



OFFICE OF THE OFFICIAL SECRETARY  
TO THE GOVERNOR-GENERAL

# ANNUAL REPORT

2021-22



## Copyright Notice

© 2022, Commonwealth of Australia

The Office of the Official Secretary to the Governor-General, on behalf of the Commonwealth of Australia, is the owner or licensee of all intellectual property rights in the material published in this document. The material contained in this document constitutes Commonwealth copyright and is intended for general use and information. Apart from any use as permitted under the *Copyright Act 1968* and those explicitly granted below, all other rights are reserved.

Unless otherwise noted, all material in this document – except the insignias for Australian Honours and Awards and any material protected by a trade mark – is licensed under a Creative Commons — Attribution 3.0 Unported — CC BY 3.0 licence.



This work must be attributed as: Commonwealth of Australia, Office of the Official Secretary to the Governor-General, *Office of the Official Secretary to the Governor-General—Annual Report 2021–22*

## Using the Commonwealth Coat of Arms

The terms of use for the Coat of Arms are available on the following website:

<https://www.pmc.gov.au/government/commonwealth-coat-arms>

Inquiries regarding the licence and any use of this work, or to obtain information about the content of this report, please contact:

Jeffrey Barnes  
Deputy Official Secretary  
Office of the Official Secretary to the Governor-General  
Government House  
Canberra ACT 2600

Telephone: (02) 6283 3509  
Email: [jeff.barnes@gg.gov.au](mailto:jeff.barnes@gg.gov.au)

Information about the activities of the Governor-General and the operations of the Office of the Official Secretary to the Governor-General is available at: [www.gg.gov.au](http://www.gg.gov.au)

Annual reports are available online at:  
<http://www.gg.gov.au/office-official-secretary-governor-general/annual-reports>

Produced by the Office of the Official Secretary to the Governor-General

Printed by **Bytes & Colours**

Edited by Libraries Alive! (02) 6257 9177

Designed by [giraffe.com.au](http://giraffe.com.au)





OFFICE OF THE OFFICIAL SECRETARY  
TO THE GOVERNOR-GENERAL

6 October 2022

The Honorable Anthony Albanese MP  
Prime Minister  
Parliament House  
CANBERRA ACT 2600

Dear Prime Minister

I present the Annual Report of the Office of the Official Secretary to the Governor-General for the financial year ended 30 June 2022, in accordance with Section 46 of the *Public Governance, Performance and Accountability Act 2013*.

I certify that I am satisfied that the Office of the Official Secretary to the Governor-General has prepared fraud risk assessments and a fraud control plan, and has in place appropriate fraud prevention, detection, investigation, reporting and data collection procedures and processes to meet its specific needs and has taken all reasonable measures to minimise the incidence of fraud in the agency and to investigate and recover the proceeds of fraud against the Office, if this were to occur.

Yours sincerely

**Paul Singer MVO**

Official Secretary to the Governor-General

# CONTENTS

<b>Chapter 1: Overview</b>	<b>I</b>
Official secretary review	2
<b>Chapter 2: Report on Performance</b>	<b>11</b>
Annual performance statements 2021–22	12
Outcome performance	15
Financial performance	16
Program 1 – support for the Governor-General and official functions	17
Program component 1 – support of the Governor-General	18
Key results	19
Program component 2 – administration of the honours and awards system	36
<b>Chapter 3: Management &amp; accountability</b>	<b>43</b>
Corporate governance	44
Management of human resources	50
Management of assets and financial processes	56
Freedom of information	60
Energy efficiency, ecologically sustainable development and environmental protection	62
<b>Chapter 4: Financial statements</b>	<b>67</b>
<b>Chapter 5: Appendices</b>	<b>113</b>
Appendix A: The Council for the Order of Australia, the Australian Bravery Decorations Council and the National Emergency Medal Committee	114
Appendix B: Order of Australia awards	121
Appendix C: Australian bravery decorations	127
Appendix D: Defence, meritorious and long service awards	129
Appendix E: Executive remuneration	131
Appendix F: Accountable authority	132
Appendix G: Staffing overview	133
Appendix H: Reportable consultancy and non-consultancy contracts	140
Appendix I: Aids to access	142
Appendix J: Workplace health and safety key statistics	143
Appendix K: Agency resource statement	144
Appendix L: Audit committee details	146
Appendix M: List of requirements	147



<b>Chapter 6: Indexes</b>	<b>145</b>
Glossary, abbreviations and acronyms	146
Alphabetical index	159
<b>Figures</b>	
Figure 1: Organisational structure at 30 June 2022	8
Figure 2: Strategic planning framework	46
<b>Tables</b>	
Table 1: Performance indicators for program 1	13
Table 2: Financial performance for program 1	17
Table 3: Financial performance for component 1 of program 1	18
Table 4: Activities and correspondence in 2021–22	18
Table 5: Financial performance for component 2 of program 1	35
Table 6: Environmental performance summary	64
Table B1: The Order of Australia awards (General Division), Australia Day 2022 and The Queen's Birthday 2022	121
Table B2: The Order of Australia awards (General Division), The Queen's Birthday 1975 to The Queen's Birthday 2022	124
Table C1: Australian Bravery Decorations 2021–22	127
Table C2: Australian Bravery Decorations 1975 to 30 June 2022	128
Table D1: Defence, Meritorious and Long Service awards approved in 2021–22 and total awards approved since 1975	129
Table E1: Remuneration for key management personnel (2021–22)	131
Table F1: Details of accountable authority (2021–22)	132
Table G1: All ongoing employees by location 2021–22	133
Table G2: All non-ongoing employees, by location (2020–21)	133
Table G3: All ongoing employees, by location (2021–22)	134
Table G4: All non-ongoing employees, by location (2020–21)	134
Table G5: Ongoing employees, by level (2021–22)	135
Table G6: Non-ongoing employees, by level (2021–22)	135
Table G7: Ongoing employees, by level (2020–21)	136
Table G8: Non-ongoing employees, by level (2020–21)	136
Table G9: Employees by full-time and part-time status (2021–22)	137
Table G10: Employees by full-time and part-time status (2020–21)	137
Table G11: Employment type by location (2021–22)	138
Table G12: Employment type by location (2020–21)	138
Table G13: Indigenous employment (2021–22)	138

Table G14:	Indigenous employment (2020–21)	139
Table G15:	Employment arrangements (2021–22)	139
Table G16:	Employment salary ranges by classification level (minimum/maximum) (2021–22)	139
Table H1:	Reportable consultancy contracts	140
Table H2:	Organisations receiving a share of reportable consultancy contract expenditure	140
Table H3:	Reportable non-consultancy contracts	140
Table H4:	Organisations receiving a share of reportable non-consultancy contract expenditure	141
Table I1:	Aids to access details (2021–22)	142
Table J1:	WHS inspections	143
Table J2:	WHS training and initiatives	143
Table J3:	Notifiable incidents	143
Table K1:	Agency resource statement 2021–22	144
Table K2:	Expenses and resources for outcome 1	145











# OVERVIEW

CHAPTER 1



## OFFICIAL SECRETARY REVIEW

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.

At the heart of each of these functions is a commitment to support the Governor-General to celebrate the good in our community, recognise those whose efforts uplift those around them and acknowledge achievement.

In addition to the Governor-General's important constitutional, ceremonial and Commander-in-Chief responsibilities, a key focus has been to support communities during times of distress. Following the devastating floods in early 2022, the Governor-General and Mrs Hurley made multiple visits to northern New South Wales and South East Queensland to meet with those who had been most impacted.

The Office supported the Governor-General and Mrs Hurley to visit these communities in the immediate aftermath of the emergency and re-visit (both in-person and digitally) in the weeks and months following. As has been the case with the communities affected by the 2019–20 bushfires, the Governor-General and Mrs Hurley will prioritise remaining connected with these communities throughout their term.

The Governor-General and Mrs Hurley's community engagement is underpinned by their patronage of 239 organisations. The Office supports the Governor-General and Mrs Hurley to engage with these organisations during in-person visits where they spend time with volunteers on the ground, facilitating events to welcome them to Government House or Admiralty House, or connecting digitally. Their fields of endeavour are diverse but each, in their own way, seeks to improve their community.

Recognising and celebrating the diversity in our community is another priority for the Office in supporting the Governor-General.

For example, in 2021–22, the Office became responsible for and received resourcing to increase awareness of and engagement with the Order of Australia across the community. The focus is to increase nominations for worthy Australians from parts of our community that have been historically underrepresented (in nominations and therefore outcomes). This work reflects the priority that the Governor-General has put on ensuring that the Order reflects, in outcome and administration, the diversity of Australia and complements his own outreach to different communities about the Order. Building on the positive trend towards gender balance, 2021–22 saw the



highest percentage of awards to women in the General Division since the Order began. Embedding this function into the ongoing administration of our honours system means that outcomes will be delivered in both the short and long term.

Another focus in 2021–22 in relation to the administration of the Australian honours system was the approval of 29,911 National Emergency Medals for individuals who performed significant or sustained service during the 2019–20 bushfires. The Office has seen firsthand the impact that the award of the National Emergency Medal can have in a community - bringing people together to celebrate and, often, representing a significant milestone in an individual or community's recovery journey.

The easing of COVID-19 restrictions has also seen an increase in the Governor-General's ceremonial duties, including representing Australia overseas:

- to lead celebrations at the Australian National Day at Expo 2020 Dubai in January 2022
- to make the first state visit to Fiji by an Australian Governor-General since 1993, between 25 and 29 April 2022
- to express condolences to the President of the United Arab Emirates, His Highness Sheikh Mohammed bin Zayed Al Nahyan, following the passing of the former President, His Highness Sheikh Khalifa bin Zayed Al Nahyan, in May 2022
- to represent Australia at the 20th anniversary of Independence celebrations in Timor-Leste and the inauguration of His Excellency José Ramos-Horta as President, in May 2022
- to attend Her Majesty The Queen's Platinum Jubilee Celebrations in the United Kingdom, in June 2022, and
- to attend the inauguration ceremony for His Excellency Ferdinand R. Marcos Jr. as President of the Republic of the Philippines in June 2022.

The Office continues to ensure that Government House in Canberra and Admiralty House in Sydney are managed and maintained effectively and efficiently. Significant achievements in 2021–22 included the completion of the Kirribilli Point remediation project which will stabilise the precinct and preserve the historic Marine Barracks for future generations and a review of the Government House Heritage Values to specifically better understand, appreciate and value the First Nations traditional ownership of the lands on which Government House sits.

The Office also progressed its Digital Transformation Program (which includes the Information and Communication Technology, the Australian honours system and the Financial Management Information System modernisation projects). This program of work will transform the

Office's capabilities, including in relation to cyber security, and increase the efficiency of the administration of the honours and awards system.

In 2021–22, as in 2020–21, the COVID-19 pandemic at times impacted 'how' the Office supported the Governor-General. The Office shifted to periods of working almost exclusively from home. Notably, the Office adapted to new ways of achieving our outcomes and supporting the Governor-General. For example, during the two-month lockdown in the Australian Capital Territory between August and October, the Governor-General and Mrs Hurley undertook 286 virtual engagements. Similarly, constitutional and ceremonial responsibilities such as Federal Executive Council and receiving credentials from foreign Heads of Mission were conducted digitally.

As an Office, staff were supported to transition quickly to remote and flexible working arrangements. Planning horizons were shortened and processes streamlined to provide more flexible, agile and responsive support to the Governor-General's program during a dynamic and rapidly changing work environment.

A strong governance culture and a prudent financial management framework resulted in the Office achieving a modest surplus from ordinary operating activities. However, during the year, the Office reflected the impact of additional guidance on the accounting treatment of cloud computing arrangements. The change required outlays under the Office's Digital Transformation Program to be classified as operating rather than capital expenditure, resulting in a technical loss of \$2.87 million. This will be balanced next financial year when the equivalent amount is restored to the 2022–23 operating funding.

---

## CELEBRATING THE LIFE AND SERVICE OF HER MAJESTY THE QUEEN

The Queen's Platinum Jubilee this year provided a focal point of activity to acknowledge and celebrate Her Majesty's connection with and contribution to Australia. The Office hosted a series of meaningful engagements to mark The Queen's 70 years of remarkable dedication and service to Australia and the Commonwealth, including an event on Commonwealth Day in March at which the Governor-General and Mrs Hurley unveiled plans for a new 'Queen Elizabeth II' garden to be created on the grounds of Government House.

Although outside the 2021–22 reporting period, the passing of Her Majesty The Queen on 8 September 2022 and accession of King Charles III had, and will continue to have, a significant impact on the Office. The Office worked closely with the Prime Minister's Office, Department of the Prime Minister and Cabinet, and State and Territory Government Houses in the period immediately following The Queen's death to lead and coordinate the nation's response and observances. The Office will continue to work with relevant stakeholders in the period ahead to assist with the transition between monarchs.

---

## OUTLOOK FOR 2022–23

the Governor-General occupies a unique position and has the ability to reach, engage with and both comfort and uplift the people of Australia. This ability stems from the nature of the responsibilities of the role and is complemented by the empathy, experience and hard work of the Governor-General and Mrs Hurley. It is supported by the innovative, responsive and strategic work of the Office.

Notwithstanding COVID-19 restrictions allowing for the resumption of normal programming, the Office's operating environment will remain uncertain in 2022–23 because of the ongoing challenges associated with the country's recovery from the pandemic. While the operating environment has changed, the priorities and purpose have not. Significantly, at a time of great social stress and uncertainty the role of the Governor-General has arguably never been more important.

Enabling and supporting the Governor-General to reach and engage with Australians in a meaningful way – whether that be in-person or, drawing on the lessons from the pandemic, by utilising more technology – remains a priority for the Office in 2022–23.

The Office also recognises that in managing and maintaining Government House and Admiralty House it is custodian of not only two of the most historic and significant properties in the country, but of key parts of Australian culture, heritage and history. Another priority in 2022–23 will be to share the rich stories of the properties and make them as accessible as possible for Australians to visit and enjoy.

The Australian honours system is how we as a nation recognise, thank and celebrate achievement, service and bravery in our community. The effective administration of the honours system is another key priority, including increasing community engagement with and understanding of the Order of Australia. In 2022–23 the focus will be on building strategic relationships with partners and stakeholders to help ensure the Order of Australia represents the diversity of Australia.

All of this work is only possible because of the hard work, commitment and expertise of our people. The Office will continue to prioritise a culture of innovation, creativity and of exploring new ways to support the Governor-General in the execution of his duties.



---

## OFFICE OVERVIEW

The Office of Governor-General was established by the Constitution of the Commonwealth of Australia in 1901. The Governor-General represents The Queen in Australia: exercising the executive power of the Commonwealth; upholding and executing its laws and Constitution; and performing a broad range of constitutional, statutory, ceremonial and community responsibilities. The Governor-General is also Commander-in-Chief of the Australian Defence Force (ADF). The Governor-General acts on the advice of the elected Australian Government in all relevant matters.

The Office of the Official Secretary to the Governor-General, which was established in 1984 by amendment to the *Governor-General Act 1974*, supports the Governor-General in the fulfilment of these responsibilities as enabled by sections 6–20 of the Act, which is administered by the Prime Minister. Prior to 1984, the Governor-General's office was part of the Department of the Prime Minister and Cabinet. The accountable authority for the Office is the Official Secretary to the Governor-General. During 2021–22, this position was held by Mr Paul Singer MVO.

The Office comprises a Strategic Engagement branch, a People and Services branch, a newly established Project Implementation Cell, an Honours and Awards branch, a Communications and Creativity team and a separate Finance team headed by a Chief Financial Officer, which all report through the Deputy Official Secretary to the Official Secretary in his capacity as Chief Executive Officer. Figure 1 shows the structure of the Office at 30 June 2022.

The Strategic Engagement branch and executive staff provide direct support to the Governor-General by planning, organising and managing a forward program of national and international engagements; advising on contextual matters, public communications and other issues; and drafting briefings, speeches and messages. The branch responds to a large volume of communications from the public, and handles visits to Government House by thousands of guests and school children each year. It manages household operations and representational activities at Government House and Admiralty House.

