



**OFFICE OF THE OFFICIAL SECRETARY
TO THE GOVERNOR-GENERAL**

CORPORATE PLAN

2023-24

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Front cover: The Governor-General with a guest at a reception at Government House, Yarralumla.

Official Secretary's Statement

The Office of the Official Secretary to the Governor-General (the 'Office') facilitates the organisation and management of the Governor-General's official duties, management and maintenance of the official households and properties, and administration of the Australian honours system.

Central to each of these functions is a commitment to support the Governor-General to celebrate the good in our community, recognise those who uplift those around them and acknowledge achievement. This is accomplished through a broad program of meaningful outreach and engagement, and through an honours and awards system which reflects the diversity of Australia.

In addition to the Governor-General's important constitutional, ceremonial and Commander-in-Chief responsibilities, a significant focus of the current term has been to support communities during times of distress – whether that be in the immediate aftermath of devastating fires and floods or because of the impacts of the COVID-19 pandemic. The Governor-General and Mrs Hurley have witnessed first-hand the incredible 'richness of spirit' that the Governor-General spoke of during his swearing-in speech on 1 July 2019.

As we prepare for the transition between Governors-General in 2024, the Office remains motivated by supporting the Governor-General to reinforce the nation's shared values, promote community cohesion, and represent our broad national interests here and overseas. We see our role as imagining new and powerful ways to enhance the impact of the Governor-General's work. We do this by thinking innovatively and strategically; engaging and empowering our staff; and using the resources available to us effectively, efficiently, economically and ethically to achieve planned outcomes.

As the Accountable Authority of the Office of the Official Secretary to the Governor-General, I am pleased to present the Office's 2023-24 Corporate Plan for the period 2023-24 to 2026-27, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).



Paul Singer MVO

Official Secretary to the Governor-General

31 August 2023





Purpose

The purpose of the Office is the facilitation of the performance of the Governor-General's role through the organisation and management of official duties, management and maintenance of the official households and properties, and administration of the Australian honours and awards system.

Photo caption: The Governor-General and Mrs Hurley participate in the Centenary of Legacy Torch Relay in Wollongong, NSW.

Purpose

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

The planned Outcome for the Office is the facilitation of the performance of the Governor-General's role through the organisation and management of official duties (which are constitutional, statutory, ceremonial and community-focussed in nature), management and maintenance of the official households and properties, and administration of the Australian honours and awards system.

The Office achieves this through a single program which comprises three components:

1. Support for the Governor-General
2. Management and maintenance of the official properties
3. Administration of the Australian honours and awards system.

Primary activities to support our Outcome

During the period of this Corporate Plan, the Office will focus on the following activities to assist the Governor-General and Mrs Hurley to perform their roles:

- support the Governor-General and Mrs Hurley to uplift, encourage, inspire and celebrate Australians
- support the execution of the Governor-General's constitutional and Commander-in-Chief responsibilities; complement the work of Parliament and government agencies; and support the Governor-General to represent our broad national interests here and overseas
- deliver effective governance and management arrangements in support of the official duties of the Governor-General
- ensure efficient and effective stewardship of the properties (Government House in Canberra and Admiralty House in Sydney) in accordance with heritage requirements and approved capital works and maintenance programs
- understand, preserve and share the rich stories of the properties
- carry out the efficient and effective administration of the Australian honours and awards system, and
- increase awareness and understanding of, and engagement with, the Order of Australia, to ensure nominations reflect the diversity of our community and improve representation from parts of the community that have been historically underrepresented.



Operating Context

Component 1 - Support for the Governor-General

Photo caption: The Governor-General helping volunteers from the Salvation Army and NSW State Emergency Services cook a barbeque at the Admiralty House Open Day.

Operating Context – Support for the Governor-General

Environment

The Office is a small Commonwealth budget-funded statutory agency with offices located at Government House in Canberra and Admiralty House in Sydney. It is not part of the Australian Public Service (APS) and employs staff under section 13 of the *Governor-General Act 1974*. It has a unique role and a diverse workforce that performs functions that are both typical and atypical (e.g. hospitality and horticulture) of other Commonwealth agencies. The Office aims to operate within its departmental budget, prioritising robust financial management to minimise the impact of emerging or ongoing cost pressures, including significant costs arising from the maintenance of the heritage properties and increasing information technology, governance and compliance requirements.

