



OFFICE OF THE OFFICIAL SECRETARY TO THE GOVERNOR-GENERAL

CORPORATE PLAN

2022-23

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Front cover: The Governor-General and Mrs Hurley at a citizenship ceremony on Australia Day 2022

This page: Government House illuminated to celebrate Her Majesty The Queen's Platinum Jubilee

Official Secretary's Statement

The Office of the Official Secretary to the Governor-General (the 'Office') supports the Governor-General to execute his constitutional, ceremonial, Commander-in-Chief and community responsibilities.

The Office is guided by the Governor-General's own priorities: to encourage, comfort, inspire and uplift Australians from all walks of life and to celebrate their achievements. Since being sworn-in on 1 July 2019, the Governor-General has sought to bring Australians together, uplift the discouraged and give hope. This is achieved through a broad program of meaningful outreach and engagement that incorporates the Australian honours and awards system.

The operating environment – the ongoing recovery from natural disasters such as fires and floods and the ongoing response to the COVID-19 pandemic – makes the role of the Governor-General, and the Office's support, all the more important.

As an Office we are 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 2022-23 Corporate Plan for the period 2022-23 to 2025-26, 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 2022





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.

The Governor-General meets with a member of the Sing Song Singers in Darwin, 19 February 2022

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.

Key activities to support our Outcome

During the period of this Corporate Plan, the Office will focus on the following key 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
- 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

The Governor-General and Mrs Hurley visit the flood affected community of Cabbage Tree Island, 6 April 2022

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 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 operates within its departmental budget and prioritises robust financial management. This ensures that emerging or ongoing cost pressures, including significant costs arising from the maintenance of the heritage properties, do not impact the Office's performance.

The Office's operating environment is complex and changing. The COVID-19 pandemic and other localised challenges caused by fire, flood or other disasters continue to influence how and which parts of the community the Governor-General engages with. Regardless of the circumstance (or the method required), the Office supports the Governor-General to uplift, encourage, inspire and celebrate Australians, and facilitates engagement with as many Australians as possible through face-to-face events (as conditions permit), digital engagement, and traditional and social media.

In supporting the Governor-General, the Office is subject to varying degrees of influence by external factors. These include:

- the ongoing response to the COVID-19 pandemic
- latent conditions in the properties that arise with project works
- being responsive to Government policy and community expectations, and
- the overall physical and cyber security environment.

Looking further ahead in the reporting period, a fundamental influence on the Office's operating environment will be the expected changeover of the Governor-General in 2024. While there is no set term for a Governor-General, it is notionally for a period of five years.

Capability

Workforce capability

The Office has a highly skilled, diverse and flexible workforce and prioritises the development and welfare of staff. We seek to support and empower 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 supports staff to improve their skills, job knowledge, and general personal and professional growth. The Office has an online e-learning system which complements regular in-person training that is delivered to individual staff, teams, and the Office as a whole.

The Office 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, including where required by the ongoing response to the COVID-19 pandemic. This is underpinned by effective communication (including utilising video conferencing).

In 2021, the Office worked with the Australian Public Service Commission (APSC) to roll-over the terms and conditions of our current Enterprise Agreement and submit the necessary information to seek a determination to offer a pay rise consistent with the terms of the government's Public Sector Workplace Relations Policy. The next pay rise is due on 13 January 2023 and will be in line with the Wage Price Index.

Information and communications technology capability

The Office is responsible for its own Information and Communication Technology (ICT) environment and provides a system that meets the needs of the Governor-General and staff while ensuring reliability, security, timeliness, control and management of associated risks. While some components 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).

The Office's approach to ICT innovation seeks to identify opportunities that can maximise benefit within available resources. In 2020, the government approved additional funding for the Office to modernise and strengthen its ICT capabilities. This funding will ensure the Office has the

appropriate capability to manage current and expected future requirements, while minimising ICT-related business continuity and security risks. The ICT uplift is being overseen by a Project Implementation Cell within the Office and is due to be completed in mid-2023.

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

The Governor-General participates in a smoking ceremony on Australia Day 2022

Operating Context – Management and maintenance of the official properties

Environment

The official household and property estate covers 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. Pending Health Orders the Office is planning to return to pre-pandemic arrangements to hold Open Days of the official residences: twice a year in Canberra and once a year in Sydney. The Office also welcomes approximately 30,000 schoolchildren on site each year through the School Tour program to give them an understanding of the property and the Governor-General's role and responsibilities.