The People and Services branch provides corporate services, governance advice, human resources and information technology support for the Office. The branch also manages the official residences, grounds and assets and coordinates physical security.

The Honours and Awards branch receives and researches nominations and recommendations for honours and awards for Australians who provide distinguished service to the community and the nation. The branch supports two Councils and one Committee which make recommendations to the Governor-General on honours matters. It also undertakes Office reception, records management and anniversary correspondence roles.

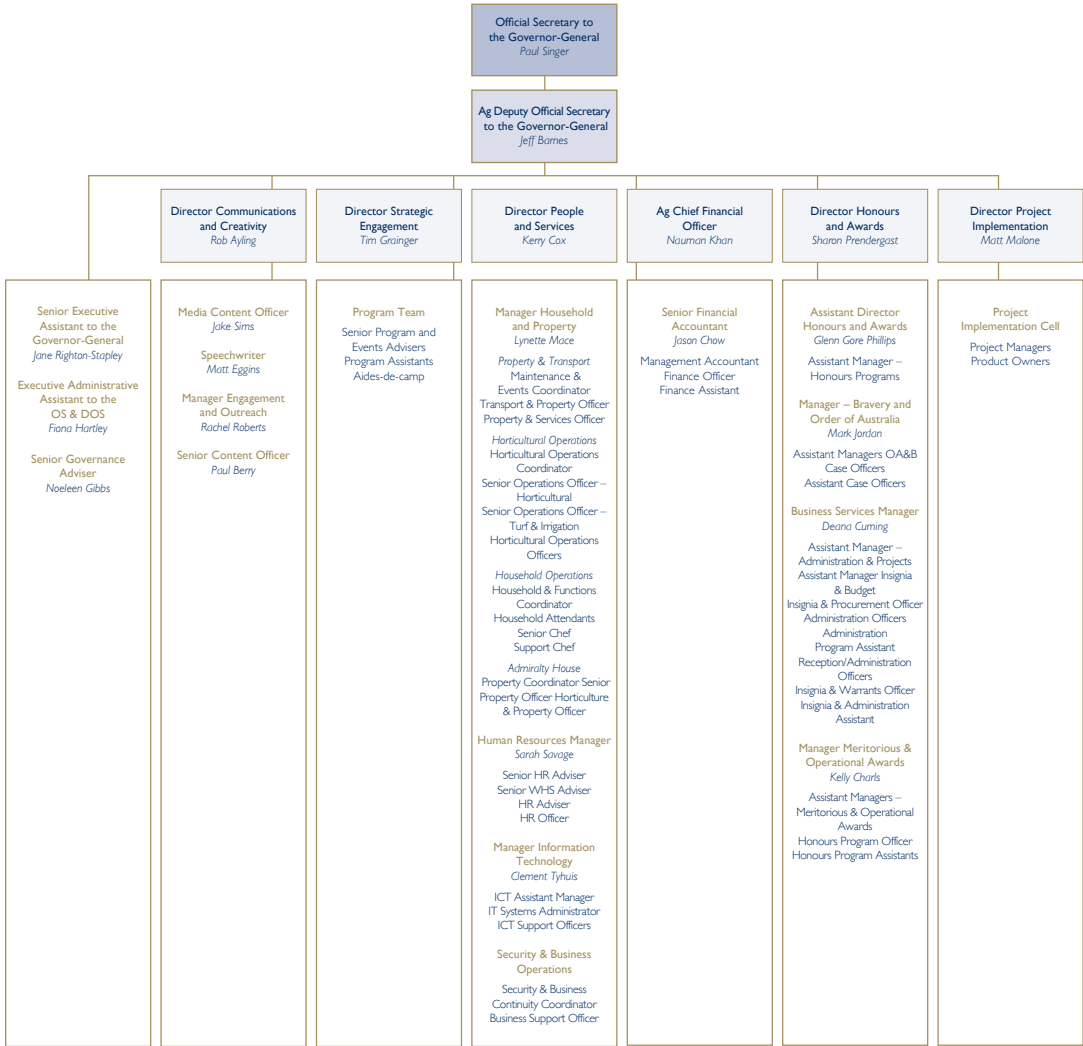
The Project Implementation Cell was established in early 2021 in response to New Policy Proposal (NPP) funding provided by Government and is responsible for the coordination and delivery of significant investment projects for the Office. This includes property projects funded by the Administered Capital Budget and the NPP funded Kirribilli Point Battery Precinct Re-stabilisation project. The cell is also delivering the NPP funded Digital Transformation program consisting of the Information and Communication Technology, the Australian honours system and the Financial Management Information System modernisation projects. This report is structured according to the Office's outcome and program, in line with the accrual budgeting and reporting requirements for Australian Government agencies, and provides information required under government guidelines for the preparation of annual reports.

The Office's outcome and outputs are as follows:

Outcome	The performance of the Governor-General's role is facilitated through the organisation and management of official duties, management and maintenance of the official households and properties and administration of the Australian honours system
Program 1	Support for the Governor-General and Official Functions
Component 1	Support of the Governor-General
Component 2	Administration of the Australian honours system

The Outcome, Program and Program Components are consistent with those reported in the Office's 2021–22 Portfolio Budget Statements. The cost of corporate functions is allocated across both program components.

FIGURE 1: ORGANISATIONAL STRUCTURE AT 30 JUNE 2022



Provide direct support to the Governor-General through the strategic management, planning and implementation of the forward program of national and international engagements and provision of advice on media, publicity and governance matters.

Provide support to the Governor-General and Office through the management, maintenance and operations of the two official residences; and provision of enabling services such as human resources and information technology.

Responsible for Financial and Management accounting; assets; audits and audit committee support; procurement; financial governance and policy, including training, risk management and fraud control.

Receive and research nominations for the conferral of honours and awards on Australians who distinguish themselves in service to the community and the nation, and support the honours advisory bodies that make recommendations to the Governor-General.

Responsible for administered and departmental capital funded projects across the Office. Lead project governance and communications, as well as manage procurements and business workflow.









# REPORT ON PERFORMANCE

CHAPTER 2



# ANNUAL PERFORMANCE STATEMENTS 2021–22

## STATEMENT OF PREPARATION

i, Paul Singer, as the accountable authority of the Office of the Official Secretary to the Governor-General (the Office), present the 2021–22 Annual Performance Statements of the Office as required under Section 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, these Annual Performance Statements are based on properly maintained records, accurately reflect the performance of the Office and comply with subsection 39(2) of the PGPA Act.



Paul Singer MVO  
Official Secretary to the Governor-General  
6 October 2022

## PURPOSE

The purpose of the Office is to provide:

- the necessary support to enable the Governor-General to perform official duties, which are constitutional, statutory, ceremonial or community in nature. This includes the management and maintenance of the official residences at Government House in Canberra and Admiralty House in Sydney.
- the effective administration of the Australian honours system through the Australian Honours and Awards branch.

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, management and maintenance of the official households and properties, and administration of the Australian honours system.

The Office delivers its planned outcome through one program, being Support for the Governor-General and Official Functions.

The objective of this program is to support the Governor-General and official functions and comprises two components:

1. Support for the Governor-General.
2. Administration of the Australian honours system.

Table 1 summarises the results for 2021–22 against key performance indicators for Program 1 as identified on pages 312–313 of the 2021–22 Portfolio Budget Statements and pages 17–19 of the 2021–22 Corporate Plan. Table 2 compares the budget identified in those statements to actual cost during the year.

PERFORMANCE RESULTS

TABLE 1: PERFORMANCE INDICATORS FOR PROGRAM 1

Program 1.1 deliverables	Program 1.1 key performance indicators	Results for 2021–22
<b>Component 1: Support of the Governor-General</b>		
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.	<p>The Governor-General is satisfied with the level of advice and administrative support provided that enables him to successfully perform official duties.</p> <p>The Governor-General is satisfied with the management of the households.</p>	<p>The Governor-General has indicated a high degree of satisfaction with the level of advice and administrative support provided.</p> <p>The Governor-General has indicated a high degree of satisfaction with the management of the households.</p>
Personal support – providing support for Their Excellencies and hospitality services for official functions.	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.	Property management has been in accordance with statutory and other requirements.
Administrative services – providing governance advice and administrative services to the Office and managing the Governor-General's official residences, including maintenance of property, equipment and grounds.		The Governor-General has indicated satisfaction with the management of the households.

TABLE 1 CONT.

Program 1.1 deliverables	Program 1.1 key performance indicators	Results for 2021–22
<b>Component 2: Administration of the Australian Honours System</b>		
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.	Governor-General's, the Councils' and Committee's level of satisfaction to be assessed. Feedback to be sought from relevant stakeholders.	The Governor-General and other stakeholders have expressed satisfaction with the administration and support provided to them.
Providing secretariat support for the Australian honours advisory bodies.	Assessment of compliance with targets. Governor General's and the Council's level of satisfaction to be assessed.	All activities have complied with relevant governing instruments.
Undertaking the administrative tasks associated with the approval of recipients in the Australian honours system and Subsequent announcement where applicable.	Assessment of compliance with targets. Feedback to be sought from relevant stakeholders.	Medals and insignia have met design specifications, stock levels have been maintained and control processes have been followed.
Procuring Australian honours insignia, warrants and investiture items.	Governor-General's, the Councils', Committees', and state and territory Government Houses level of satisfaction to be assessed.	Insignia and relevant resources have been accurately issued in a timely manner.
Facilitating the approval of, and changes to, governing instruments within the Australian honours system.		
Providing insignia to State/ Territory Government Houses, service organisations and individuals for issue, and arrange local investitures.		

## OUTCOME PERFORMANCE

The Office reports on performance in relation to a single outcome:

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

During 2021–22, feedback was regularly received from the Governor-General on the quality of the program, and reflected in the reports of the Office's Management Committee as appropriate.

Feedback on the work of the Office was also sought from key stakeholders (including government agencies, patronages and guests) and used to refine and enhance approaches accordingly.

Despite the ongoing challenge of the COVID-19 pandemic, the Governor-General's program of activity continued many of the themes and priorities Their Excellencies have identified through the term to date. Through an extensive program of in-person and virtual engagement, Their Excellencies placed an emphasis on:

- providing support and encouragement to those impacted by flood, fire and other natural disasters, and acknowledging the efforts of response, recovery and relief agencies
- meeting with metropolitan, regional and remote communities to recognise the contributions of Australians making a difference in times of challenge and adversity; and
- supporting the organisations of which they serve as Patrons, including those working to assist veterans, vulnerable Australians, sustainability and the environment.

The Governor-General's ceremonial duties were arranged to ensure both the dignity of each occasion and compliance with COVID-19 requirements. Hospitality was balanced with economy, and maintenance at Government House and Admiralty House was undertaken with careful consideration to heritage and value for money. Pleasing progress was made on efforts to preserve the historic Marine Barracks and the broader Kirribilli Point Battery at Admiralty House.

The Office met all performance indicators for the Australian honours system. While not a formal measure, the Office maintained focus on raising awareness of the Order of Australia, and encouraging nominations from women and segments of the community that have been historically underrepresented such as multicultural and Indigenous communities.

# FINANCIAL PERFORMANCE

---

## OPERATING RESULT

this section provides a summary of the Office's financial performance for the 2021–22 financial year. Departmental and Administered results are shown in the audited financial statements on pages 68–110 of this report.

The reclassification of previously capital budget funded projects to operating expenses during the year resulted in an operating deficit for the 2021–22 financial year. As the deficit is caused by a change in accounting treatment of project expenditure it does not have an impact on the ongoing operations of the Office.

The Office has received an unmodified audit report from the Australian National Audit Office (ANAO) for the 2021–22 Financial Statements.

---

## REPORT AGAINST THE 2021–22 PORTFOLIO BUDGET STATEMENTS

the Office follows the Department of Finance-issued guidance for Commonwealth entities in the preparation of its financial statements to ensure the process and associated work papers are of a high standard.

An Agency Resource Statement is included at Appendix K, Table K1 of this report. During 2021–22 the total appropriations available to the Office were \$36,945,000. This was made up of \$29,166,000 for Departmental outputs (including \$6,149,000 towards the Departmental Capital Budget), \$4,510,000 for Administered expenses, \$2,774,000 towards the Administered Capital Budget, and \$495,000 as Special Appropriation for the Governor-General's salary.

---

## CAPITAL WORKS BUDGET

In addition, the Office budgeted that it would receive \$85,000 in resources free-of-charge towards audit fees of the ANAO.

The total expenses and resources for Outcome 1, including Departmental expense appropriations, revenue from other sources, and Administered expense appropriations, are set out in Appendix K, Table K2.

In 2021–22, a number of major projects were undertaken at the properties under the Office's Property Works Program to the total value of \$2,498,535.

---

## BUDGET VARIATIONS

detailed explanations for major variances to budget are shown in Chapter 4: Financial statements, on pages 68–110 of this report.

---

## SIGNIFICANT CHANGES IN 2021–22

there were no significant changes in 2021–22.

# PROGRAM 1 – SUPPORT FOR THE GOVERNOR-GENERAL AND OFFICIAL FUNCTIONS

The program comprises two components:

1. Support for of the Governor-General; and
2. Administration of the Australian honours system.

The objectives of this program are to:

- provide high-level policy advice and administrative assistance to the Governor-General in support of official duties
- manage and maintain the Governor-General's official residences in Canberra and Sydney, including capital improvements, building and grounds maintenance and caretaking
- administer, on behalf of the Governor-General, the Australian honours system, including civilian honours and awards for members of the Australian Defence Force
- 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
- provide efficient and effective secretariat support to the Australian honours advisory bodies, and
- undertake the efficient procurement of Australian honours medals and insignia, warrants and investiture items.



TABLE 2: FINANCIAL PERFORMANCE FOR PROGRAM 1

	Budget Estimate 2021–22	Actual 2021–22	Variation 2021–22
	\$ 000	\$ 000	\$ 000
Departmental appropriation - Cost of Components 1 and 2	16,123	16,019	104
Administered appropriation	4,967	2,776	2,191
Expenses not requiring appropriation	2,552	2,735	(183)
<b>Total</b>	<b>23,642</b>	<b>21,530</b>	<b>2,112</b>

## PROGRAM COMPONENT 1 – SUPPORT OF THE GOVERNOR-GENERAL

Resources applied to this component are directed to:

- providing policy and executive support to the Governor-General
- planning, implementing and managing Their Excellencies' forward program of engagements; and liaising with representatives of governments and related authorities, and community groups
- providing household support for Their Excellencies and hospitality services for representational functions, and
- providing administrative services, including governance advice, to the Office and managing the Governor-General's official residences, including maintenance of the property, equipment and grounds.

Table 1 contains the performance indicators for Program Component 1 identified in the Portfolio Budget Statements and Table 3 compares the budget identified in those statements to the component's actual cost during the year.

TABLE 3: FINANCIAL PERFORMANCE FOR COMPONENT 1 OF PROGRAM 1

	Budget Estimate 2021–22	Actual 2021–22	Variation 2021–22
	\$ 000	\$ 000	\$ 000
Departmental appropriation - Cost of Component 1	8,868	8,811	57
Administered appropriation - Governor-General's salary	495	495	0
Administered appropriation - Depreciation	1,985	1,920	65
Expenses not requiring appropriation	312	448	(136)
<b>Total</b>	<b>11,660</b>	<b>11,674</b>	<b>(14)</b>

## KEY RESULTS

### OFFICIAL ACTIVITIES OVERVIEW

the official activities which form part of Component 1 include representational events such as investitures, receptions, lunches and dinners hosted by the Governor-General. In addition to those functions, the Governor-General attended 189 domestic events hosted by others, reflecting considerable ceremonial obligations and regional community engagement. Throughout 2021–22, the Governor-General participated in 562 official engagements, and welcomed 8,761 guests and visitors to Government House and Admiralty House. This volume reflects the Governor-General's (and Office's) focus on uplifting and celebrating Australians. The Office's website ([www.gg.gov.au](http://www.gg.gov.au)) provided regular updates on the broad range of activities undertaken by the Governor-General.