The Office's operating environment is constantly evolving and reflects, in part, the broader challenges and opportunities of the Australian community. In 2023-24, the Governor-General's community engagement program will continue to be influenced by external factors including the ongoing recovery from the COVID-19 pandemic and natural disasters that have occurred in recent years. Supporting and uplifting communities, highlighting our diversity and cohesiveness, and celebrating the good in our community remain priorities of the Governor-General in the final period of his term (while there is no set term for a Governor-General, it is notionally for a period of five years). More broadly and looking further ahead, the anticipated appointment of the 28th Governor-General of the Commonwealth of Australia will similarly influence the Office's operating environment.

The Office will continue to be impacted by and responsive to the broader environment. This includes costs of complying with cyber security requirements, increasing supplier costs and a highly competitive labour market. In addition, the Office is subject to other external factors relating to the management and maintenance of the official residences. These and other factors, and the resultant tight fiscal environment, create challenges for the Office to manage in 2023-24.

In administering the Australian honours and awards system, the Office is conscious of increasing public awareness of and engagement with the Order of Australia. This is positive and reflects the priority to increase nominations from parts of our community that have been historically underrepresented in the Order. However, the increasing volume of nominations, and therefore increase to the time between nomination and outcome, is an ongoing priority for the Office to address.

Capability

Workforce capability

The Office has a highly skilled, diverse and flexible workforce and prioritises the development and welfare of staff. The Office supports and empowers our people to be innovative, embrace change and work collaboratively to deliver outcomes that we are proud of. A key focus is providing an adaptive, flexible and safe workplace.

The Office's goal is to embed a learning culture where staff engage in continuous learning through their work and from others, alongside targeted formal learning programs and resources. The Office will be introducing a new approach for developing staff through the design and delivery of a professional capability program. The Office provides opportunities for staff to work across government including secondments and non-ongoing contracts to other agencies.

The Office is transforming its approach to recruitment by implementing a new online portal that aligns with processes for APS agencies. The Office's Diversity and Inclusion working group continues to promote and reflect the diversity of our staff, our stakeholders and the community we serve.

The majority of the Office's workforce is located in Canberra, with a small team based in Sydney. The Office also supports flexible work arrangements, with a recent Information and Communication Technology (ICT) uplift improving remote access to digital tools and transforming the Office's approach to collaboration and internal communications.

In January 2023, employees covered by the Enterprise Agreement received a pay rise consistent with the APS Workplace Bargaining Policy and relevant determinations of the APS Commissioner. The Office also provides many non-salary benefits including annual flu vaccinations, skin and health checks, ergonomic assessments and furniture, contributions to relevant professional memberships and salary sacrifice arrangements.

The *Fair Work Legislation Amendment (Secure Jobs Better Pay) Act 2022* amends the *Fair Work Act* to change a number of existing rules and introduce a range of new workplace laws. The Office is impacted by the changes in relation to 'fixed term contracts' and has sought the necessary advice to ensure it is fully prepared when they come into effect in December 2023.

Information and communications technology capability

The Office is responsible for its own ICT environment and provides systems and services that meet the needs of the Governor-General and staff while ensuring reliability, security, timeliness, control and management of associated risks. While some services are outsourced or managed by third-parties, the Office maintains control over them. The Office's ICT framework and resources are managed under the direction of the Management Committee through the Information Technology Sub-Committee (ITSC).

A Digital Transformation Program overseen by the Digital Services team within the Office is underway and due to be completed early in the 2023-24 financial year. It is delivering a significant uplift in the Office's ICT systems, providing new laptops and mobile phones and new cloud-based corporate tools including Microsoft 365 (incorporating SharePoint and Records365 for records management), Technology1 Financial Management Information System and a new Honours and Awards management system, 'Cloud Awards', built in Microsoft Dynamics 365. The objective of the program is to reduce single points of failure, align with whole of government directions, and to implement a scalable, secure and flexible solution to enable greater mobility, collaboration and capability for the Office.

