical and atypical (e.g. hospitality and horticulture) of Commonwealth agencies.

The OOSGG works closely with other agencies, in particular with the Department of the Prime Minister and Cabinet, our portfolio agency, on matters including the Governor-General's constitutional and statutory duties and on policy and administration of Australian honours and awards. The Office also works closely with the Department of Defence, the Department of Foreign Affairs and Trade, the Department of Veterans Affairs and numerous other Government and non-Government bodies.

The OOSGG is a small agency with a declining Departmental budget and growing cost base so it is continually looking for ways to become more efficient. The OOSGG is not specifically exempt from the application of Government savings and efficiency dividend measures, and must adopt a practical and pragmatic approach to process efficiencies and improvements in the implementation of broader Commonwealth reforms.

The OOSGG has received Administered funding in the 2015-16 Federal Budget for a program to sustain the condition of the official properties, which are both important heritage assets, and to meet increased demand of medals and insignia for the Australian honours and awards program.

The OOSGG has recently embraced social media, through a Facebook page, which is designed to communicate with more Australians about the Governor-General's role and to highlight community achievement and endeavour.

STRUCTURE

The OOSGG is organised according to the following structure:

Official Secretary to the Governor-General Mark Fraser						
Deputy Official Secretary Stephen Murtagh						
Director Operations Branch Paul Singer		Director Honours and Awards Branch Sharon Prendergast	Chief Finance Officer Chandy Paul	Senior Media and Communications Adviser Sam Groves	Speechwriter Kelvin Jones	Senior Executive Adviser (Vacant)
Manager Human Resources Kerry Cox Senior HR Adviser HR Adviser HR Officer	Manager Household Operations Lynette Mace Snr Household Attendant Household Attendants Senior Chef Chef	Manager Order of Australia Glenn Gore Phillips Assistant Manager Order of Australia Case Officers Trainee Case Officers	Snr Financial Accountant Management Accountant Finance Officer Finance Assistant			Senior Executive Assistant to the Governor-General Bronwyn Morris Executive Assistant to the OS & DOS Jackie Cummins
Manager IT Clement Tyhuis IT Systems Administrator IT Support	Manager Strategic Program Joe Kabalan Program and Events Adviser Invitations Officer & Media Assistant Program Assistant	Manager Awards, Decorations & Administration Debbie Bowden Assistant Manager Administration Assistant Manager Honours Programs Administration Officers Medals & Awards Officer Case Officer Finance & Medals Officer Reception/Anniversary & Registry Officers Warrants Officer				
Manager Property & Services Harriet Spring Asst Mgr Property & Services Senior Property & Services Officer Transport/Property & Services Officers Property & Services Assistants	Senior ADC Aides de Camp	Manager National Emergency Medal Sharron Jobling Project Officer Medals & Awards Officer Administration Officer				

Figure 2 – Organisation Chart

PERFORMANCE INFORMATION

Program 1.1 objective	Program 1.1 deliverables	Program 1.1 key performance indicators
<p>The program comprises two components:</p> <ul style="list-style-type: none"> • support of the Governor-General • administration of the Australian honours and awards system. <p>The objectives of this program are:</p> <ul style="list-style-type: none"> • to provide a high level of advice and administrative support to the Governor-General in support of official duties • to effectively and efficiently manage and maintain the Governor-General’s official residences in Canberra and Sydney, including capital improvements, building and grounds maintenance, and caretaker responsibilities • to administer, on behalf of the Governor-General, the Australian honours and awards system, including all civilian honours, and awards for members of the Australian Defence Force • to undertake research and prepare nominations for consideration by the Council for the Order of Australia, the Australian Bravery Decorations Council and the National Emergency Medal Committee • to provide efficient and effective secretariat support to the Australian honours advisory bodies • to undertake the efficient procurement of Australian honours medals/insignia, warrants and investiture items. 	<p>Component 1: Support of the Governor-General</p> <ul style="list-style-type: none"> • executive support—includes providing advice to the Governor-General, planning, implementing and managing Their Excellencies forward program of engagements, and liaising with representatives of governments, related authorities, and community groups • personal support—includes providing support for Their Excellencies and hospitality services for official functions • administrative services—includes providing governance advice and administrative services to OOSGG and managing the Governor-General’s official residences, including maintenance of property, equipment and grounds. <p>Component 2: Administration of the Australian honours and awards System</p> <ul style="list-style-type: none"> • management of the honours and awards system • providing secretariat support for the Council for the Order of Australia, the Australian Bravery Decorations Council and the National Emergency Medal Committee • undertaking research and preparation of nominations for consideration by the Australian honours advisory bodies • contributing to the Australian Government’s promotional activities to increase awareness of the Australian honours and awards system. 	<p>Component 1: Support of the Governor-General</p> <ul style="list-style-type: none"> • the Governor-General is satisfied with the level of advice and administrative support provided that enables him to successfully perform official duties • the Governor-General is satisfied with the management of the households • the properties are managed in accordance with the requirements of the <i>Environment Protection and Biodiversity Conservation Act 1999</i> and government policies relating to heritage properties, and with due consideration of advice provided by the National Capital Authority and other relevant authorities. <p>Component 2: Administration of the Australian Honours and Awards system</p> <ul style="list-style-type: none"> • the Order of Australia, the Australian Bravery Decorations and the National Emergency Medal advisory bodies are satisfied with the quality of research and administrative support provided • the Order of Australia, the Australian Bravery Decorations and the National Emergency Medal advisory bodies are satisfied with processing times for nominations presented by the Australian honours and awards Secretariat • the Governor-General and other key stakeholders are satisfied with the timeliness of processing, gazettal and issue of awards by the Australian honours and awards Secretariat • annual statistics are published on the number of nominations/applications received and timeliness of submissions to relevant advisory bodies • activities comply with the regulations for honours and awards, including the Constitution for the Order of Australia • medals and insignia meet design specifications.