TABLE 4: ACTIVITIES AND CORRESPONDENCE IN 2021–22

Official activities	Number	Attendees
Events hosted – Government House	95	4,129
Events hosted – Admiralty House	22	651
Events hosted – offsite	0	0
<b>Total</b>	<b>117</b>	<b>4,780</b>
Other domestic events attended	189	N/A
Credentials	27	
Overseas events attended	62	

TABLE 4 CONT.

Official activities	Number	Attendees
Callers	133	
Executive Council meetings	34	N/A
School tours	60	3178 <sup>a</sup>
Congratulatory requests handled	13,701 <sup>b</sup>	N/A
Items of correspondence handled	3,635 <sup>c</sup>	N/A

- a) Includes school students, teaching staff and other accompanying adults.
- b) Requests for messages of congratulation from Her Majesty The Queen and the Governor-General for Australians celebrating special birthdays or wedding anniversaries.
- c) General correspondence, exclusive of matters relating to the Australian honours system.

CONSTITUTIONAL  
ACTIVITIES

The Office supports the performance of the Governor-General's constitutional duties by undertaking research and planning, liaising with other agencies and organisations, coordinating briefing material and providing advice.

During 2021–22, the Office supported the Governor-General in presiding at 34 meetings of the Federal Executive Council, at which 479 agenda items were considered. Royal Assent was given to 101 pieces of legislation.

- On 2 July 2021, the Governor-General hosted a virtual swearing-in ceremony to issue the Instruments of Appointment and the Oaths and Affirmations of Office to five Ministers and two Parliamentary Secretaries.
- On 8 October 2021, the Governor-General hosted a virtual swearing-in ceremony to issue the Instruments of Appointment and the Oaths and Affirmations of Office to three Ministers and one Parliamentary Secretary.
- On 22 April 2022, the Governor-General hosted a virtual swearing-in ceremony to issue the Second Dormant Commission for the Administrator of the Northern Territory.
- On 23 May 2022, the Governor-General hosted a swearing-in ceremony to issue the Instrument of Appointment and the Oath and Affirmation of Office to the newly elected Prime Minister and four Ministers.
- On 1 June 2022, the Governor-General hosted a swearing-in ceremony to issue the Instrument of Appointment and the Oath and Affirmation of Office to 30 Ministers and 11 Parliamentary Secretaries.
- On 16 June 2022, the Governor-General hosted a swearing-in ceremony to issue the Instrument of Appointment and the Oath and Affirmation of Office to one Parliamentary Secretary.

---

## COMMANDER- IN-CHIEF

Under section 68 of the Constitution, the Governor-General is the Commander-in-Chief of the ADF, including the permanent force and reservists. In this role, through the Federal Executive Council, the Governor-General appoints the Chief and Vice Chief of the Defence Force, the Chiefs of the three armed services, and commissions officers in the Royal Australian Navy (RAN), the Australian Army, and the Royal Australian Air Force (RAAF).

As Commander-in-Chief, the Governor-General plays an important role, including attending military parades, graduation ceremonies and presenting colours and honours to ADF units. In 2021–22, the Governor-General presided over several military events in Australia:

- On 12 November 2021, the Governor-General attended the March Out Parade for the 70<sup>th</sup> Anniversary of the Army Recruit Training Centre, in Kapooka, New South Wales.
- On 2 December 2021, the Governor-General attended the graduation parade for RAAF Course 06/21 at Point Cook, Victoria.
- On 3 December 2021, the Governor-General attended the 2021 Australian Command and Staff College Graduation Ceremony at the Australian Defence Force Academy, Canberra.
- On 4 December 2021, the Governor-General attended the Australian Defence Force Academy Graduation Parade in Campbell, Canberra.
- On 7 December 2021, the Governor-General attended the Royal Military College Graduation Parade and Commissioning Ceremony at Duntroon, Canberra.
- On 11 June 2022, the Governor-General attended The Queen's Birthday Trooping of the Colour Parade at Duntroon, Canberra.

The Office liaised closely with the Department of Defence, Department of Veterans' Affairs and individual military establishments to coordinate the Governor-General's involvement in these events.

## COMMEMORATIONS

- On 11 November 2021, the Governor-General attended the Remembrance Day National Ceremony at the Australian War Memorial, Canberra.
- On 13 February 2022, the Governor-General attended the Bangka Day Service and inauguration of the new Women's Memorial in Adelaide, South Australia.
- On 19 February 2022, the Governor-General attended a Commemorative Service for the 80<sup>th</sup> Anniversary of the bombing of Darwin, in Darwin.
- On 25 April 2022, the Governor-General attended the Anzac Day Dawn Service and the RSL Veterans March and National Address at the Australian War Memorial, Canberra.

---

## CEREMONIAL ACTIVITIES

In 2021–22, the Office supported the Governor-General in delivering a wide range of ceremonial functions, such as presenting Australian honours and awards and receiving foreign dignitaries.

- On 13 December 2021, at Government House, Canberra, the Governor-General hosted a Ceremonial Welcome (including an Indigenous Welcome to Country), bilateral discussions and a State Dinner in honour of the visit to Australia by His Excellency Moon Jae-in, President of the Republic of Korea.

## INVESTITURES

The Governor-General presided at 26 investiture ceremonies for Australian honours and award recipients in 2021–22.

This included:

- nine general sessions held at Government House, Canberra in November 2021, which saw the presentation of 85 awards.
- ten general sessions held at Government House, Canberra in May 2022, which saw the presentation of 168 awards.

The awards – made to individuals for outstanding achievement and significant contributions to the community and the nation – included honours within the Order of Australia, decorations for military service in operational and peacetime activities, and those for bravery and public service.

In addition, the Governor-General presided over seven ad hoc investiture ceremonies:

- On 5 August 2021, at Government House, Canberra, the Governor-General invested Ms Frances Adamson AC with the insignia of the Companion of the Order of Australia for eminent service to public administration through the advancement of Australia's diplomatic, trade and cultural interests, particularly with the People's Republic of China and the Indo-Pacific region, to innovative foreign policy development and high level program delivery, and as the 36th Governor appointed in South Australia.
- On 18 November 2021, at Government House, Victoria, the Governor-General invested Mr Neale Daniher AO with the insignia of the Officer of the Order of Australia for distinguished service to people with motor neurone disease and their families through advocacy, public education and fundraising initiatives.



- On 18 November 2021, at Government House, Victoria, the Governor-General invested Rabbi Dr John Levi AC with the insignia of the Companion of the Order of Australia for eminent service to Judaism through seminal roles with religious, community and historical organisations, to the advancement of interfaith understanding, tolerance and collaboration, and to education.
- On 26 November 2021, at Clare Holland House, Canberra, the Governor-General invested the late Ms Kerry Allen OAM with the insignia of the Medal of the Order of Australia for service to the arts through music education.
- On 17 December 2021, in Cobargo, New South Wales, the Governor-General invested Ms May Blacka OAM with the insignia of the Medal of the Order of Australia for service to the community of Cobargo.
- On 5 May 2022, at Government House, Canberra, the Governor-General invested Admiral Yudo Margono AM with the insignia of the Honorary Member of the Order of Australia (Military Division) for exceptional service in strengthening Australian and Indonesian ties through promotion and enhancement of the bilateral relationship between the Royal Australian Navy and the Indonesian Navy.
- On 3 June 2022, at Australia House, London, the Governor-General invested Major General Matthew Hall AO with the insignia of the Officer of the Order of Australia for distinguished service and exceptional leadership as Chief of Staff, Headquarters Joint Operations Command, the Director Defence Intelligence Organisation and the Australian Military Representative to the North Atlantic Treaty Organization.

## CREDENTIALS PRESENTATIONS BY NEW HEADS OF MISSION

The Office worked closely with the Department of Foreign Affairs and Trade in arranging credentials ceremonies to enable newly appointed heads of diplomatic missions to present their letters of credence or commission to the Governor-General shortly after arriving in Canberra.

In 2021–22, seven credentials ceremonies were held at Government House for 23 Ambassadors or High Commissioners from Argentina, Belgium, Bhutan, Bosnia-Herzegovina, Brazil, China, Colombia, Ecuador, the Holy See, Indonesia, Ireland, Israel, Kosovo, Lao, Latvia, Malaysia, Monaco, North Macedonia, Pakistan, Peru, Serbia, Switzerland and Ukraine.

Four credentials ceremonies – including three undertaken by video conference – were held for the non-resident Ambassadors or High Commissioners of Kyrgyzstan, the Maldives, Tunisia and Uzbekistan.

## CITIZENSHIP CEREMONIES

The Governor-General presided at three citizenship ceremonies in 2021–22:

- On 17 September 2021, at Government House, Canberra, the Governor-General hosted a virtual Citizenship Ceremony at which Australian Citizenship was conferred on 16 recipients.
- On 26 January 2022, in Crookwell, New South Wales, the Governor-General hosted a Citizenship Ceremony at which Australian Citizenship was conferred on 7 recipients.
- On 14 June 2022, in Canberra, the Governor-General hosted a Citizenship Ceremony at which Australian Citizenship was conferred on 30 recipients.

## MEETINGS WITH HEADS OF STATE AND OTHER DIGNITARIES

- On 29 July 2021, at Government House, Canberra, the Governor-General met via video conference with His Excellency Sir David Vunagi GCMG, Governor-General of the Solomon Islands.
- On 13 December 2021, at Government House, Canberra, the Governor-General met with His Excellency Moon Jae-in, President of the Republic of Korea.
- On 21 January 2022, at Admiralty House, Sydney, the Governor-General met with the Right Honourable Elizabeth Truss MP, Secretary of State for Foreign, Commonwealth and Development Affairs, United Kingdom; and the Right Honourable Ben Wallace MP, Secretary of State for Defence, United Kingdom.
- On 28 January 2022, in Dubai, United Arab Emirates, the Governor-General met with His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the United Arab Emirates, Ruler of Dubai.
- On 29 January 2022, in Dubai, United Arab Emirates, the Governor-General met with His Highness Sheikh Abdullah Bin Zayed Al-Nahyan, Minister of Foreign Affairs and International Development, United Arab Emirates.
- On 31 January 2022, in Abu Dhabi, United Arab Emirates, the Governor-General met with His Highness Sheikh Mohammed bin Zayed Al-Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the United Arab Emirates Armed Forces.

- On 2 March 2022, at Government House, Canberra, the Governor-General met with His Excellency Lionel Aingimea, President of the Republic of Nauru.
- On 13 April 2022, at Government House, Canberra, the Governor-General met via video conference with His Excellency Sir David Vunagi GCMG, Governor-General of the Solomon Islands.
- On 9 April 2022, at Admiralty House, Sydney, the Governor-General met with Her Royal Highness The Princess Royal.
- On 26 April 2022, at the State House, Suva, the Governor-General met with His Excellency Ratu Wiliame Maivalili Katonivere, President of the Republic of Fiji.
- On 9 May 2022, at Government House, Canberra, the Governor-General spoke by video conference with Her Majesty The Queen.
- On 16 May 2022, in Abu Dhabi, United Arab Emirates, the Governor-General met with Her Excellency Sarah Bint Yousif Al Amiri, United Arab Emirates Minister of State for Advanced Technology.
- On 16 May 2022, in Abu Dhabi, United Arab Emirates, the Governor-General met with His Highness Sheikh Mohammed bin Zayed Al-Nahyan, President of the United Arab Emirates.
- On 16 May 2022, in Abu Dhabi, United Arab Emirates, the Governor-General met with His Highness Sheikh Abdullah bin Zayed Al Nahyan, United Arab Emirates Minister of Foreign Affairs and International Cooperation.
- On 20 May 2022, in Dili, the Governor-General met with His Excellency José Ramos-Horta, President of the Republic of Timor-Leste.
- On 3 June 2022, in London, the Governor-General met with Her Excellency the Right Honourable Dame Cindy Kiro GNZM QSO, Governor-General of New Zealand.
- On 5 June 2022, in London, the Governor-General met with Her Excellency the Right Honourable Mary Simon CC CMM COM OQ CD, Governor-General and Commander-in-Chief of Canada.
- On 30 June 2022, in Manila, the Governor-General met with His Excellency Ferdinand R. Marcos Jr, President of the Republic of the Philippines.

## OFFICIAL OVERSEAS VISITS

In 2021–22, the Office planned and supported six overseas visits by the Governor-General:

- From 27 January to 1 February 2022, the Governor-General travelled to the United Arab Emirates, where he represented Australia at the Dubai World Expo.
- From 25 to 29 April 2022, the Governor-General travelled to Fiji, where he participated in a bilateral program to recognise and reinforce links between Australia and Fiji.
- From 15 to 18 May 2022, the Governor-General travelled to the United Arab Emirates where he represented Australia at events to mark the passing of His Highness Sheikh Khalifa bin Zayed Al Nahyan, the former President of the United Arab Emirates.
- From 19 to 20 May 2022, the Governor-General travelled to Timor-Leste, where he represented Australia at the inauguration of His Excellency José Ramos-Horta as President of the Republic of Timor-Leste, and participated in celebrations to mark the 20th anniversary of the Restoration of Independence of Timor-Leste.
- From 1 to 7 June 2022, the Governor-General travelled to the United Kingdom, where he represented Australia at events to commemorate the Platinum Jubilee of Her Majesty The Queen.
- From 29 June to 1 July 2022, the Governor-General travelled to the Philippines, where he represented Australia at the inauguration of His Excellency Ferdinand R. Marcos Jr. as President of the Republic of the Philippines.

## COMMUNITY ENGAGEMENT

Celebrating, comforting, inspiring and uplifting the community is an important element of the Governor-General's role, and a key consideration for the Office in planning and delivering a balanced program that reflects Australia's diversity and geography. Each year, the Governor-General meets with members of the community in cities and towns – including those in regional and remote areas – across Australia.

- On 8 November 2021, the Governor-General travelled to Wollongong, where he visited the Green Connect community farm and met with local volunteers involved in the UCI Road World Championships scheduled for September 2022.
- On 18 December 2021, the Governor-General travelled to Hobart for the launch of the Australian Antarctic Program's icebreaker, the RSV *Nuyina*.

- On 20 January 2022, the Governor-General travelled to Sydney where he attended the Big hART Acoustic Life of Boatsheds event at the Australian National Maritime Museum.
- On 10 February 2022, in Canberra, the Governor-General attended the 25<sup>th</sup> anniversary celebrations of Canberra Telugu Vaani Radio.
- On 15 February 2022, in Canberra, the Governor-General visited and met with staff at the AEC Command Centre ahead of the 2022 Federal Election.
- On 8 March 2022, the Governor-General hosted a breakfast at Government House and met with local secondary school students in recognition of International Women's Day.
- On 14 February 2022, the Governor-General travelled to Adelaide, South Australia, where he visited the Royal Adelaide Hospital, and met with staff and volunteers at Multicultural Radio 5EBI.
- On 25 March 2022, the Governor-General travelled to Goulburn where he officially opened the city's performing arts centre.
- On 3 April 2022, the Governor-General travelled to Lake Nagambie, Victoria, where he attended the 2022 Australian Rowing Championships.
- On 29 April 2022, the Governor-General attended the opening night of *The Creation* as part of the Canberra International Music Festival.
- On 10 May 2022, the Governor-General travelled to Sydney where he attended the Chief Executive Women's Annual Dinner.
- On 26 May 2022, the Governor-General hosted a Kup-Murri lunch at Government House in recognition of National Sorry Day.
- On 9 June 2022, in Canberra, the Governor-General attended the official opening of the new national office for Soldier On.
- On 11 June 2022, the Platinum Jubilee Ball was held at Government House with the guest list drawn from patronages.
- On 17 June 2022, the Governor-General travelled to Sydney where visited and met with staff and clients of HOST International in recognition of Refugee Week 2022.
- On 27 June 2022, in Canberra, the Governor-General attended the official opening of the Academy of Science's 'Shine Dome'.