Moving forward, the Office will focus on leveraging this investment in new technologies by upskilling staff and using digital collaboration tools such as Microsoft 365 to develop workflow efficiencies.

Cooperation with others

The Office works closely with the Department of the Prime Minister and Cabinet, its portfolio department, on matters including the Governor-General's constitutional and statutory duties. The Office also works with the Department of Defence and the Department of Veterans' Affairs in relation to the Governor-General's role as Commander-in-Chief of the Australian Defence Force; the Department of Foreign Affairs and Trade with regard to international engagement and protocol; the Department of Home Affairs and the Australian Federal Police on security matters, and numerous other government and non-government bodies.



Operating Context

Component 2 - Management and maintenance of the official properties

Photo caption: Routine maintenance at Government House, Yarralumla.

Operating Context – Management and maintenance of the official properties

Environment

The official households and properties cover 55 hectares of land and 33 buildings over two properties - Government House in Canberra and Admiralty House in Sydney.

The properties are utilised for a broad range of purposes including as staff office accommodation, to support the provision of hospitality to guests, and as residences of the Governor-General and Mrs Hurley. As Commonwealth owned and controlled places with significant heritage value, both properties were inscribed on the inaugural Commonwealth Heritage List in 2004 under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). Accordingly, the properties are managed efficiently and effectively, having regard to their heritage values, and to the various functions they perform.

The Office opens the properties to the public for open days and continues to explore new initiatives for opening our sites more regularly to members of the public. The Office also welcomes approximately 30,000 schoolchildren to Government House each year through the School Tour program to give them an understanding of the property and the role of the Governor-General.

Capability

Workforce capability

The Office has a skilled team dedicated to Property Management including in-house property and horticultural teams at both properties and a specialised project management cell to manage the Property Works Program.

In addition to workforce capability factors listed for component 1 (page 6) the property team undergo specific training including work health and safety (such as working with power tools and working at heights), horticultural skills development, heritage management, and project management training and certification.

Infrastructure capability

The Administered Capital Budget funding provided to the Office supports a program to sustain the condition and capability of both Commonwealth heritage listed properties for which the Office has statutory stewardship responsibilities.

The Office also allocates approximately \$1.4 million of Departmental funding to the ongoing maintenance of the properties.

The Office has in place robust practices, procedures and governance to achieve its property management outcomes including:

- Maintaining and publishing on our website a Heritage Management Strategy.
- Maintaining fit for purpose Heritage Management Plans and an internal Property Management Plan that sets out our property management process at a strategic level.
- Performing comprehensive project program planning to identify long, medium and short-term capital property requirements, and to prioritise identified Administered Capital projects having regard to:
 - the current and desired condition of all property assets
 - their utilisation, and
 - the functional business needs of the assets, which is captured in the annual Property Works Plan.
- Applying risk management principles to property management through the identification of property related risks in the Office Risk Register, the detailed property specific Property Risk Register and individual project risk assessments.
- Preparing monthly property performance reporting on financial and non-financial property issues.
- Undertaking annual property condition assessments.
- Establishing property related service contracts which set out contractor performance requirements, and undertaking formally documented contractor performance reviews.

The Property Sub-Committee provides governance oversight of the Property Works Plan, and reports to the Management Committee. The Property Sub-Committee's role is to increase the Management Committee's direct involvement with the Office's property function, further increasing the robustness of the governance practices and procedures that manage the property function. Planned expenditure under this program is approximately \$2.7 million per annum and will be prioritised to meet work health and safety, accessibility and compliance requirements.

The Office also has a program in place, under the broad oversight of the Property Sub-Committee, to replace property related departmental assets such as vehicles and mobile plant and equipment to maximise operational effectiveness and support performance objectives. This program utilises Departmental Capital Budget funding of approximately \$0.4 million per annum.

Cooperation with others

The Office partners closely with the Australiana Fund which lends the Office works of art, objects and furniture that are essential for operating the properties. Also, the Office has close relationships with the National Gallery of Australia, the Australian Institute of Aboriginal and

Torres Strait Islander Studies, the Australian War Memorial, and the Department of Parliamentary Services for the loan of paintings, sculptures, and other items for public display at Government House and Admiralty House. These relationships ensure that important works representing Australia are on display for the benefit of the tens of thousands of visitors to the properties each year.