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 role specific training including WHS (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 received additional Administered Capital funding at Additional Estimates in 2019 for a project to protect and preserve the historic Kirribilli Point Battery precinct at Admiralty House and this project was completed in December 2021 with surrounding landscaping works completed in June 2022.

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 functions 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 ongoing working relationships ensure that important works representing Australia are on display for 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

The Governor-General invests Ms Dewani Bakkum AM at an investiture ceremony at Government House, 2 May 2022

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 will continue to streamline and simplify the process for honours and awards through, for example, a new online nomination portal (this work is being aided by the additional funding to uplift the Office's overall ICT capability described in component 1 - page 6).

The Office will continue 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 to help promote greater diversity of recipients to better reflect Australian society.

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

Mrs Hurley during a State Visit to Fiji, 29 April 2022

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 is a primary focus of importance in 2022-23 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 continues to actively manage risks associated with a changing physical and cyber security environment to ensure that our systems remain robust, responsive and secure.

The Office manages risk in accordance with its Risk Management Framework, placing a focus on:

- support for the Governor-General, including:
 - managing internal and external events
 - advising on a broad range of matters
 - developing and executing an effective community engagement program
- the effective stewardship of the official properties
- the effective administration of the Australian honours and awards system
- maintaining and executing efficient and effective management systems, and
- building and maintaining a strong, engaged and capable workforce.

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 are consistent with those of other organisations of a similar size and complexity. Strong risk management processes exist and a number of improvements to current controls are being implemented to further mitigate the potential for risks to impinge 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 risk	Selected controls ¹
Failure to provide sound advice on constitutional, policy and contextual matters	<ul style="list-style-type: none"> • Written professional advice sought where required • Broad internal consultation with senior management • Reference to precedent • Management framework and processes • Increased individual accountability/responsibility through internal control framework
Failure to manage the internal and external events program	<ul style="list-style-type: none"> • Management framework and processes • Communications strategy • Diversity of engagement options, including face-to-face, virtual channels, social and traditional media • Reference to precedent and experience • Engagement of high quality staff to manage the program • Standard Operating Procedures in place • 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 • Capital projects identified in the Property Works Plan • Heritage Management Plans • Landscape Management Plans • Annual Condition Audits and Surveys • Works and Maintenance programs • Compliance programs • Building Management Systems
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 • Staff security clearances and checks • Strict visitor control policy and procedures • Business continuity planning and exercises • Threat Assessments • Secure IT gateway and internal firewalls, paired with close engagement with the Australian Cyber Security Centre
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 • Targeted recruitment and retention 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 • Audit Committee, Management Committee, and Sub-Committee scrutiny on processes and outcomes • Mandatory training and leadership and development programs • Establishment of relevant project teams to meet performance objectives • Annual Performance Agreements

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, property, information management, and security within the Office.

The Office has established several committees to support the Official Secretary:

- Management Committee (including the Property Sub-Committee, Information Technology Sub-Committee and the Security Sub-Committee)
- Audit Committee
- Workplace Consultative Committee (WCC)
- 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, Project Implementation, 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*.

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

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.



Performance

The Governor General and Mrs Hurley with Bus Stop Film Crew at Government House, 3 December 2021

Performance

The Office has identified three organisational objectives to achieve its purpose.

ORGANISATIONAL OBJECTIVES

1.

Support the Governor-General and Mrs Hurley to uplift, encourage, inspire and celebrate Australians.

2.

Understand, preserve and share the rich stories of Government House and Admiralty House.

3.

Support and empower our people to be innovative, embrace change and work collaboratively to deliver impressive outcomes.

HOW WE WILL ACHIEVE IT

Consistent with the Governor-General and Mrs Hurley's priorities, design and deliver a program of meaningful outreach and engagement.

Celebrate endeavour and achievement, including through an honours and awards system that represents the diversity of Australia.

Use established networks, such as patronages and media channels, to engage, reach a broad range of audiences and amplify activity.

Optimise the guest experience at Government House and Admiralty House so that it is welcoming, warm and special.

Present the Houses and grounds to a high standard consistent with community expectations.

Preserve the condition of the Houses and grounds.

Make Government House and Admiralty House accessible for the benefit of all Australians.

Understand and document the history of the properties and provenance of our collection.

Become a leader in implementing sustainable environmental practices.