## PATRONAGES

At the end of the reporting period, the Governor-General and Mrs Hurley were patrons of 239 organisations involved with health, children and families, Aboriginal and Torres Strait Islander people, regional and rural Australia, education, the arts, defence and services, and other matters relevant to the broader Australian community.



They serve as Patron (or in some cases, co-Patrons) of these organisations to help raise their profile and support their work in the community.

Through their Patronage, which can include visiting organisations on the ground (witnessing first-hand how they support their communities), attending or hosting events, providing messages of support, promoting initiatives and thanking volunteers, Their Excellencies uplift and encourage the people these organisations help.

Of these organisations, the Governor-General is Patron of 157, Mrs Hurley is Patron of 36, with joint Patronage held for a further 46.

## REGIONAL CENTRE VISITS

During 2021–22, almost half of the domestic events attended by the Governor-General were in regional, rural and remote locations:

- On 17 November 2021, the Governor-General travelled to Dubbo, New South Wales, where he visited Apollo House, met with primary producers impacted by drought and rodent infestation and attended a lunch with representatives of the Western NSW Local Health District.
- On 19 November 2021, the Governor-General travelled to Bendigo, Victoria, where he met with the staff of Gowns for Doctors, attended a lunch with volunteers of Bendigo Foodshare and announced the winner of the 2021 Arthur Guy Memorial Art Prize.
- On 15 December 2021, the Governor-General travelled to Walgett, where he opened the Walgett PCYC, attended a community barbecue lunch, and met with staff and patients of the Walgett Aboriginal Medical Service.
- On 3 January 2022, the Governor-General travelled to Elmore, Victoria, where, as Chief Scout, he attended the National Scouts Jamboree.
- From 13 to 14 February 2022, the Governor-General travelled to Kangaroo Island, South Australia, where he participated in a turning of the sod ceremony for the Stokes Bay Community Hall, and met with staff at Kangaroo Island Wildlife Park.
- From 18 to 20 February 2022, the Governor-General travelled to Darwin, Northern Territory, where he met with students at Good Shepherd Lutheran College, visited the Foodbank NT warehouse and joined a rehearsal of the Sing Song Signers.
- From 26 to 27 February 2022, the Governor-General travelled to the New South Wales North Coast, where he met with volunteer members of the NSW State Emergency Service's Bellingen Unit, and as Patron, officially opened Mission Australia's Coffs Harbour Centre.

- On 3 April 2022, the Governor-General travelled to Lake Nagambie, Victoria, where he attended the 2022 Australian Rowing Championships.
- On 20 April 2022, the Governor-General travelled to Tamworth, New South Wales, where he met with performers, volunteers and staff involved in the Tamworth Country Music Festival, and attended the 50<sup>th</sup> Golden Guitar Awards.
- On 30 April 2022, the Governor-General travelled to Kiama, New South Wales, where he attended the National Rose Championships.
- On 8 May 2022, the Governor-General travelled to Cobargo, New South Wales, where he attended and met with performers, volunteers and staff involved in the Cobargo Folk Festival.

## RESPONSE TO NATURAL DISASTERS

Recognising the significant damage of natural disasters across Australia – including major flood events in the first half of 2022, and the ongoing impact of the 2019–20 Black Summer bushfires – the Governor-General placed a significant emphasis on visiting affected communities to acknowledge the contributions made by individuals and organisations involved in response, recovery and rebuilding efforts.

- From 6 to 7 September 2021, the Governor-General met by video conference with farmers and residents of communities in the Central West of New South Wales impacted by mouse plagues.
- On 29 October 2021, the Governor-General travelled to the New South Wales South Coast, where he attended a National Emergency Medal presentation recognising members of the New South Wales Rural Fire Service (NSWRFS) involved in the 2019–20 Black Summer bushfires in Broulee, and met with local business owners impacted by flooding in Mogo.
- From 3 to 4 November 2021, the Governor-General travelled to Western Sydney where he met with medical professionals and representatives of service agencies involved in supporting the community through the COVID-19 pandemic.
- On 17 November 2021, the Governor-General travelled to Dubbo, New South Wales, where he attended a National Emergency Medal presentation to recognise members of the NSWRFS involved in the 2019–20 Black Summer bushfires.
- From 16 to 17 December 2021, the Governor-General travelled to the New South Wales South Coast, where he attended National Emergency Medal presentations in Eden, Bega, Bermagui and Narooma recognising members of the NSWRFS involved in the 2019–20 Black Summer bushfires.

- From 12 to 14 February 2022, the Governor-General travelled to South Australia, where he attended National Emergency Medal presentations recognising members of the SA Country Fire Service involved in the 2019–20 Black Summer bushfires in Adelaide, the Adelaide Hills, and on Kangaroo Island.
- On 21 April 2022, the Governor-General travelled to Nymboida, New South Wales, where he attended a National Emergency Medal presentation to recognise members of the NSWRFs involved in the 2019–20 Black Summer bushfires.
- From 5 to 7 March 2022, the Governor-General travelled to South-East Queensland, where he received a briefing from emergency service agencies on flood response efforts, and met with flood affected residents and business owners in Brisbane, Gympie and Peregian Beach.
- From 10 to 11 March 2022, the Governor-General travelled to the New South Wales Northern Rivers region, where he visited relief agencies, evacuation centres, and met with flood-affected residents in Ballina, Lismore, Coraki and surrounding communities.
- On 16 March 2022, the Governor-General travelled to Mullumbimby, New South Wales, where he met with flood-affected residents and representatives of agencies involved in flood response and recovery.
- On 17 March 2022, the Governor-General travelled to Windsor and Richmond, New South Wales, where he met with primary producers impacted by major flooding and met with staff and representatives of community support agencies.
- On 28 March 2022, the Governor-General travelled to Wollongong, where he visited and met with staff of the New South Wales State Emergency Service (NSW SES) involved in state-wide flood response and coordination efforts.
- On 28 March 2022, the Governor-General attended a National Emergency Medal presentation in Canberra recognising members of the Australian Capital Territory Emergency Services Agency involved in the 2019–20 Black Summer bushfires.
- On 6 April 2022, the Governor-General returned to Ballina and Lismore where he met with business owners and residents impacted by floods, and volunteers from the NSW SES assisting in ongoing recovery and rebuilding activities.
- On 7 May 2022, the Governor-General travelled to Bairnsdale, Victoria, where he attended a National Emergency Medal presentation recognising members of the Country Fire Authority and the Victorian State Emergency Service involved in the 2019–20 Black Summer bushfires.
- On 8 May 2022, the Governor-General travelled to Cobargo, New South Wales, where he attended a National Emergency Medal presentation recognising members of the NSWRFs involved in the 2019–20 Black Summer bushfires.

- Between 20 and 21 June 2022, the Governor-General made a third visit to the NSW Northern Rivers region, where he received an update on the progress of recovery and rebuilding following major flood events, visited relief centres in Ballina and Lismore, and met with residents, business owners and community representatives in Evans Head and Lennox Head.
- On 22 June 2022, the Governor-General travelled to the Lockyer Valley in South-East Queensland, where he met with primary producers, local residents and representatives of relief agencies following major flooding.

## RESPONSE TO COVID-19

In response to public health measures to slow the spread of COVID-19 – including restrictions on international and domestic travel, and limitations on gatherings – the Governor-General transitioned to an extensive program of virtual engagement during the second half of 2021.

Through telephone calls, video messages, video conferencing and online streaming, the Governor-General maintained his engagement with patronages, local councils, community groups, schools and other organisations across Australia.

- In 2021–22, the Governor-General made 89 telephone calls, recorded 88 video messages and participated in 283 video conferences.
- On 16 August 2021, the Governor-General hosted the virtual National Science Week Design Challenge.
- On 24 August 2021, the Governor-General, as Patron-in-Chief, met by video conference with members of the Australian Paralympic Team competing in the Tokyo 2020 Paralympics.
- On 27 August 2021, the Governor-General participated in a Playgroup Victoria virtual playgroup session with families based across Australia.
- On 3 September 2021, the Governor-General received Letters of Credence through virtual ceremonies with the incoming non-resident Ambassadors for Kyrgyzstan, Tunisia and Maldives.
- On 8 September 2021, the Governor-General hosted a virtual roundtable discussion with senior students from secondary schools across New South Wales.
- On 9 September 2021, the Governor-General participated the national R U OK? Day webinar.
- On 26 September 2021, the Governor-General, as Chief Scout, attended the virtual closing ceremony for the 2021 Cubornet.
- On 11 November 2021, the Governor-General participated in virtual interviews with candidates for the Rhodes Australia Scholarship.

## OFFICIAL PROPERTIES AND COMMUNITY EVENTS

Open Days at Government House (generally scheduled in October and March) and Admiralty House (generally scheduled in May) were cancelled as a result of measures in response to COVID-19.

In total, over 7,900 people – including 3,178 school students – visited Government House and Admiralty House in 2021–22.

## COMMUNICATIONS

Key activities included:

- supporting the Governor-General by producing 171 speeches and remarks for delivery at community events around the country
- providing 181 video or written messages to organisations
- managing engagement with national, local and international media to: enable access to key events such as investiture ceremonies, promote community events (including events to support charitable organisations of which the Governor-General and/or Mrs Hurley serve as Patrons)
- managing the Governor-General's social media presence to reach and engage with Australians, promote program activity to a large audience, and raise awareness of the Australian honours system
- working with patronages to increase the recognition of their work and achievements through video messages, social media content and media coverage of events hosted or attended by the Governor-General and Mrs Hurley, and
- the Governor-General's National Australia Day and Anzac Day televised addresses (broadcast by the ABC), the television special 'An Australian Audience with Her Majesty' to celebrate the Platinum Jubilee, the television special 'The Order of Australia – Celebrating Australians' to highlight diverse recipients of the Order of Australia.

## CORRESPONDENCE

In 2021–22, the Office received and attended to 3,635 items of general correspondence. In addition, the Honours and Awards branch received more than 24,519 items of correspondence including 3,573 nominations for Order of Australia and Bravery decorations. This does not include emails received directly by staff of the Honours and Awards branch.

The Office sent 7,647 congratulatory messages from the Governor-General for significant birthday and wedding anniversaries and 6,054 congratulatory messages on behalf of Her Majesty The Queen.

---

## PROPERTY MANAGEMENT

The two official residences of the Governor-General (Government House in Canberra and Admiralty House in Sydney) were included in the Commonwealth Heritage List in June 2004 as places of significant heritage value owned or controlled by the Commonwealth. Their inclusion means the Office must protect their heritage value. The Office manages the properties in accordance with the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

In 2021–22, the Office consistently applied the principles of ecologically sustainable development and considered potential environmental and heritage impacts when making management decisions. To maintain the heritage integrity and standards of the official residences and all property assets, the Office:

- engages suitably qualified heritage consultants to provide advice when needed
- maintains a Heritage Strategy as a framework for management of the properties
- has detailed Heritage Management Plans, to meet the EPBC Act requirements, for the residences and associated landscapes
- consults with the National Capital Authority before undertaking works at Government House that fall within the Authority's legislative responsibilities
- consults, as required, with the Department of the Environment on how best to undertake heritage assessments, prepare management plans, and protect the values of the heritage properties, and
- where works have, or are likely to have, a significant impact on heritage issues, seeks approval from the Minister responsible for heritage matters (as required by the EPBC Act).

The annual priorities and initiatives for both properties are outlined in the Property Management Plan (PMP) which guides all property management decision making. Further, the Property Works Program (PWP) is a program of projects designed to deliver the outcomes of the PMP. It identifies the priority works for the four years of the forward estimates at a high level, broadly in line with a twenty-year plan prepared in 2014 that identified property works priorities. When unforeseen works arise (for example, when ageing infrastructure fails unexpectedly or latent conditions are encountered during works), the plan is adjusted and priorities reviewed to accommodate emerging needs.

In 2021–22, a number of projects were undertaken at the properties, to the total value of \$2,498,535 (against a total budget of \$2,774,000). The underspend was caused by delays as a result of COVID-19 related impacts.

Notably the Office successfully completed the Kirribilli Point Restabilisation project which the largest heritage conservation project undertaken by the Office in decades. The works have ensured the protection of the heritage listed Marine Barracks from damage that was being caused by the surrounding structures and environment. The heritage structural retaining wall behind and above the Marine Barracks was repaired and reconstructed with a high quality outcome.

The Office continues to manage facilities using the Whole of Australian Government Property Services Arrangements established by the Department of Finance. The Property Service Provider to the Office delivers broad facilities management services including sustainability engineering and provides procurement and reporting efficiencies.

The provision of grounds maintenance services at Kirribilli House for the Department of the Prime Minister and Cabinet under a Memorandum of Understanding continues to deliver value and savings for the Commonwealth. This initiative has reduced costs through leveraging the Office's existing horticulture and landscape management resources, expertise and systems co-located at Admiralty House.

The Office has also participated in discussions with the Department of the Prime Minister and Cabinet and the Department of Home Affairs for potential project works at Kirribilli House and Admiralty House leveraging the Office's existing project management capability and site experience.

## GOVERNMENT HOUSE

The major works projects undertaken at Government House during 2021–22 included:

- commencement of the Overseers Cottage Restoration project in order to support heritage obligations and to support a safe, suitable and effective work place
- commencement of design for a replacement carpet in the Main House Drawing room which has reached end of life
- creation of a concept design for the Queen Elizabeth II Garden marking The Queen's Platinum Jubilee
- completion of works in the Main House services wing to address end of life finishes & fittings, and to support a safe, suitable and effective work place
- continuation of the Garden Priority Areas Landscape Restoration project with design for the heritage Gowrie Garden, and
- minor projects including air conditioning, gutter and roofing works to one of the onsite cottages used for office accommodation.



## ADMIRALTY HOUSE

Major works projects were undertaken at Admiralty House during 2021–22 included:

- completion of the re-stabilisation works of the Kirribilli Point Battery Precinct
- commencement of works at the southern boundary to restore the sea wall affected by the perpetual action of the ocean
- commencement of works at the western wing to rectify the exterior fabric, and
- minor projects, including the irrigation system and stone repair.

## WORKS OF ART AND OTHER ITEMS

The Office is grateful to the Australiana Fund, 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, furniture 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 partnered with the Australiana Fund to develop a database to assist in the collection management of the art, objects and furniture at the properties. Work to enter the information into this database continues.

Some items are exchanged each year as part of the ongoing program to display a variety of Australian artworks and furniture. As at 30 June 2022, paintings, pieces of furniture and art objects with a combined value of approximately \$27 million were on loan to the Office.

# PROGRAM COMPONENT 2 – ADMINISTRATION OF THE HONOURS AND AWARDS SYSTEM

Resources applied to this component are directed to:

- conducting comprehensive and independent research of nominations for awards
- providing high-level secretariat support to honours advisory bodies
- interpreting and applying gazetted regulations for defence, meritorious, operational service and long service awards to ensure that applicants meet eligibility criteria
- making cost-effective resource decisions for the timely acquisition of high quality insignia, warrants and honours publications, and
- maintaining registers of all award recipients.

Table 5 contains the performance indicators for Program Component 2 identified in the Portfolio Budget Statements, and Table 5 compares the budget identified in those statements to the component's actual cost during the year:

TABLE 5: FINANCIAL PERFORMANCE FOR COMPONENT 2 OF PROGRAM 1

	Budget Estimate 2021–22	Actual 2021–22	Variation 2021–22
	\$ 000	\$ 000	\$ 000
Departmental appropriation - Cost of Component 2	7,255	7,209	47
Administered Appropriation - Acquisition of Australian honours medals/insignia, warrants and investiture items	4,472	2,281	2,191
Expenses not requiring appropriation	255	367	(112)
Total	11,982	9,856	2,126

---

## HONOURS AND AWARDS OVERVIEW

Australia's honours system recognises the outstanding service and contributions of Australians. The system began in 1975 when the Order of Australia, Australian Bravery Decorations and National Medal were created. Since then, additional awards have been introduced including a range of meritorious, operational, gallantry and distinguished awards.