The Office has transitioned to the Whole of Australian Government Property Services Arrangements established by the Department of Finance. The Office co-ordinates management of these arrangements with the Department of Finance. The Office's Property Service Provider, JLL, provides broad facilities management services including all essential maintenance services (trade base maintenance services, waste management and cleaning) and other associated property management services such as sustainability engineering. These arrangements also provide procurement and reporting efficiencies.

The Office also works closely with the Attorney-General's Department on physical security projects at both properties.

In accordance with the *EPBC Act*, the Office refers all works that may have significant negative impact on the heritage values to the Department of Climate Change, Energy, the Environment and Water. In Canberra the Office seeks National Capital Authority works approval for all matters covered by the *Australian Capital Territory (Planning and Land Management) Act 1988*.



Operating Context

Component 3 - Administration of the Australian honours and awards system

Photo caption: The Governor-General presents a Medal of the Order of Australia at an Investiture Ceremony.

Operating Context – Administration of the Australian honours and awards system

Environment

The Australian Honours and Awards branch supports the Governor-General to carry out his responsibilities relating to the independent administration of the Australian honours and awards system.

In addition, the branch provides secretariat support to the independent Councils and Committee responsible for making recommendations on awards to the Governor-General.

The Office places a high priority on ensuring that the Australian honours and awards system is, and is perceived to be by the Australian community, the pre-eminent way to recognise and celebrate the service and achievements of Australians. In relation to the Order of Australia, ensuring that awards (both in administration and outcome) reflect the diversity of the Australian community is essential to this objective. The Office has initiated an ongoing body of work to increase nominations for (and therefore awards to) individuals from parts of the community that have been historically underrepresented. There are three complementary streams of ongoing activity:

- analysing data and research to target outreach and engagement
- working with stakeholders (government and non-government), and
- creating promotional and guidance materials to help people engage with the Order.

In administering the Australian honours and awards system, the Office is subject to challenges resulting from external factors. These include:

- community expectations
- the volume of nominations, which places demands on current resources and has required the Office to introduce initiatives to assist in meeting that demand, and
- government policy – the honours system is responsive to changes in honours policy, regulations and the creation of new awards. This places new demands on staff and budgets, through administration and procurement of insignia.

Capability

Workforce capability

In addition to the workforce capability factors listed for component 1 (page 6), the Office develops staff in the Honours and Awards branch (specifically case officers) through tailored on-the-job training.

Information and communications technology capability

The Office continues to streamline and simplify the process for honours and awards through, for example, the new online nomination portal and the new Honours and Awards management system, 'Cloud Awards' (which went live in July 2023), developed on a contemporary technology platform to improve interoperability and simplify support arrangements.

The Office also continues to automate processes within the system to assist with reducing the time between the nomination and the announcement of an award. A priority for the reporting period will also be to make better use of available data within the honours and awards system, particularly diversity data, captured through the new online nomination portal. This will, over time, increase capability of real-time reporting and offer a clearer reflection of the diversity of recipients.

Cooperation with others

The Office works with the Department of the Prime Minister and Cabinet on matters including policy and administration relating to Australian honours and awards, and with the Department of Defence in relation to Defence honours and awards.

The Office collaborates with state and territory government departments and organisations, including emergency service agencies around Australia, to administer some of the awards, along with state and territory Government Houses to provide insignia and warrants for presentation at local investiture ceremonies.

The Office also works with a range of government (federal, state and local) and non-government stakeholders to improve awareness of and engagement with the Order of Australia.



Risk oversight and Management systems

Photo caption: The Governor-General and Mrs Hurley join the Rotary Club of Canberra (Sunrise) to plant a tree in honour of Her Majesty The Queen.

Risk oversight and management systems

Risk oversight and management is an integral part of sound management practice and an essential element of good governance. It continues to be a primary focus of importance as the Office proactively plans and manages risk to ensure business continuity, workplace health and safety, and continued development of our leadership cohort. The Office actively manages risks associated with its changing physical and cyber security environment to ensure the safety of our people and properties and that our systems remain robust, responsive and secure.