Be proud of where we work.

Promote a culture of accountability and innovation.

Apply project management and design thinking methodology to encourage new ideas, enhance collaboration across work areas and deliver impressive outcomes.

Empower and grow our people by building capability and capacity.

Maintain a robust governance framework.

Provide our staff the direction, resources, information and autonomy they require to deliver performance objectives.

Key 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	Objectives	Key Measurements	Measurement Description	Measurement Methodology	2022-23	2023-24	2024-25	2025-26
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	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.	Baseline established	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 official households and properties.	Governor-General.	1	Governor-General's satisfaction to be assessed.	The Governor-General expresses satisfaction with the management of the official households and properties.	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	2022-23	2023-24	2024-25	2025-26
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.	1, 2	Governor-General's satisfaction to be assessed.	The Governor-General expresses satisfaction with the management of the official households and properties.	Feedback provided by the Governor-General.	Governor-General is satisfied	As per prior year	As per prior year	As per prior year
				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.	Establish Policy and an Action Plan	Deliver first stage of the Action Plan	Deliver second stage of the Action Plan	Deliver third stage 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 developed, approved and published	Heritage Strategy reviewed with EPBC Act, approved and published	Heritage Strategy reviewed, approved and published	Heritage Strategy reviewed, approved and published
							The Office will review the heritage values for Government House	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
							90% 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 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.	1, 2	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.	60% of the property elements with High Heritage Significance will be kept at a condition level rating of "Good" or better	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
							60% of the property elements with Moderate Heritage Significance will be kept at a condition level rating of "Meets minimum operational requirements (Fair)" 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
							50% of the property elements with no 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

Component 3 - Administration of the Australian honours and awards system

Key Activities	Performance Criteria	Primary stakeholder/s	Objectives	Key Measurements	Measurement Description	Measurement Methodology	2022-23	2023-24	2024-25	2025-26
<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>	The Governor-General and other key stakeholders are satisfied with the administration of the Australian Honours and Awards system and support provided.	Governor-General, Council for the Order of Australia, Australian Bravery Decorations Council, National Emergency Medal Committee, the Australian public, government agencies.	1, 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	As per prior year	As per prior year	As per prior year
				The Councils' and Committee's satisfaction to be assessed.	The Councils' and Committee's express satisfaction with the support received.	Council and Committee surveyed to obtain feedback.	Surveys provided to all members	75% of respondents indicate expectations were met	80% of respondents indicate expectations were met	85% of respondents indicate expectations were met
				Relevant stakeholders' satisfaction to be assessed.	Feedback to be sought from relevant stakeholders.	Relevant stakeholders surveyed to obtain feedback.	Surveys provided to all stakeholders	75% of respondents indicate expectations were met	80% of respondents indicate expectations were met	85% of respondents indicate expectations were met
	Activities comply with the governing instruments for honours and awards, including the Constitution for the Order of Australia.	Governor-General, Council for the Order of Australia, Australian Bravery Decorations Council, National Emergency Medal Committee, the Australian public, government agencies.	1, 3	Assessment of compliance with targets.	Quality assurance and compliance checklists completed.	All approvals confirmed.	100% of recommendations made are compliant with governing instruments	100% of recommendations made are compliant with governing instruments	100% of recommendations made are compliant with governing instruments	100% of recommendations made are compliant with governing instruments

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.	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.	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% of insignia delivered in relevant timeframe	99.5% 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.	Baseline established	Baseline plus 0.5%	Baseline plus 1.0%	Baseline plus 1.5%

	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.	Baseline established	Targets to be developed for out-years	Targets reviewed and updated	Targets reviewed and updated
				Outreach Strategy.	Develop, implement and evaluate an effective outreach strategy.	Management Committee oversight.	Target audience and delivery approaches to be developed	Targets to be developed for out-years	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 to be developed for out-years	Targets reviewed and updated	Targets reviewed and updated	Targets reviewed and updated
				Online and Social Media.	Proactively engage with audiences by distributing content across channels.	Audience engagement across all channels.	Baseline established	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
Introduction	1
statement of preparation	1
reporting period for which the plan is prepared	1
reporting periods covered by the plan	1
Purpose	3
Key activities	3
Operating context	5, 9, 13
environment	5, 9, 13
capability	6, 9, 14
cooperation with others	7, 11, 14
Risk oversight and management systems	16-18
Performance	20