The Honours and Awards branch provides secretariat support to three independent advisory bodies: the Council for the Order of Australia, the Australian Bravery Decorations Council and the National Emergency Medal Committee. This support includes the receipt of nominations, research and verification of service and presentation of documentation to these bodies for consideration. Nominations are generally processed in order of receipt, however processing may be expedited in exceptional circumstances.

Advisory body members are appointed with the expectation that they will apply expertise and judgement to their recommendations.

Details of the current membership of the Council for the Order of Australia, the Australian Bravery Decorations Council and the National Emergency Medal Committee are provided at Appendix A.

### THE ORDER OF AUSTRALIA

The Order of Australia is our nation's pre-eminent system through which to recognise achievement and service to the community. The awards celebrate extraordinary contributions in fields as diverse as community service, media, religion, medicine, sports and philanthropy. It also includes a Military Division for members of the Australian Defence Force.

The Governor-General is Chancellor of the Order and the Official Secretary to the Governor-General traditionally serves as the Secretary of the Order. The Council for the Order of Australia considers nominations in the General Division and makes recommendations to the Governor-General.

Appointments and awards in the Military Division are made by the Governor-General on the recommendation of the Minister for Defence.

The Assistant Minister to the Prime Minister makes recommendations to the Governor-General for Honorary awards for foreign citizens.

### AUSTRALIAN BRAVERY DECORATIONS

The Australian Bravery Decorations recognise the courageous actions of those who have placed the safety and lives of others before their own.

Bravery nominations are considered by the Australian Bravery Decorations Council, which makes recommendations to the Governor-General.

## NATIONAL EMERGENCY MEDAL

The National Emergency Medal provides recognition for the committed and courageous efforts of frontline responders, volunteers and community supporters during nationally-significant emergencies in Australia.

The medal is awarded to persons who have rendered sustained or significant service. The Honours and Awards branch processes applications for 'sustained service' and makes recommendations directly to the Governor-General.

Nominations for 'significant service' are considered by the National Emergency Medal Committee, which makes recommendations to the Governor-General.

## OTHER AWARDS

All other awards including military, long service, operational, public service, fire, emergency, police, ambulance, correction and intelligence service awards are processed and presented for approval by the Governor-General in accordance with gazetted regulations.

## STAKEHOLDERS

In administering the awards under the honours system, the Honours and Awards branch engages with a number of stakeholders including federal, state and territory organisations and Government Houses.

The branch works closely with the Directorate of Honours and Awards in the Department of Defence, the Department of the Prime Minister and Cabinet's Parliamentary and Government Division, and contributes to increasing awareness of the Australian honours system.

The work of the three advisory bodies necessitates close liaison between the branch and the respective chairs, council and committee members. Strong communication supports business improvement and the consistent evaluation of performance.

## HONOURS LISTS

Order of Australia, meritorious, and some military award recipients are announced in dedicated honours lists on Australia Day and The Queen's Birthday. Australian Bravery Decorations are announced twice a year, generally in March and August. On occasion, special announcements are made at other times during the year.

## RESOURCES

Further information on the nomination process and eligibility criteria can be found on the Governor-General's website at: [www.gg.gov.au](http://www.gg.gov.au), or on the Department of the Prime Minister and Cabinet's website at: [www.pmc.gov.au/government/its-honour](http://www.pmc.gov.au/government/its-honour)

---

## KEY RESULTS

### NOMINATIONS, AWARDS AND INVESTITURES

In 2021–22, 3,125 nominations were received for the Order of Australia, reflecting an increase on the previous financial year.

The Council met on five occasions during the year to consider nominations and other matters. Of the 1,856 nominations considered, 1,401 resulted in recommendations to the Governor-General and, subsequently, appointments or awards. Seventy per cent of Order of Australia nominations considered by Council were received in the branch in the previous 24 months. The branch faced challenges in processing, particularly due to the increased volume of nominations received. In 2020–21 92 per cent of nominations considered by the Council were received in the previous 24 months.

On the recommendation from the Minister for Defence, the Governor-General approved 67 appointments and awards in the Military Division of the Order of Australia.

In 2021–22, the Honours and Awards branch researched 260 nominations for consideration by the Australian Bravery Decorations Council, who met twice during the year. Ninety seven awards were approved by the Governor-General. Ninety-nine percent of nominations were presented to the Australian Bravery Decorations Council within 6 months of being researched. This is consistent with 2020–21.

The Governor-General approved 836 awards to recognise excellence in international operations and specified occupations, including policy, emergency services and Defence personnel. These awards were processed and gazetted within six months of receipt. In addition, 982 Australian Sports Medals were awarded to official team members from the Invictus Games 2018, the International Sports Federation for Persons with Intellectual Disability (INAS) Global Games 2019 and the Olympic Games (Summer) from 2020.

Of long service, and operational awards, 2,474 National Police Service Medals and 8,896 National Medals/Clasps were approved by the Governor-General. These awards were processed within two months of receipt, consistent with 2020–21. In addition 32,067 National Emergency Medals, all for sustained service were approved by the Governor-General, of these, 29,911 were awarded for service during the 2019-20 bushfires.

Twenty-four non-Australian citizens were recognised by honorary awards in the Order of Australia during 2021–22 including 16 in the General Division and 6 in the Military Division.

Tables showing the number of nominations considered and awards conferred for the Order of Australia and the Australian Bravery Decorations in 2021–22, and the total number of nominations and awards conferred since 1975, are at Appendices B and C respectively. Appendix D shows the number of other award types made during the year for outstanding achievement in specific fields of activity, and the total since 1975.

The Honours and Awards branch assisted State Governors, the Northern Territory Administrator and heads of Australian diplomatic missions overseas to conduct investitures for recipients not invested by the Governor-General in 2021–22. The branch liaised with the relevant offices, provided media and guidance notes, and organised and dispatched the insignia.

Long service and operational awards are dispatched to the relevant service organisations for distribution or presentation.

## APPROVAL FOR AUSTRALIANS TO WEAR FOREIGN AWARDS

The process for the acceptance and wearing of foreign awards by Australian citizens does not require the Governor-General's approval, if the award is listed on the approved Schedule on the Governor-General's website.

In 2021–22 a small number of Australian citizens were approved by the Governor-General to accept and wear foreign awards that were not listed on the Schedule.

---

## OTHER BUSINESS

### HONOURS AND AWARDS BRANCH – MAJOR ACHIEVEMENTS

Her Majesty The Queen approved amendments to the Letters Patent and Regulations governing the suite of occupation-based meritorious awards in December 2021. The amendments allow for recognition of Australians in these occupations for their outstanding achievements and contributions to the nation's COVID-19 response. Medals awarded for COVID-19 related service do not count against an organisation's annual quota. This change resulted in an additional 54 individuals being recognised in The Queen's Birthday 2022 Honours List.

Following the amendments to the Australian Sports Medal regulations late in 2020, the branch has been liaising with relevant sporting bodies in relation to the recognition of official team members from the declared multi-sport events. Awards have been approved and medals presented to a number of team members from these events.

During the year, the branch developed a number of Frequently Asked Questions for the Governor-General's website to assist members of the community better understand the honours system processes.

The branch is working closely with the team managing and implementing the ICT modernisation of the technology supporting the honours system. This significant work will ensure the branch can better manage the demands of processing an increased number of nominations and be responsive to relevant stakeholders, including the Australian community and advisory body members. The enhanced capability will ensure the branch can continue to meet organisational objectives effectively.

The Office continues work to increase public awareness of the Order of Australia, and the diversity of nominations and outcomes to better reflect Australian society. The branch provides input into this collaborative initiative and is pleased to report that in 2021–22 the positive trend continued for the honours lists with the highest ever percentage of female recipients in the Order of Australia: 47 percent. Another significant achievement was the announcement of five female Companions of the Order in The Queen's Birthday honours list, of a total of eight Companions.







# MANAGEMENT & ACCOUNTABILITY

CHAPTER 3

## CORPORATE GOVERNANCE

The Official Secretary, in his role as Chief Executive Officer and accountable authority, is accountable for the efficient, effective, economical and ethical use of resources and 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 and monitors compliance with the Commonwealth Resource Management Framework and finance law. There were no instances of significant non-compliance with finance law during 2021–22.

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; 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.

---

### COMMITTEES

The Office has several committees:

- Management Committee (including the Property, Information Technology and the Security Sub-Committees)
- 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 People and Services, Honours and Awards, Strategic Engagement, Communications and Creativity, and Project Implementation 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 Property Sub-Committee provides governance of the integral requirements and responsibilities of the stewardship of the Official Heritage Properties. Membership includes the Deputy Official Secretary, Director Project Implementation (chairperson), Director People and Services,

Manager Household and Property, Project Managers and the Chief Financial Officer. Responsibilities of the sub-committee include overseeing the delivery of the Progress of the Property Works Program to achieve project and property outcomes within scope and on budget.

The Information Technology Sub-Committee provides governance of the growing and complex information technology needs of the Office. Membership includes the Deputy Official Secretary, Director Project Implementation (chairperson), Director People and Services, Chief Financial Officer and the IT Manager. Responsibilities of the sub-committee include developing the IT strategic plan, prioritising projects, and overseeing the delivery and progress of the IT program in accordance with the IT strategic plan.

The Security Sub-Committee provides governance of the integral requirements and responsibilities of physical, personnel and information security. Membership includes the Deputy Official Secretary (chairperson), Director People and Services, Director Project Implementation, Security and Business Continuity Coordinator, Manager Human Resources, and the IT Manager. Responsibilities of the sub-committee include implementation, delivery and progress of security projects and initiatives, the Security Management Plan, the Security Planning Program and Protective Security Policy Framework (PSPF) performance.

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

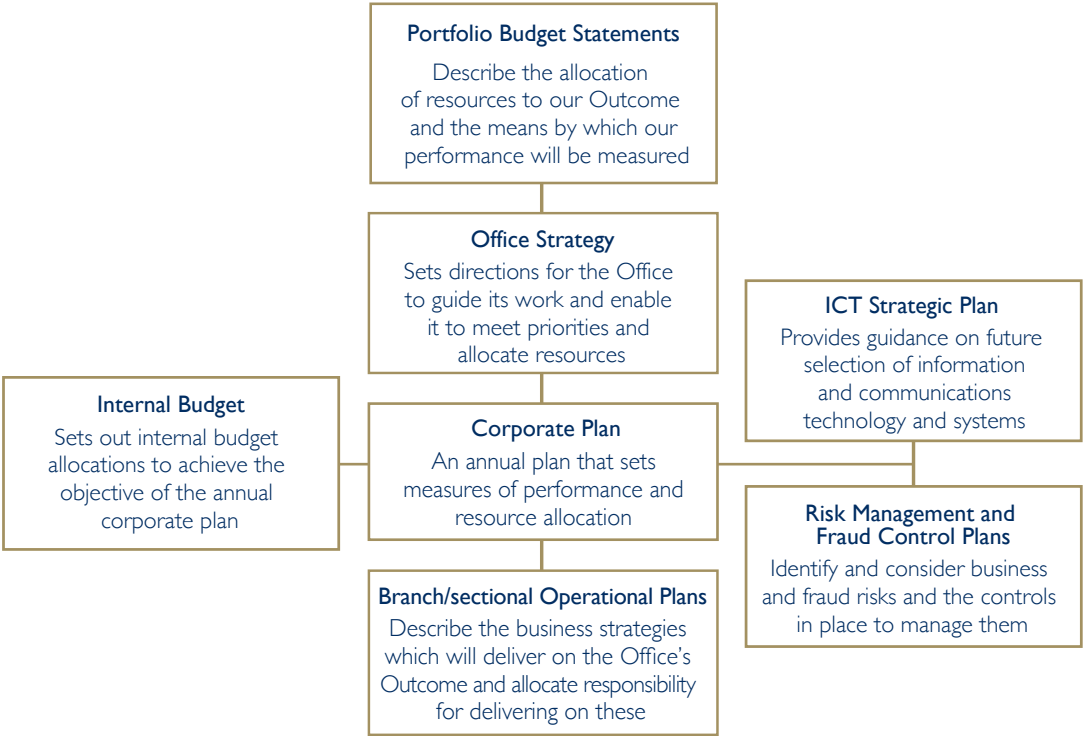
The WCC, representing all staff of the Office, continues to provide a forum for management and employees to discuss matters affecting the workplace. Meetings of the WCC are chaired alternately by a representative of the Official Secretary and a representative of employees. The membership of the WCC comprises:

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

The Work Health and Safety Committee is chaired by the Director of the People and Services 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.

STRATEGIC PLANNING

FIGURE 2: STRATEGIC PLANNING FRAMEWORK



CORPORATE PLAN

The Office's Corporate Plan 2021–22 is both a statement of its corporate vision, strategy and objectives, and a business plan. It aims to bring together planning and other strategic and operational activities and to articulate the linkages between them. It is a four-year rolling plan, updated annually, which distils the Office's objectives into a high-level action plan for the current year.

---

## RISK MANAGEMENT FRAMEWORK

The Office's Risk Management Framework identifies the business risks the Office manages in order to achieve its objectives. Individual risk assessments are completed for projects, events and other operational activities. Risk management is an integral part of sound management practice and an essential element of good governance. The Office actively manages risk in accordance with its Risk Management Framework. Its key strategic risks focus on:

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

The Deputy Official Secretary performs the role of the Chief Risk Officer for the Office. 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 continued to participate in Comcover's risk benchmarking program, which measures the effectiveness of agencies' risk management frameworks, practices and systems against a set of key result areas.

The Office's result for 2021–22 was a maturity level of Advanced, which reflects the Office's high level of maturity and competence in this field.

---

## FRAUD CONTROL FRAMEWORK

The Office maintains a comprehensive Fraud Risk Assessment and Fraud Control Plan and has embedded fraud prevention, detection, investigation, reporting and data collection procedures and processes. The Fraud Control Plan is regularly reviewed and updated, with the Office being fully committed to complying with the Commonwealth Fraud Control Framework to minimise the incidence of fraud through the development, implementation and regular review of a range of fraud prevention and detection strategies.

There were no known incidents of fraud in 2021–22.

---

## SECURITY FRAMEWORK

The Office's maturity in relation to the requirements of the Protective Security Policy Framework (PSPF) continued to increase over the reporting period. The Office continues to develop its policies and processes to further align with the PSPF. Cyber security matters were managed in accordance with Australian Signals Directorate guidance. The Office remains committed to its ongoing relationships with the Australian Federal Police and Department of Home Affairs to ensure a collegiate approach to the protective security environments at Government House and Admiralty House.

---

## AUDIT ACTIVITIES

The Office operates under a three-year internal audit plan which is updated on a regular basis through input from the Office's Audit Committee.

The audits are prioritised in response to changing operational and strategic requirements that take into account the Office's risk profile.

During 2021–22, the engagement of RSM Australia (RSM) and McGrathNicol (McN) for the provision of internal audit services continued.

In 2021–22, RSM undertook a broad review of the Office's legislative compliance while McN completed a review of the implementation of Protective Security Policy Framework (PSPF) recommendations in accordance with the agreed audit program.

---

## EXTERNAL SCRUTINY

On 6 October 2022, the ANAO provided an unmodified audit opinion on the Office's 2021–22 financial statements.

The Office was not the subject of any agency-specific audits by the Auditor-General's Office or investigations or reviews by a parliamentary committee or the Commonwealth Ombudsman during 2021–22.

---

## BUSINESS CONTINUITY

The Office maintains a whole-of-office Business Continuity Plan (BCP), which is supported by individual business area plans. These plans are reviewed, updated and tested regularly. Throughout the COVID-19 pandemic, the Office worked to its COVID-19 Action Plan and abided by all COVID-19 restrictions diligently while still delivering all critical business functions to enable the key functions of the Governor-General. Additionally, the Office has reviewed and established its BCP systems against other risks that have the potential to impact business as usual operations.