The Office manages risk in accordance with its Risk Management Framework, placing a focus on managing risks that would affect the successful delivery of outcomes.

The Deputy Official Secretary performs the role of the Chief Risk Officer. In accordance with the Commonwealth Risk Management Policy, the Office regularly reviews its risk management framework, risk register, settings and supporting plans to ensure risks are appropriately identified and risk controls are effectively implemented. Management and mitigation of these risks is further reinforced through the Office's daily operations and administrative practices.

The Office's risk assessment found that the types and levels of risk faced by the Office reflect the breadth of its operations however are consistent with those of other organisations of a similar size and complexity. Strong risk management processes exist and controls are monitored to ensure they remain effective and reviewed for improvement opportunities to further mitigate the potential for risks to impact on the achievement of business objectives.

There are six strategic risks being managed by the Office which are outlined in the following table with their corresponding controls.

Strategic risks ¹	Critical controls
Failure to provide sound advice on constitutional, policy and contextual matters	<ul style="list-style-type: none"> ● External professional advice sought where required ● Broad internal consultation with senior management ● Reference to precedent ● Management framework and processes
Failure to manage the internal and external events program	<ul style="list-style-type: none"> ● Diversity of engagement options, including face-to-face, virtual channels, social and traditional media ● Reference to precedent and experience ● Liaison with relevant third parties
Failure to manage and maintain the property portfolio	<ul style="list-style-type: none"> ● Regular meetings of the Property Sub-Committee ● Heritage Management Plans ● Annual Condition Audits and Surveys
Physical and/or cyber security environment and/or incident/event affecting the performance of official duties	<ul style="list-style-type: none"> ● Specialised armed security services operating 24 hours at both properties, and accompanying the Governor-General for external commitments ● Technical security surveillance ● New Cyber Security Strategy, Governance Standard and Frameworks ● Strict visitor control policy and procedures
Failure to provide adequate research and secretariat support services to the honours advisory councils and committee	<ul style="list-style-type: none"> ● Policies, processes and procedures ● Targeted training (such as the program for developing new case officers) ● Quality Assurance methodology ● Liaison with PM&C and promotion strategies
Failure to maintain a robust governance system and culture and appropriate management systems and practices	<ul style="list-style-type: none"> ● Management, governance and compliance frameworks ● Management Committee, and Sub-Committee scrutiny on processes and outcomes ● Audit Committee, Internal and External Audit

¹ This list represents the high-level strategic risks for the Office. A full list of risks and their treatments is maintained in the Office's Risk Register.

Governance

The Official Secretary, in his role as Chief Executive Officer and the Accountable Authority, is accountable for the efficient, effective, economical and ethical use of resources and performance. The Office recognises the need for a high level of accountability and places a strong emphasis on meeting its governance obligations and responsibilities.

The Deputy Official Secretary, assisted by the branch Directors and the Chief Financial Officer, supports the Official Secretary's overall governance responsibilities by facilitating the development of corporate and business plans; establishing policy and accountability frameworks; and managing risk, fraud, legal issues, people, budgets, systems, property, information, and security within the Office.

To support the Official Secretary, the Office has established a Management Committee (including the Property Sub-Committee, Information Technology Sub-Committee, Security Sub-Committee and Budget Review Committee), Workplace Consultative Committee (WCC) and Work Health and Safety Committee (WHS).

The Management Committee comprises the Official Secretary as Chief Executive Officer; the Deputy Official Secretary as Deputy Chief Executive Officer; branch Directors of People and Services, Honours and Awards, Digital Transformation, Strategic Engagement, and Communications and Creativity; and the Chief Financial Officer. The group meets monthly to monitor performance outcomes and consider strategic issues including emerging or ongoing risks. The Committee assists the Official Secretary to meet his statutory responsibilities under the *Governor-General Act 1974* and the *PGPA Act*.

The Budget Review Committee comprises the same membership as the Management Committee and focusses on monitoring the Office's financial position. This includes consideration of expenditure decisions, prioritising outputs and potential impacts or risks to the Office's outcomes.

The WCC, representing all staff of the Office, provides 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 WHS Committee is chaired by the Director, People and Services. 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 issues in the workplace.