GOVERNANCE

The Official Secretary, in his role as Chief Executive Officer, is accountable for the efficient, effective, economical and ethical use of resources and the achievement of the highest possible performance from the Office. The Office's Management Committee assists the Official Secretary to meet his statutory responsibilities under the *Governor-General Act 1974* and the *Public Governance, Performance and Accountability Act 2013*. The Office recognises the need for a high level of accountability.

The Deputy Official Secretary, assisted by the Branch Directors and the Chief Financial Officer, support the Official Secretary's overall governance responsibilities by facilitating the development of corporate and business plans, establishing policy and accountability frameworks, managing risk, fraud and security planning, setting frameworks for advising on people management, managing industrial relations, managing information and communications technology, and overseeing budget management of the Office. The Operations Branch also manages the official properties and coordinates physical security services.

To support the Official Secretary the Office has established several committees for the purpose:

- Management Committee (including the Property Sub-Committee)
- Audit Committee
- Workplace Consultative Committee (WCC)
- Work Health and Safety Committee

The Management Committee comprises the Official Secretary as Chief Executive Officer; the Deputy Official Secretary as Deputy Chief Executive Officer; the Directors of the Operations and Honours and Awards Branches; and the Chief Financial Officer. The group meets monthly and considers strategic issues affecting the Office, including any emerging or ongoing risks, and monitors the delivery of performance outcomes for the Office.

The three-person Audit Committee (with majority external members) is responsible for providing independent assurance and assistance to the Official Secretary on the Office's risk, control and compliance frameworks and external accountability. The Audit Committee comprises an independent external Chair, an independent external member and the Deputy Official Secretary.

Risk Management is an integral part of sound management practice and an essential element of good governance. The OOSGG actively manages risk in accordance with its Risk Management Plan. Its key strategic risks focus on:

- Support for the Governor-General:
 - Managing internal and external events;
 - Advising him on a broad range of matters; and
 - Developing and executing an effective community engagement program.
- Effective administration of the Australian honours and awards system.
- Effective stewardship of the official properties.
- Maintaining and executing efficient and effective management systems.
- Building the best workforce and acknowledging staff for their work.

The WCC, representing all staff of the Office, continues to provide a forum for management and employees to discuss matters affecting the workplace. Meetings of the WCC are chaired alternately by a representative of the Official Secretary and a representative of employees.

The membership of the WCC comprises:

- the Official Secretary or nominee;
- one other management representative;
- five employee representatives;
- one union workplace delegate; and
- one union official.

The Work Health and Safety Committee is chaired by the Director of the Operations Branch. Membership includes management representatives and health and safety representatives from across the Office. The Committee's responsibility is to facilitate discussion and cooperation on work health and safety (WHS) issues in the workplace.

ORGANISATIONAL CAPACITY

The OOSGG has a maturing workforce. It develops strategies and work unit specific succession plans to manage the risk of loss of key skills and corporate knowledge. Similarly it undertakes targeted recruitment activity to engage suitable staff.

An example of this is the Office's strategy for maintaining the gardening workforce. The horticultural industry is an identified skills shortage area. The OOSGG ensures its gardening workforce is well trained and well supported to deliver its important work. The Office regularly employs apprentices to help grow relevant skills.

The OOSGG has strengthened its approach to property management in the light of new budget funding to sustain the condition of the official properties. Its newly established Property Sub-Committee (PSC) will oversee this work using best practice program and project management techniques adapted for the Office's circumstances.

CAPITAL INVESTMENT STRATEGY

The Administered Capital Budget funding provided to the Office as part of the 2015-16 Budget process will support a program to sustain the condition and capability of the heritage properties at Government House and at Admiralty House, for which the Office has statutory stewardship responsibilities.

This property program will proceed under the direction of the Management Committee through the PSC. Planned expenditure under this program is approximately \$2.6 million per annum. There are no enhancements or additions planned to be undertaken in the immediate future.

The OOSGG also has a program in place, under the broad oversight of the PSC, to replace its departmental assets as and when they come due for replacement, utilising the Departmental Capital Budget funding of approximately \$400,000 per annum.

INFORMATION AND COMMUNICATIONS TECHNOLOGY STRATEGY

The OOSGG is responsible for its own Information and Communication Technology (ICT) environment and sets out to provide a mostly in-house ICT system that is focused on providing core ICT functions to staff while ensuring reliability, timeliness, control and management of associated risks. While some components are outsourced or managed by third parties the Office maintains control over them.

The OOSGG's ICT resources are focused on core infrastructure that gives the greatest benefit to operational outcomes.

The OOSGG's approach to ICT innovation is to look for opportunities that can deliver the best benefit within available resources. This usually means that the Office looks for technology that has matured and become affordable due to time in the market and economies of scale, rather than implementing or experimenting with the latest technology.

The OOSGG is a non-corporate Government agency and is therefore required to meet the whole of government security policies set out in the Australian Signals Directorate Information Security Manual as well as the Protective Security Policy Framework.