---

## ETHICAL STANDARDS

Standards of appropriate behavior for staff of the Office are set out in the Office's Code of Conduct and Workplace Behaviors Policy, which were endorsed in the Enterprise Agreement 2015–18, as well as in previous agreements. This continues until 2024 under OOSGG Determination (No.2) 2021 which was approved by the Australian Public Service Commissioner on 17 December 2021.

The Code of Conduct reflects the Australian Public Service Code of Conduct and Values as set out in the *Public Service Act 1999*. Our values are integral to building and maintaining a safe, positive and inclusive culture of high performance and leadership. All staff are required to comply with the Code of Conduct including, at all times, to behave in a way that upholds the values, integrity and reputation of the Office.

In 2021 staff of the Office voted to continue the terms of the 2015–18 Enterprise Agreement for a further three years beyond the Determination 2020/01 nominal expiry date of 5 January 2022. On 17 December 2021 the Australian Public Service Commissioner approved the Office's remuneration proposal and OOSGG Determination (No.2) 2021. This Determination applies in addition to the Enterprise Agreement 2015–18. The Determination provides staff with increases to their existing salaries, to the effect of 1.9 per cent from 13 January 2022, then the lower of the applicable Wage Price Index figure or 2 per cent from 13 January 2023 and 13 January 2024, while maintaining the terms and conditions under the Enterprise Agreement 2015–18. The Enterprise Agreement is accessible on the Office's intranet.

Financial management and accountability requirements for the Office are set out in Accountable Authority Instructions (AAIs), which are issued by the Official Secretary under the PGPA Act and developed in line with the model AAIs issued by the Department of Finance. The AAIs are cross-referenced to relevant parts of the Act to ensure that staff are fully aware of their legal obligations. The AAIs are available to all staff on the Office's intranet.

The Office's procurement policy and guidelines establish clear standards of ethical behavior for all staff responsible for procurement.

## MANAGEMENT OF HUMAN RESOURCES

---

### KEY ACHIEVEMENTS

The Office continues to deliver on the organisation's strategy of *Giving Hope - Uplifting the Nation* to support and empower staff to be innovative, embrace change and work collaboratively to deliver impressive outcomes.

Key achievements include:

- Implementing a new performance framework to support a high performance culture. The Annual Performance Agreement (APA) has been developed in consultation with staff and aims to provide a forum for constructive feedback and enable two way conversations between staff members and their managers
- delivering over 40 training programs to staff and increasing experience and exposure opportunities to boost organisational capability and support professional development
- increasing flexible working arrangements, including to support staff when working remotely
- delivering outcomes-focused projects that meet the objectives set out in *Giving Hope - Uplifting the Nation*
- building strategies to attract, develop and maintain a talented and diverse workforce, including talent workshops, formal partnerships with local government, academic institutions and government agencies
- facilitating induction and for staff engaged throughout this period
- progressing diversity and inclusion initiatives, including through the Diversity and Inclusion staff working group
- supporting tailored employment for people with disabilities and partnering with support services
- creating a people support program for the Office to support injury and complex case management, and
- continuing the reward and recognition of staff achievement through the Australia Day Achievement Awards and internal acknowledgement.

---

### KEY MANAGEMENT PERSONNEL REMUNERATION

The following information relates to the Key Management Personnel (KMP) of the Office consistent with the disclosure requirements of the PGPA Rule 2014 (PGPA Rule). During 2021–22, the Office did not have any officials requiring disclosures under the senior executives and other highly paid staff categories.

The Office has two KMP positions, which were occupied by two officers during 2021–22. The remuneration of the Official Secretary is determined by the Remuneration Tribunal. Further information on the Tribunal can be found at [www.remtribunal.gov.au](http://www.remtribunal.gov.au). The Deputy Official Secretary's remuneration

was determined in accordance with section 34 of the current Enterprise Agreement. Since 2016–17, the Office has published information about the remuneration of its executives on the Office website. This information provides transparency of remuneration of senior executives and other highly paid officials of Commonwealth entities and companies. Information relating to KMP remuneration is set out in Appendix E.

---

## REMUNERATION ARRANGEMENTS

At 30 June 2022, the Office remunerated 99 employees: 97 employees were covered by the Enterprise Agreement (including four casual employees), one by the Remuneration Tribunal, and one by an Individual Flexibility Arrangement (IFA).

No employees received performance pay in 2021–22.

The classification range that applies to employees under the Enterprise Agreement is set out in Appendix G.

---

## STAFFING CHANGES AND STATISTICS

In 2021–22, the average staffing level (ASL) for the Office was 81.27. The Office actively manages and monitors workforce analytics and data to ensure allocated ASL best meets business needs.

The Office continues to make informed staffing decisions in line with strategic and operational goals. Natural attrition has provided us with the opportunity to ensure we have the right people in the right place, with the right capabilities at the right time.

During the 2021–22 financial year there were 18 employee cessations and 29 employee commencements.

Detailed staffing demographic information in accordance with workplace diversity principles is at Appendix G.

---

## DEVELOPING STAFF

The Office is committed to providing opportunities for staff to develop skills, capability and experience.

The Office provides opportunities for school-aged students to undertake work experience placements.

The Office continues to support an internal career program that provides structured training and development over a two-year period.

In 2021–22, there has been a continued commitment to the development of our staff, delivering over 40 training sessions across the Office including: APS Ethics and Values, Privacy, Cyber Security, Work Health and Safety.

The Office promotes a learning culture that is a shared responsibility between staff, their direct manager and the leadership of the organisation.

---

## WORKPLACE HEALTH AND SAFETY OVERVIEW

### WORKPLACE HEALTH AND SAFETY STRUCTURE AND OVERSIGHT

The Office continues to focus on providing a safe and healthy work environment and actively promotes safe work practices that ensure the health, safety, and wellbeing of all staff, contractors and visitors.

The OOSGG policies and procedures are fundamental to the Office's commitment to WHS. The Office takes all reasonable and practicable steps to protect the health, safety and wellbeing of all staff and actively communicates with all employees. This provides a greater awareness of their obligations under the *Work Health and Safety Act 2011* (WHS Act) to take all reasonable steps to ensure the safety of themselves and others.

WHS statistics are presented in Appendix J.

### HEALTH AND SAFETY MANAGEMENT ARRANGEMENTS

In exercising a commitment to ensuring the health and wellbeing of its staff (and consistent with the legislative obligations of the WHS Act), the Office implements effective prevention strategies, such as:

- providing a safe and healthy workplace in which people are protected from hazards (or potential hazards) that may cause psychological or physical injury or disease
- integrating adaptable safe work systems into work processes
- providing information and training to employees to enable them to perform their work safely
- ensuring that workers, including casual staff and contractors, are aware of their individual obligations and responsibilities to ensure the safety of all
- encouraging a cooperative and consultative relationship within the Office on health and safety issues, and
- ensuring compliance with, and full implementation of, the requirements of the WHS Act, the WHS Regulations and the associated Codes of Practice.

## INITIATIVES THAT ENSURE THE HEALTH, SAFETY AND WELFARE AT WORK OF EMPLOYEES AND CONTRACTORS

The Office implemented a five-stage business continuity plan in response to COVID-19. Safety measures were implemented to protect the health, safety, and welfare of Their Excellencies and our staff, while continuing to deliver on core outcomes for the Office.

The office engaged a full-time, dedicated Senior Work Health Safety Advisor (SWHSA) to oversee Health and Safety, review Work Health and Safety policies and processes, raise staff awareness and increase culture of Work Health and Safety, manage early intervention and compensation and provide the Health and Safety Representatives (HSRs) with guidance, education and sound advice. The SWHSA regularly consults with management and staff for all Work Health and Safety initiatives and issues by providing legislative direction and understanding.

The WHS Committee meets every three months in accordance with the WHS regulations to discuss workplace inspections and other WHS matters.

Employee and workplace health monitoring procedures include regular inspections of the grounds and property, workplace assessments are conducted for all staff on commencement and personal protective equipment is provided where required.

The Office actively encourages the utilisation and awareness of the Employee Assistance Program (EAP) counselling service available to both employees and their immediate families.

An active health and wellbeing program includes provision of specialist services, influenza vaccinations, guest speakers and health brochures covering a range of topics.

WHS inductions are presented and discussed for all new employees which provides them a greater understanding of their environment and responsibilities whilst employed at the Office.

## HEALTH AND SAFETY OUTCOMES ACHIEVED AS A RESULT OF INITIATIVES

WHS policy and guidelines are regularly reviewed and updated in consultation with all staff to reflect WHS legislation and best practice. Comprehensive WHS information is available on the Office intranet, including a hazard and incident notification, flow charts and appropriate forms.

The Office continues to promote a healthy and safe workplace culture, focused on improving the wellbeing of all staff. As a result of the impact of COVID-19, the importance of wellbeing initiatives has been reinforced and COVID-safe measures are actively implemented as per advice from ACT Health and Commonwealth initiatives.

The Office communicates and consults with employees to increase awareness of their obligations under the *Work Health and Safety Act 2011* (WHS Act) to take all reasonable steps to ensure the safety of themselves and others and report hazards, accidents, or near misses.

During 2021–22, there has been a continued commitment to rehabilitation and early intervention programs across the Office through an active focus on effective injury management practices. The Office currently has two active Comcare compensation cases.

The Office continues to support and coach leaders on their roles and responsibilities in order to increase their understanding of their roles and responsibilities under the WHS Act and to assist with achieving an early, safe, and stable return to work for affected staff.

The Office ensures that mandatory training is undertaken on a regular basis. Staff across the Office participated in various training including first aid and cardiopulmonary resuscitation training, manual handling training, food safety and responsible service of alcohol training.

Other mandatory training sessions and presentations included were cyber security training, emergency safety training, emergency warden training, ergonomics in the workplace, and e-learning covering ethics and values, cultural awareness, bullying and harassment, diversity and discrimination, security, health safety and wellbeing, and fraud and corruption.

WHS training statistics are presented at Appendix J, Table J2.

The Office continues to support return to work, early intervention and rehabilitation activities as part of a robust tailored injury management program.

---

## DISABILITY REPORTING

Since 1994, Commonwealth departments and agencies have reported on their performance as policy adviser, purchaser, employer, regulator and provider under the Commonwealth Disability Strategy. In 2007–08, reporting on the employer role was transferred to the Australia Public Service Commission's State of the Service Reports and the APS Statistical Bulletin. These reports are available at [www.apsc.gov.au](http://www.apsc.gov.au). Since 2010–11, departments and agencies have not been required to report on these functions. The Commonwealth Disability Strategy was superseded by the National Disability Strategy 2010–2020.

The National Disability Strategy 2010–2020 has been superseded and built on by Australia's Disability Strategy 2021–2031, which sets out a plan for continuing to improve the lives of people with disability in Australia over the next ten years. A range of reports will be published including a data dashboard, annual targeted action plan reports, implementation reports every two years and two major evaluations. Over time the data will form an evidence base to guide decisions on disability changes. Further information can be found at [www.disabilitygateway.gov.au/ads](http://www.disabilitygateway.gov.au/ads) and <https://www.dss.gov.au/disability-and-carers/disability-strategy>.

The Australian Government, along with state and territory governments and the Australian Local Government Association used results of the National Disability Strategy consultations to inform development of Australia's Disability Strategy 2021–2031.



## MANAGEMENT OF ASSETS AND FINANCIAL PROCESSES

---

### ASSET MANAGEMENT

The Office manages administered property, plant and equipment, inventory and departmental plant and equipment and intangible assets with a total net book value of \$178.4 million (2020–21: \$172.1 million).

As at 30 June 2022, administered non-financial assets comprised:

- \$169.9m of land and buildings. These relate to the two vice-regal properties: Government House and Admiralty House
- \$1.376m of infrastructure, plant and equipment
- \$4.228m of inventories being medals held by the Office and to be issued under the Australian honours system.

The Office continued to deliver its Property Works Plan (PWP) under the revised Administered Capital Budget (ACB) to preserve the current functionality of the Commonwealth-listed heritage properties under its control, in accordance with statutory obligations and heritage requirements. Further information is provided under 'Property management' in the 'Report on performance'.

As at 30 June 2022, Departmental assets comprised:

- \$2.317m of infrastructure, plant and equipment primarily relating to gardening and information technology
- \$0.243m of intangibles representing ordinary software
- \$0.035m of inventories
- \$0.224m of other non-financial assets, representing pre-payments made by the Office.

The Office receives a Department Capital Budget (DCB) to replace assets which have reached the end of their useful life. The Office monitors the management of assets on an ongoing basis to ensure that the planned expenditure from DCB reflects the Office's business requirements.

The management of assets is governed by the Accountable Authority Instructions (AAls) on managing public property and the Office's Asset Management Policy. These policies cover the proper stewardship of assets throughout the asset lifecycle, including the purchasing, stocktaking, impairment and disposal of assets. These policies are regularly communicated to staff through compulsory training and are available online.

---

## PURCHASING

The Commonwealth Procurement Rules (CPRs) and the Office's AAls provide the framework within which decisions about the procurement of goods and services are made. The Office's procurement policies and practices focus on:

- value for money
- encouraging competition
- the efficient, effective, economical and ethical use of
- government resources
- accountability and transparency in procurement
- procurement risk
- procurement method.

A range of positions within the Office have delegated responsibility for the exercise of powers under the PGPA Act. A position-based electronic purchasing workflow system was used for approval of purchase orders to be raised. Branch Directors and Section Managers continue to be responsible for the expenditure of funds and the management of assets under their control.

The Office has ongoing contracts to provide a variety of contractor services, including internal audit, banking, payroll, office cleaning, and property maintenance and minor works. The Office supports small business participation in the Australian Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website.

The Office supports its employees in managing procurement by providing information and training on procurement policies and procedures, and maintaining a central point of contact for advice on the CPRs, AAls and tendering processes.

The Office actively engages with Indigenous enterprises (in accordance with Commonwealth Indigenous Procurement Policy) and SMEs in its procurement of goods and services, including commitment to pay on time to agreed terms and to seek opportunities to reduce the payment time.

---

## CONSULTANTS

The Office engages consultants on an as-required basis to provide professional and specialist services for building works and architectural services, administrative projects, information technology support and systems development, and to facilitate organisational change and management reforms for which the Office does not have the available capacity or staff or there is a need for independent research.

Prior to engaging consultants, the Office takes into account the skills and resources required for the task, the skills available internally, and the cost-effectiveness of engaging external expertise. The decision to engage a consultant is made in accordance with the PGPA Act and its related rules and regulations including the CPRs and relevant internal policies.

During 2021–22, nine new reportable consultancy contracts were entered into involving total actual expenditure of \$267,278. In addition, five ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$132,890. This information is also contained in Appendix H, Table H1. Table H2 provides information on those organisations who received the 5 largest shares of the Office's expenditure on reportable consultancy contracts and those organisations who received 5 per cent or more of the Office's expenditure on such contracts.

Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website [www.tenders.gov.au](http://www.tenders.gov.au)

---

### LEGAL SERVICES EXPENDITURE

In accordance with the requirements of the Legal Services Directions 2017, the Office reports that total expenditure on external legal services in 2021–22 was \$130,692.

---

### COMPETITIVE TENDERING AND CONTRACTING

During the reporting year, the Office did not contract to another organisation the delivery of any program activities it had previously performed.

---

### AUSTRALIAN NATIONAL AUDIT OFFICE ACCESS CLAUSES

The Office did not enter into any contract of \$100,000 or more (including GST) during 2021–22 that did not provide for the Auditor-General to have access to the contractor's premises.

---

### EXEMPT CONTRACTS

The Official Secretary did not exempt any contract or standing offer in excess of \$10,000 from being published on AusTender on the basis that it would disclose exempt matters under the *Freedom of Information Act 1982*.