The Office has an Audit Committee responsible for providing independent advice and assistance to the Official Secretary on the Office's risk, internal control and compliance frameworks and performance and financial accountability. The committee comprises an independent external Chair and two independent external members.



Performance

Photo caption: The Governor-General at the Kiribati School and Centre for Children with Disabilities.

Key Activities and Measurements

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

Program 1.1 – The objective of this program is to support the Governor-General and official activities. It comprises three components: support for the Governor-General, management and maintenance of the official properties, and administration of the Australian honours and awards system.

Component 1 - Support for the Governor-General

Key Activities	Performance Criteria	Primary stakeholder/s	Relevant Objectives	Key Measurements	Measurement Description	Measurement Methodology	Target 2023-24	Target 2024-25	Target 2025-26	Target 2026-27
Executive support - 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.	The Governor-General is satisfied with the advice and administrative support provided that enables him to successfully perform official duties.	Governor-General, the Australian public, government agencies, community organisation.	1, 2, 3	Governor-General's satisfaction to be assessed.	The Governor-General expresses satisfaction with the support he receives to perform his official duties.	Feedback provided by the Governor-General.	Governor-General is satisfied	Governor-General is satisfied	Governor-General is satisfied	Governor-General is satisfied
				Relevant stakeholders' satisfaction to be assessed.	Feedback to be sought from relevant stakeholders.	Feedback provided by stakeholders.	Establish baseline	Baseline plus 5%	Baseline plus 10%	Baseline plus 15%
Personal support - providing support for Their Excellencies and hospitality services for official functions. Administrative services - providing governance advice and administrative services to the Office.	The Governor-General is satisfied with the management of the households.	Governor-General.	2, 3	Governor-General's satisfaction to be assessed.	The Governor-General expresses satisfaction with the management of the households.	Feedback provided by the Governor-General.	Governor-General is satisfied	Governor-General is satisfied	Governor-General is satisfied	Governor-General is satisfied

Component 2—Management and Maintenance of the Official Properties

Key Activities	Performance Criteria	Primary stakeholder/s	Objectives	Key Measurements	Measurement Description	Measurement Methodology	Target 2023-24	Target 2024-25	Target 2025-26	Target 2026-27
Managing the Governor-General's official residences, including the maintenance of property, equipment and grounds.	The properties are managed in accordance with the requirements of the Environment Protection and Biodiversity Conservation Act 1999 and government policies relating to heritage properties, and with due consideration to advice provided by the National Capital Authority and other relevant authorities.	Responsible department, National Capital Authority, local government.	2, 3	Governor-General's satisfaction to be assessed.	The Governor-General expresses satisfaction with the management of the official properties.	Feedback provided by the Governor-General.	Governor-General is satisfied	Governor-General is satisfied	Governor-General is satisfied	Governor-General is satisfied
				Carbon Emissions.	The Office achieves Net Zero Carbon Emissions by 2050.	The Management Committee, through the Property Sub-Committee reviews and approves an Action Plan.	Deliver first stage of the 2023 Action Plan	Deliver second stage of the 2023 Action Plan	Deliver third stage of the 2023 Action Plan	Review of the Action Plan
				Heritage Governance.	Appropriate Heritage Governance strategies, plans and policies are developed and maintained.	The Management Committee, through the Property Sub-Committee reviews and approves the Heritage Strategy, heritage values, Heritage Management Plans and Heritage Values Impact Assessments.	Heritage Strategy reviewed with respect to EPBC Act, approved and published	Heritage Strategy reviewed, approved and published	Heritage Strategy reviewed, approved and published	Heritage Strategy reviewed, approved and published
							The Office will review the heritage values for Admiralty House	The Office will review its Commonwealth Heritage listing	The Office will review the Government House Heritage Management Plan	The Office will review the Landscape Heritage Management Plan
							100% of all capital works projects will have a Heritage Values Impact Assessment	100% of all capital works projects will have a Heritage Values Impact Assessment	100% of all capital works projects will have a Heritage Values Impact Assessment	100% of all capital works projects will have a Heritage Values Impact Assessment