---

### ADVERTISING AND MARKET RESEARCH

The Office did not undertake any advertising campaigns in 2021–22.

The Office undertook one market research activity in 2021–22.

Hall & Partners Pty Ltd	Insights to inform activity to increase awareness of and engagement the Order of Australia by the Australian community.	\$55,000 (GST inc)
-------------------------	---	--------------------

DISCRETIONARY  
GRANTS

The Office neither made nor administered any discretionary grants during the financial year.

INFORMATION  
TECHNOLOGY

The Office's outcomes continued to be supported by improvements to the security, reliability and functionality of its information and communications technology (ICT) infrastructure as outlined in the ICT Strategic Plan 2018–2023.

Strategic objectives achieved in 2021–22 included:

- support of the Office throughout the ongoing COVID-19 period, allowing both the Governor-General and the Office to continue their duties
- a major uplift of IT security measures undertaken to align the Office with the Australian Cyber Security Centre's (ACSC) Essential 8 controls
- increased focus on ICT security governance, including the development of the OOSGG ICT Cyber Security Strategy and numerous other security governance policies, standard and procedures
- completion of a project to replace the Office's ageing telephony system, and
- implementation of a new Financial Management and Information System (delivered as part of the ICT modernisation program).

The Office received additional funding through government approved New Policy Proposals (NPP) for ICT and Honours and Awards modernisation. This funding was sought to manage the foreseeable demands relating to the Australian Honours and Awards branch, in particular the National Emergency Medal, and to modernise the Office's ways of working. Together this funding will ensure the Office has the capability to manage the current and expected future requirements, whilst minimising the business continuity and security risks. The ICT modernisation program will transform our ICT environment, culture, and practices to support an agile and digital workplace, taking steps to keep pace with the industry and continue to meet organisational objectives in an efficient and cost-effective manner. As a PGPA Act agency, the Office participated in and benefited from a range of the Australian Government's whole-of-government initiatives, including co-ordinated telecommunications services, software and hardware procurement.

## FREEDOM OF INFORMATION

The Office continues to build and foster an agency culture that embraces appropriate disclosure of its information holdings through the Information Publication Scheme (IPS) on its website at [www.gg.gov.au](http://www.gg.gov.au).

The IPS was established by Part II of the *Freedom of Information Act 1982* (FOI Act) with effect from 1 May 2011. Agencies subject to the FOI Act are required to publish information released to the public as part of their IPS. This requirement has replaced the former requirement to publish a section 8 statement in annual reports. The IPS section of the Office's website publishes other information (in addition to the information published under s 8(2)), taking into account the objects of the FOI Act (s 8(4)).

Optional information is published under the following headings:

**Our priorities**

*this includes a link to relevant sections of the website and the Annual Report*

**Our finances**

*this includes links to the Financial Statements contained within the Annual Report and the Portfolio Budget Statements*

**Our lists**

*this includes a link to the Senate File List, Agency Contracts and Honours Lists*

**Governor-General's Program**

*daily program of official engagements*

**Speeches**

*copies of selected speeches given by the Governor-General.*

The Office proactively identifies and publishes information that may be of interest to the public (such as new policies or reviews undertaken), additional to the mandatory requirements, in the Disclosure Log on its IPS. The Office's organisational chart and functions are detailed in Chapter 1 of this report and on the website, where a series of links appear in the section on the IPS.

---

### FOI PROCEDURES AND INITIAL CONTACT POINT

The Official Secretary is the principal decision maker under section 23 of the FOI Act in respect of requests for access. The FOI Act applies to the Office as a body established for a public purpose by an enactment and, therefore, is a 'prescribed authority' as defined in section 4.

However, Section 6A of the FOI Act provides:

*Official Secretary to the Governor-General - this Act does not apply to any request for access to a document of the Official Secretary to the Governor-General unless the document relates to matters of an administrative nature. For the purposes of this Act, a document in the possession of a person employed under section 13 of the Governor-General Act 1974 that is in his or her possession by reason of his or her employment under that section shall be taken to be in possession of the Official Secretary to the Governor-General.*

The FOI Act therefore has a restricted application to the Office, being relevant only in respect of requests for access to documents that relate to 'matters of an administrative nature'. The High Court has determined that the FOI Act does not apply to requests for access to documents that relate to the discharge of the Governor-General's substantive powers and functions.

Members of the public seeking access to documents relating to 'matters of an administrative nature' in the possession of the Official Secretary should apply in writing to:

The Official Secretary to the Governor-General  
Government House  
Canberra ACT 2600  
Email: [FOI.IPS@gg.gov.au](mailto:FOI.IPS@gg.gov.au)

Initial enquiries may be directed to the Office's FOI Contact Officer on telephone (02) 6283 3533.

---

## CHARGES

The Office's policy on levying charges under FOI regulations is that, where applicable, charges should be imposed for processing FOI requests. However, charges may be reduced or not imposed if the Official Secretary is satisfied that an appropriate reason to do so exists. If access is approved, the Official Secretary will provide copies of documents after the Office receives payment of any charges that apply.

---

## FOI APPLICATIONS IN 2021-22

During 2021-22, 22 FOI requests were received for documents relating to the operations of the Office of the Official Secretary to the Governor-General. Of these:

- eight were denied under section 6A of the Act
- fourteen were requests that did not relate to documents in possession of the agency and therefore the FOI Act did not apply

## ENERGY EFFICIENCY, ECOLOGICALLY SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL PROTECTION

The Office's objective is to improve its environmental outcomes in accordance with government policy while at the same time providing services of the highest quality.

The Office reports on ecological sustainability performance in accordance with s 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). Use of the Environment and Sustainability Portal that was implemented in 2019–20 by the Property Service Provider has continued to improve the efficiency and accuracy of data capture, analysis and reporting.

---

### ENERGY CONSUMPTION AND GREENHOUSE EMISSIONS

The Office's total electrical power consumption in buildings and grounds reduced by 0.9 per cent. This is due mainly to the decrease of occupied buildings, by staff remote working as a result of COVID-19 restrictions for nine weeks in the 2021–22 financial year, and climatic conditions.

All electricity procured in the ACT is from a renewable energy Power Purchase Agreement (PPA), which has zero emissions under a market-based calculation approach (see Table 6 notes).

The Office continues to apply the Sustainability Plan from the Property Service Provider that identifies energy saving opportunities focusing on reducing energy consumption.

### ENERGY CONSUMPTION – TRANSPORT AND MACHINERY

Office employees are encouraged to minimise air travel and fleet vehicle usage. This is achieved by undertaking travel only where there is a demonstrated business need and other communication tools, such as teleconferencing and videoconferencing, are not appropriate alternatives.

The Office's fuel consumption from transport and machinery reduced considerably this financial year compared with previous years. There was significantly reduced travel due to the COVID-19 related lockdowns in various parts of Australia. As a result, the greenhouse gas emissions from transport and machinery declined by 22 per cent. Transport and machinery fuel consumption and emissions are calculated on vehicles and machinery owned by the Office.

## GREENHOUSE GAS EMISSIONS

The total greenhouse gas emissions from the consumption of energy for all owned assets (buildings and grounds and also transport and machinery) has reduced by 9.3 per cent. The total greenhouse emissions per staff member has decreased by 12 per cent: this is impacted by an increase in the average staffing level from 78.8 in 2020–21 to 81.3 in 2021–22. Air conditioning energy consumption does not alter linearly with reducing or increasing occupancy levels.

The Office continues to review the emissions boundary and what is included in its greenhouse gas emissions as part of an increasing focus on energy efficiency and sustainability.

## RESOURCE EFFICIENCY AND WASTE

All employees are encouraged to consider ways to minimise printing. Computers are automatically programmed to print double-sided. The Office recycles printing paper where printer capability allows.

In 2020–21, the Office partnered with BinShift and GoTerra to split our waste streams into landfill, mixed recycle, dry compost, paper, soft plastics, 10¢ deposit and wet compost. The 10¢ recyclable waste is accumulated and collected by a charity who cashes them in and retains the funds. These initiatives have had positive results with 66m<sup>3</sup> of landfill saved.

The Office maintained its environmental performance across both properties, with environmental initiatives that included:

- the use of worm farms and composting at Admiralty House
- food waste at Government House recycled off-site by GoTerra
- dry compostable paper products composted on site
- continued use of a soil sieve at Government House, to enable on-site manufacture of high quality compost, with savings on materials, handling and costs
- ensuring a low green waste removal (15m<sup>3</sup> over the year across both sites) due to re-use of compostable material. The slight increase was due to seasonal conditions creating greater plant growth
- regular donations of leftover food and flowers to the charities OzHarvest in Sydney and The Yellow Van in Canberra.

## WATER CONSUMPTION

The Office worked within the guidelines issued by the ACT Government to extract water from Lake Burley Griffin for watering gardens and lawns



at Government House. All of the managed landscape (which accounts for 40 per cent of the total property area) at Government House is serviced by drawing water from the lake. During 2021–22, the Office continued to closely manage its water consumption for irrigation and importantly adhered to ACT Government Lake water abstraction restrictions.

The Office uses a mix of different types of flow restriction and water-efficient dual-flush toilets to minimise water use across its properties. Staff are encouraged to report any leakage issues promptly to minimise unnecessary water usage. Domestic water usage at Government House increased by 15 per cent and increased at Admiralty House by 11 per cent for an overall increase of 13.9 per cent. These consumption changes and increases are a reflection of the reduced travel due to COVID-19 restrictions and varying climatic conditions.

TABLE 6: ENVIRONMENTAL PERFORMANCE SUMMARY

Indicator	2018–19	2019–20	2020–21	2021–22
<b>Energy consumption in buildings and grounds</b>				
Total electricity consumption (kWh)	935,287	875,866	904,619	897,998
Green power purchased (kWh) 5%	46.8	43.8	45.8	0*
Greenhouse gas emissions from electricity (t CO <sub>2</sub> -e)	841.8	788.3	777.8	702.9**
Gas consumption (MJ)	1,624,662	1,889,017	1,780,071	1,720,885
Greenhouse gas emissions from gas consumption (t CO <sub>2</sub> -e)	104.5	121.5	115.0	111.2
Total energy consumed in buildings and grounds (GJ)	4,992	5,042	5,037	4,954
Total Greenhouse gas emissions from buildings and grounds (t CO <sub>2</sub> -e)	946.3	909.8	892.9	814.1
<b>Energy consumption from transport and machinery</b>				
Total number of fleet vehicles	7	7	6	6
Total unleaded petrol consumption – fleet vehicles and garden machinery (L)	5,780	4,763	5,598	3,386
Total diesel consumption – fleet vehicles and garden machinery (L)	6,680	5,955	7,201	6,467
Fleet vehicles total distance travelled (km)	57,916	43,908	57,078	36,035

TABLE 6 CONT.

Indicator	2018–19	2019–20	2020–21	2021–22
Total direct greenhouse gas emissions of vehicle and machinery fuel consumption (t CO <sub>2</sub> -e)	33.15	28.59	32.30	25.25
<b>Total greenhouse gas emissions</b>				
Total greenhouse emissions (t CO <sub>2</sub> -e)	979.45	938.39	925.20	839.35
Total greenhouse gas emissions per staff (based on average staffing level) (t CO <sub>2</sub> -e/ASL)	12.2	12.8	11.74	10.32
<b>Resource efficiency and waste</b>				
GoTerra – food waste recycling (from Dec 2020)			3.10t	3.26t
Total green waste removal (m3)	90	80	84	15
Lake water abstraction (Government House) ML (Total licence is 86ML)	72.18	72.41	36.16	18.7
Total AH Domestic Water kL	3,962	2,435	2,323	2,579
Total GH Domestic Water kL	2,824	3,012	2,033	2,339

\*No green power was purchased from the electricity retailer since July 2021. Note, all electricity procured in the ACT is from a renewable energy PPA, which has zero emissions under a market-based calculation approach.

\*\*based on NGER Determination (July 2021) Part 6, which is a location-based calculation approach. Accounting for the ACT renewable energy PPA under a market-based approach, the emission from electricity is: 194.9 tCO<sub>2</sub>-e (zeroing electricity procured for Government House in the ACT)





# FINANCIAL STATEMENTS

CHAPTER 4

Audit Report	69
Statement by Officers	71
Statement of Comprehensive Income	72
Budgetary Explanation - Statement of Comprehensive Income	73
Statement of Financial Position	74
Budgetary Explanation - Statement of Financial Position	75
Statement of Changes in Equity	76
Cash Flow Statement	77
Administered Schedule of Comprehensive Income	78
Administered Schedule of Assets and Liabilities	79
Budgetary Explanation - Schedule of Administered Items	80
Administered Reconciliation Schedule	81
Administered Cash Flow Statement	82
Overview Note: Summary of Significant Accounting Policies	83
Note 1: Expenses	86
Note 2: Own-Source Revenue	87
Note 3: Fair Value Measurements	88
Note 4: Financial Assets	89
Note 5: Non-Financial Assets	90
Note 6: Payables	93
Note 7: Provisions	94
Note 8: Key Management Personnel Remuneration	95
Note 9: Related Party Disclosures	96
Note 10: Financial Instruments	97
Note 11: Administered - Expenses	98
Note 12: Administered - Fair Value Measurements	99
Note 13: Administered - Financial Assets	100
Note 14: Administered - Non-Financial Assets	101
Note 15: Administered - Inventories	102
Note 16: Administered - Payables	103
Note 17: Administered - Financial Instruments	104
Note 18: Appropriations	105
Note 19: Net Cash Appropriation Arrangements	108
Note 20: Current/Non-current Distinction for Assets and Liabilities	109



## INDEPENDENT AUDITOR'S REPORT

### To the Prime Minister

#### Report on the annual financial statements

##### Opinion

In my opinion, the financial statements of the Office of the Official Secretary to the Governor-General (the Entity) for the year ended 30 June 2022:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2022 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2022 and for the year then ended:

- Statement by the Official Secretary to the Governor-General and A/g Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to the financial statements, comprising an Overview Note with a summary of significant accounting policies and other explanatory information.

##### Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

##### Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Official Secretary to the Governor-General is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Official Secretary to the Governor-General is also responsible for such internal control as the Official Secretary to the Governor-General determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

GPO Box 707, Canberra ACT 2601  
38 Sydney Avenue, Forrest ACT 2603  
Phone (02) 6203 7300

In preparing the financial statements, the Official Secretary to the Governor-General is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Official Secretary to the Governor-General is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

#### **Auditor's responsibilities for the audit of the financial statements**

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Amy Wicks

Audit Principal

Delegate of the Auditor-General

Canberra

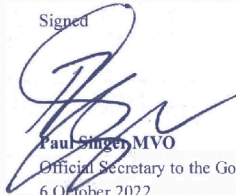
6 October 2022

**Statement by the Official Secretary to the Governor-General  
and A/g Chief Financial Officer**

In our opinion, the attached financial statements for the year ended 30 June 2022 comply with subsection 42 (2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41 (2) of the PGPA Act.


In our opinion, at the date of this statement, there are reasonable grounds to believe that the Office of the Official Secretary to the Governor-General will be able to pay its debts as and when they fall due.