Managing the Governor-General's official residences, including the maintenance of property, equipment and grounds.	The properties are managed in accordance with the requirements of the Environment Protection and Biodiversity Conservation Act 1999 and government policies relating to heritage properties, and with due consideration of advice provided by the National Capital Authority and other relevant authorities.	Responsible department, National Capital Authority, local government.	2, 3	Ensure the Official Residences are in an appropriate condition for their heritage value and to support the role of the Governor-General.	The buildings and landscape precincts at both properties are assessed annually to ensure their condition is appropriate for their heritage value.	The Management Committee, through the Property Sub-Committee reviews and approves the property condition assessments are in line with the performance targets.	70% of the property elements with High Heritage Significance will be kept at a condition level rating of "Good" or better	75% of the property elements with High Heritage Significance will be kept at a condition level rating of "Good" or better	80% of the property elements with High Heritage Significance will be kept at a condition level rating of "Good" or better	85% of the property elements with High Heritage Significance will be kept at a condition level rating of "Good" or better
							65% of the property elements with Moderate Heritage Significance will be kept at a condition level rating of "Meets minimum operational requirements (Fair)" or better	70% of the property elements with Moderate Heritage Significance will be kept at a condition level rating of "Meets minimum operational requirements (Fair)" or better	75% of the property elements with Moderate Heritage Significance will be kept at a condition level rating of "Meets minimum operational requirements (Fair)" or better	80% of the property elements with Moderate Heritage Significance will be kept at a condition level rating of "Meets minimum operational requirements (Fair)" or better
							55% of the property elements with no heritage significance will be kept at a condition level rating of "Meets minimum operational requirements (Fair)" or better	60% of the property elements with no heritage significance will be kept at a condition level rating of "Meets minimum operational requirements (Fair)" or better	65% of the property elements with no heritage significance will be kept at a condition level rating of "Meets minimum operational requirements (Fair)" or better	70% of the property elements with no heritage significance will be kept at a condition level rating of "Meets minimum operational requirements (Fair)" or better

Component 3 - Administration of the Australian honours and awards system

Key Activities	Performance Criteria	Primary stakeholder/s	Objectives	Key Measurements	Measurement Description	Measurement Methodology	Target 2023-24	Target 2024-25	Target 2025-26	Target 2026-27
<p>Researching and preparing nominations for consideration by the Council for the Order of Australia, the Australian Bravery Decorations Council and the National Emergency Medal Committee.</p> <p>Providing secretariat support to the Australian honours advisory bodies.</p> <p>Undertaking the administrative tasks associated with the approval of recipients in the Australian honours system and subsequent announcement where applicable.</p> <p>Procuring Australian honours insignia, warrants and investiture items.</p> <p>Facilitating the approval of, and changes to, governing instruments within the Australian honours system.</p>	<p>The Governor-General and other key stakeholders are satisfied with the administration of the Australian Honours and Awards system and support provided.</p>	<p>Governor-General, Council for the Order of Australia, Australian Bravery Decorations Council, National Emergency Medal Committee, the Australian public, government agencies.</p>	<p>1, 3</p>	<p>Governor-General's satisfaction to be assessed.</p>	<p>The Governor-General expresses satisfaction with the support he receives to perform his official duties.</p>	<p>Feedback provided by the Governor General.</p>	<p>Governor-General is satisfied</p>	<p>Governor-General is satisfied</p>	<p>Governor-General is satisfied</p>	<p>Governor-General is satisfied</p>
				<p>The Councils' and Committee's satisfaction to be assessed.</p>	<p>The Councils and Committees express satisfaction with the support received.</p>	<p>Council and Committee surveyed to obtain feedback.</p>	<p>75% of respondents indicate expectations were met</p>	<p>80% of respondents indicate expectations were met</p>	<p>85% of respondents indicate expectations were met</p>	<p>90% of respondents indicate expectations were met</p>
				<p>Relevant stakeholders' satisfaction to be assessed.</p>	<p>Feedback to be sought from relevant stakeholders.</p>	<p>Relevant stakeholders surveyed to obtain feedback.</p>	<p>75% of respondents indicate expectations were met</p>	<p>80% of respondents indicate expectations were met</p>	<p>85% of respondents indicate expectations were met</p>	<p>90% of respondents indicate expectations were met</p>
	<p>Activities comply with the governing instruments for honours and awards, including the Constitution for the Order of Australia.</p>	<p>Governor-General, Council for the Order of Australia, Australian Bravery Decorations Council, National Emergency Medal Committee, the Australian public, government agencies.</p>	<p>1, 3</p>	<p>Assessment of compliance with targets.</p>	<p>Quality assurance and compliance checklists completed.</p>	<p>All approvals confirmed.</p>	<p>100% of recommendations made are compliant with governing instruments</p>	<p>100% of recommendations made are compliant with governing instruments</p>	<p>100% of recommendations made are compliant with governing instruments</p>	<p>100% of recommendations made are compliant with governing instruments</p>

Undertaking promotion and community engagement activities to increase awareness of, and engagement with, the Order of Australia.	The medals and insignia meet design specifications, adequate stock levels are maintained and control processes are adhered to.	Governor-General as Chancellor of the Order of Australia, State and Territory Government Houses.	1	Consistent and compliant medals.	Medal design specifications and determinations are reviewed to ensure consistency and compliance.	Medal design specifications and determinations reviewed 21-22. Compliance documentation completed when orders received against technical specifications. Undertake quarterly review of compliance.	99% of medals issued are compliant	99% of medals issued are compliant	99% of medals issued are compliant	99% of medals issued are compliant
				Medal stock is adequate.	Sufficient medal stock is maintained to ensure medals can be issued when approved.	Medal stock is reviewed bi-annually and ordered to allow for 6 months advance supply. Spreadsheets maintained to confirm details.	99 % of medals can be issued when approved	99 % of medals can be issued when approved	99 % of medals can be issued when approved	99 % of medals can be issued when approved
	Ensure the accurate and timely issue of insignia and other resources for investitures and honours list announcements.	Governor-General, Council for the Order of Australia, Australian Bravery Decorations Council, National Emergency Medal Committee, the Australian public, state and territory Government Houses.	1, 3	Delivery of award insignia.	Insignia for approved awards are delivered or provided within relevant (expected or achievable) timeframes.	Undertake quarterly review of timeframe compliance.	99% of insignia delivered in relevant timeframe	99.5% of insignia delivered in relevant timeframe	100% of insignia delivered in relevant timeframe	100% of insignia delivered in relevant timeframe
				Engraving of awards.	Awards are engraved with the details provided by recipients or recommending authorities.	Undertake quarterly review of compliance.	2022-23 baseline plus 0.5%	2022-23 baseline plus 1.0%	2022-23 baseline plus 1.5%	2022-23 baseline plus 2.0%

	Nominations received reflect the diversity of Australia (including by field of endeavour, gender and cultural background).	Governor-General, Council for the Order of Australia, the Australian public, responsible department.	1, 3	Targets for diverse nominations.	Targets for diverse nominations will be developed and maintained to guide work of the program.	Analyse data of historic nominations and nominations being received.	Targets to be developed for out-years	Targets reviewed and updated	Targets reviewed and updated	Targets reviewed and updated
				Outreach Strategy.	Develop, implement and evaluate an effective outreach strategy.	Management Committee oversight.	Targets to be developed for out-years	Targets reviewed and updated	Targets reviewed and updated	Targets reviewed and updated
				Content.	Promotional content (including video and online) case studies and guidance material.	The number of products (videos, editorial and pictorial) that are created and their impact.	50 items to be developed	50 items to be developed	50 items to be developed	50 items to be developed
				Engagement.	Engagement with organisations.	Number of individuals and organisations engaged with and how the engagement contributes to meeting the performance measure.	Targets reviewed and updated	Targets reviewed and updated	Targets reviewed and updated	Targets reviewed and updated
				Online and Social Media.	Develop online audience and grow social media presence.	Audience engagement across all channels.	25% increase on prior year	25% increase on prior year	25% increase on prior year	25% increase on prior year

List of requirements

This corporate plan has been prepared in accordance with the requirements of:

- Subsection 35(1) of the PGPA Act; and
- The PGPA Rule 2014.

The table details the requirements met by the Office's Corporate Plan and page number for each requirement.

Requirement	Page/s
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statement of preparation	2
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reporting periods covered by the plan	2
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