Signed



**Paul Singer MVO**  
Official Secretary to the Governor-General  
6 October 2022

Signed



**Nauman Khan**  
A/g Chief Financial Officer  
6 October 2022



**Office of the Official Secretary to the Governor-General**  
**Statement of Comprehensive Income**  
*for the period ended 30 June 2022*

	Notes	2022 \$	2021 \$	Original Budget \$
<b>NET COST OF SERVICES</b>				
<b>Expenses</b>				
Employee benefits	1A	9,632,826	9,107,624	10,034,000
Suppliers	1B	5,993,712	5,264,998	5,927,000
Suppliers - software as a service (SaaS)	1C	3,206,795	-	-
Depreciation and amortisation	5	555,271	558,369	482,000
Finance costs	1D	10	33	-
Losses from asset sales		23,034	6,926	-
<b>Total expenses</b>		<b>19,411,648</b>	<b>14,937,950</b>	<b>16,443,000</b>
<b>Own-source revenue</b>				
Revenue from contracts with customers	2A	241,482	258,029	171,000
Resources received free of charge	2B	175,117	252,347	85,000
<b>Total own-source revenue</b>		<b>416,599</b>	<b>510,376</b>	<b>256,000</b>
<b>Net (cost of) services</b>		<b>(18,995,049)</b>	<b>(14,427,574)</b>	<b>(16,187,000)</b>
<b>Revenue from Government</b>				
Departmental annual appropriations		15,952,000	14,292,000	15,705,000
<b>(Deficit) attributable to the Australian Government</b>		<b>(3,043,049)</b>	<b>(135,574)</b>	<b>(482,000)</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation surplus	5	176,037	-	-
<b>Total other comprehensive income</b>		<b>176,037</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive (loss)<sup>1</sup></b>		<b>(2,867,012)</b>	<b>(135,574)</b>	<b>(482,000)</b>

The above statement should be read in conjunction with accompanying notes.

1. Loss primarily driven by the expensing of \$3.2m in SaaS arrangements originally funded via the Departmental Capital Budget (DCB).

**Office of the Official Secretary to the Governor-General  
Statement of Comprehensive Income Budget Variance Commentary**

*for the period ended 30 June 2022*

<b>Explanations of major variances<sup>1</sup></b>	<b>Affected line items (and statement)</b>
<p><u>Employee expenses</u></p> <p>Employee expenses were under budget by \$401k (4%) predominantly because of a lower than budgeted average staffing level (ASL) due to the impacts of COVID-19 on recruitment activity. Additionally, an increase in the bond rate from 1.5% to 3.7% resulted in a reduction in the long service leave provision balance, further reducing employee expenses.</p> <p>Employee expenses in the cash flow statement were under budget by \$875k (9%) as a result of the above.</p>	<p><i>Employee benefits expense (Statement of Comprehensive Income), Employee provisions (Statement of Financial Position), Operating cash used - employees (Cash Flow Statement)</i></p>
<p><u>SaaS expenses</u></p> <p>SaaS expenses were over budget by \$3.2m (100%) due to the Office receiving capital funding for its ICT modernisation program which is not reflected in the supplier budget. The Office has subsequently obtained approval from the Department of Finance (DoF) for the reclassification of the funds into "operating" to bring the funding type and associated expenses in line with each other.</p> <p>Supplier expenses in the cash flow statement were also over budget as a result of the above.</p>	<p><i>Suppliers expense (Statement of Comprehensive Income), Suppliers payable (Statement of Financial Position), Operating cash used - suppliers (Cash Flow Statement)</i></p>
<p><u>Own source revenue</u></p> <p>Revenue from contracts with customers exceeded budget by \$70k (41%) predominantly as a result of settling an insurance claim with Comcover relating to a fire panel which was damaged by lightning.</p> <p>Resources received free of charge exceeded budget by \$90k (106%) primarily due to the recognition of secondment arrangements under AASB 1058 in support of the Governor-General's program.</p>	<p><i>Own source income (Statement of Comprehensive Income), Operating cash received - other (Cash Flow Statement)</i></p>
<p>1. Variances are considered to be 'major' based on the following criteria:</p> <ul style="list-style-type: none"> <li>• the variance between budget and actual is greater than 10%; and</li> <li>• the variance between budget and actual is greater than 2% of the relevant category (Income, Expenses and Equity totals); or</li> <li>• an item below this threshold but is considered important for the reader's understanding or is relevant to an assessment of the discharge of accountability and to an analysis of performance of an entity.</li> </ul>	

**Office of the Official Secretary to the Governor-General**  
**Statement of Financial Position**  
*as at 30 June 2022*

	Notes	2022 \$	2021 \$	Original Budget \$
<b>ASSETS</b>				
<b>Financial Assets</b>				
Cash and cash equivalents	10	167,198	196,623	88,000
Trade and other receivables	4	10,704,984	6,982,559	5,476,000
<b>Total financial assets</b>		<b>10,872,182</b>	<b>7,179,182</b>	<b>5,564,000</b>
<b>Non-Financial Assets</b>				
Plant and equipment	5	2,317,418	2,023,137	8,755,000
Intangibles	5	243,225	532,046	708,000
Inventories		35,005	34,076	35,000
Prepayments		223,994	224,160	102,000
<b>Total non-financial assets</b>		<b>2,819,642</b>	<b>2,813,419</b>	<b>9,600,000</b>
<b>Total assets</b>		<b>13,691,824</b>	<b>9,992,601</b>	<b>15,164,000</b>
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers	6A	1,366,035	1,426,107	1,364,000
Other payables	6B	241,189	170,211	251,000
Leases	6C	-	1,790	3,000
<b>Total payables</b>		<b>1,607,224</b>	<b>1,598,108</b>	<b>1,618,000</b>
<b>Provisions</b>				
Employee provisions	7	3,252,541	2,844,422	2,616,000
<b>Total provisions</b>		<b>3,252,541</b>	<b>2,844,422</b>	<b>2,616,000</b>
<b>Total liabilities</b>		<b>4,859,765</b>	<b>4,442,530</b>	<b>4,234,000</b>
<b>Net assets</b>		<b>8,832,059</b>	<b>5,550,071</b>	<b>10,930,000</b>
<b>EQUITY</b>				
Contributed equity		11,288,095	5,139,095	11,155,000
Asset revaluation reserve		796,646	620,609	621,000
(Accumulated deficit)		(3,252,682)	(209,633)	(846,000)
<b>Total equity</b>		<b>8,832,059</b>	<b>5,550,071</b>	<b>10,930,000</b>

The above statement should be read in conjunction with accompanying notes.

**Office of the Official Secretary to the Governor-General**  
**Statement of Financial Position Budget Variance Commentary**  
*for the period ended 30 June 2022*

<b>Explanations of major variances<sup>1</sup></b>	<b>Affected line items (and statement)</b>
<p><u>Trade and other receivables</u></p> <p>The higher receivable balance of \$5.2m (95%) against the budget is predominantly related to undrawn appropriations as at year end. The Office received funding for the ICT modernisation program with the difference in timing of delivery of the program and appropriated funds resulting in an unspent balance as at year end.</p>	<p><i>Trade and other receivables (Statement of Financial Position), Operating cash received (Cash Flow Statement), Appropriations received (Cash Flow Statement), Section 74 receipts transferred to the Official Public Account (OPA) (Cash Flow Statement)</i></p>
<p><u>Non-financial assets</u></p> <p>Non-financial assets were under budget by \$6.7m (71%) as a result of SaaS expenditure being reclassified from capital funded projects to operating expenses during the financial year.</p> <p>Cash used for the purchase of property, plant and equipment in the cash flow statement were under budget by \$5.5m (90%) as a result of the above.</p>	<p><i>Non-financial assets (Statement of Financial Position), Investing cash used (Cash Flow Statement), Operating cash used (Cash Flow Statement)</i></p>
<p><u>Provisions</u></p> <p>Employee provisions exceeded budget by \$636k (24%) predominantly as a result of staff transferring to the Office bringing leave balances from their former agencies.</p> <p>In addition, staff have taken less annual leave during the financial year as a result of COVID-19 travel restrictions; contributing to a higher liability balance.</p>	<p><i>Employee benefits expense (Statement of Comprehensive Income), Employee provisions (Statement of Financial Position)</i></p>
<p>1. Variances are considered to be ‘major’ based on the following criteria:</p> <ul style="list-style-type: none"> <li>• the variance between budget and actual is greater than 10%; and</li> <li>• the variance between budget and actual is greater than 2% of the relevant category (Income, Expenses and Equity totals); or</li> <li>• an item below this threshold but is considered important for the reader’s understanding or is relevant to an assessment of the discharge of accountability and to an analysis of performance of an entity.</li> </ul>	

Office of the Official Secretary to the Governor-General  
Statement of Changes in Equity  
for the period ended 30 June 2022

	Retained earnings			Asset revaluation surplus			Contributed equity/capital			Total equity		
	2022	2021	Original Budget	2022	2021	Original Budget	2022	2021	Original Budget	2022	2021	Original Budget
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening balance</b>												
Balance carried forward from previous period	(209,633)	(74,059)	(364,000)	620,609	620,609	621,000	5,139,095	3,271,095	5,006,000	5,550,071	3,817,645	5,263,000
<b>Comprehensive income</b>												
Other comprehensive income (Deficit) for the period	-	-	-	176,037	-	-	-	-	-	176,037	-	-
	(3,043,049)	(135,574)	(482,000)	-	-	-	-	-	-	(3,043,049)	(135,574)	(482,000)
<b>Total comprehensive (loss)</b>	(3,043,049)	(135,574)	(482,000)	176,037	-	-	-	-	-	(2,867,012)	(135,574)	(482,000)
Department capital budget <sup>1</sup>	-	-	-	-	-	-	6,149,000	1,868,000	6,149,000	6,149,000	1,868,000	6,149,000
<b>Total transactions with owners</b>	-	-	-	-	-	-	6,149,000	1,868,000	6,149,000	6,149,000	1,868,000	6,149,000
<b>Closing balance as at 30 June</b>	(3,252,682)	(209,633)	(846,000)	796,646	620,609	621,000	11,288,095	5,139,095	11,155,000	8,832,059	5,550,071	10,930,000

The above statement should be read in conjunction with the accompanying notes.

Major variances between the actual and original budgeted amounts for 2021-22 are described in the budget variances commentary in the statement of comprehensive income and statement of financial position.

*Equity Injections*

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and DCBs are recognised directly in contributed equity in that year.

1. To be read in conjunction with Note 18.

**Office of the Official Secretary to the Governor-General**  
**Cash Flow Statement**  
*for the period ended 30 June 2022*

	2022 \$	2021 \$	Original Budget \$
<b>OPERATING ACTIVITIES</b>			
<b>Cash received</b>			
Appropriations	19,029,474	15,015,259	15,705,000
Rendering of services	173,451	219,018	171,000
GST received	823,039	427,326	-
Other	74,413	54,319	-
<b>Total cash received</b>	<b>20,100,377</b>	<b>15,715,922</b>	<b>15,876,000</b>
<b>Cash used</b>			
Employees	(9,158,554)	(8,841,118)	(10,034,000)
Suppliers	(9,679,068)	(5,622,331)	(5,842,000)
Section 74 receipts transferred to OPA	(1,273,982)	(993,840)	-
Interest payments on lease liabilities	(10)	(33)	-
<b>Total cash used</b>	<b>(20,111,614)</b>	<b>(15,457,322)</b>	<b>(15,876,000)</b>
<b>Net cash from / (used by) operating activities</b>	<b>(11,237)</b>	<b>258,600</b>	<b>-</b>
<b>INVESTING ACTIVITIES</b>			
<b>Cash received</b>			
Proceeds from sales of property, plant and equipment	27,273	7,361	-
<b>Total cash received</b>	<b>27,273</b>	<b>7,361</b>	<b>-</b>
<b>Cash used</b>			
Purchase of property, plant and equipment	(620,595)	(831,394)	(6,149,000)
<b>Total cash used</b>	<b>(620,595)</b>	<b>(831,394)</b>	<b>(6,149,000)</b>
<b>Net cash used by investing activities</b>	<b>(593,322)</b>	<b>(824,033)</b>	<b>(6,149,000)</b>
<b>FINANCING ACTIVITIES</b>			
<b>Cash received</b>			
Contributed equity - DCB	576,924	675,859	6,149,000
<b>Total cash received</b>	<b>576,924</b>	<b>675,859</b>	<b>6,149,000</b>
<b>Cash used</b>			
Principal payments of lease liabilities	(1,790)	(1,767)	-
<b>Total cash used</b>	<b>(1,790)</b>	<b>(1,767)</b>	<b>-</b>
<b>Net cash from financing activities</b>	<b>575,134</b>	<b>674,092</b>	<b>6,149,000</b>
<b>Net increase/(decrease) in cash held</b>	<b>(29,425)</b>	<b>108,659</b>	<b>-</b>
Cash and cash equivalents at the beginning of the reporting period	196,623	87,964	88,000
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>167,198</b>	<b>196,623</b>	<b>88,000</b>

The above statement should be read in conjunction with the accompanying notes.

Major variances between the actual and original budgeted amounts for 2021-22 are described in the budget variances commentary in the statement of comprehensive income and statement of financial position.

**Office of the Official Secretary to the Governor-General  
Administered Schedule of Comprehensive Income**

for the year ended 30 June 2022

	Notes	2022 \$	2021 \$	Original Budget \$
<b>NET COST OF SERVICES</b>				
<b>Expenses</b>				
Suppliers	11	2,298,692	1,147,764	4,510,000
Governor-General's salary		495,000	495,000	495,000
Depreciation and amortisation	14	1,920,439	1,842,918	1,985,000
Write-down and impairment of assets		7,479	30,942	-
<b>Total expenses</b>		<b>4,721,610</b>	<b>3,516,624</b>	<b>6,990,000</b>
<b>Income</b>				
<b>Revenue</b>				
<b>Non-taxation revenue</b>				
Revenue from contracts with customers - sale of goods		24,929	25,710	38,000
<b>Total non-taxation revenue</b>		<b>24,929</b>	<b>25,710</b>	<b>38,000</b>
<b>Total income</b>		<b>24,929</b>	<b>25,710</b>	<b>38,000</b>
<b>Net cost of services</b>		<b>(4,696,681)</b>	<b>(3,490,914)</b>	<b>(6,952,000)</b>
<b>Deficit</b>		<b>(4,696,681)</b>	<b>(3,490,914)</b>	<b>(6,952,000)</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation reserve	14	4,494,099	12,850,000	-
<b>Total other comprehensive income</b>		<b>4,494,099</b>	<b>12,850,000</b>	<b>-</b>
<b>Total comprehensive (loss) / surplus</b>		<b>(202,582)</b>	<b>9,359,086</b>	<b>(6,952,000)</b>

The above schedule should be read in conjunction with the accompanying notes.

**Office of the Official Secretary to the Governor-General**  
**Administered Schedule of Assets and Liabilities**  
*as at 30 June 2022*

	Notes	2022 \$	2021 \$	Original Budget \$
<b>ASSETS</b>				
<b>Financial assets</b>				
Cash and cash equivalents		588	1,116,232	1,000
Trade and other receivables	13	213,343	253,159	199,000
<b>Total financial assets</b>		<b>213,931</b>	<b>1,369,391</b>	<b>200,000</b>
<b>Non-financial assets</b>				
Land and buildings	14	169,941,621	164,822,600	152,016,000
Property, plant and equipment	14	1,375,902	1,422,728	2,005,000
Inventories	15	4,228,358	3,077,337	1,901,000
<b>Total non-financial assets</b>		<b>175,545,881</b>	<b>169,322,665</b>	<b>155,922,000</b>
<b>Total assets administered on behalf of Government</b>		<b>175,759,812</b>	<b>170,692,056</b>	<b>156,122,000</b>
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers	16	212,787	1,300,898	148,000
<b>Total payables</b>		<b>212,787</b>	<b>1,300,898</b>	<b>148,000</b>
<b>Total liabilities administered on behalf of Government</b>		<b>212,787</b>	<b>1,300,898</b>	<b>148,000</b>
<b>Net assets</b>		<b>175,547,025</b>	<b>169,391,158</b>	<b>155,974,000</b>

The above schedule should be read in conjunction with the accompanying notes.



**Office of the Official Secretary to the Governor-General**  
**Schedules of Administered Items Budget Variance Commentary**  
*for the period ended 30 June 2022*

Explanations of major variances <sup>1</sup>	Affected line items (and schedule)
<p><u>Suppliers</u></p> <p>The financial statements recognise the cost of medal inventory as an expense once the medal is awarded and issued. The budget recognises supplier expense as the total cash funding available to the Office for medals and other related purchases.</p> <p>The under budget variance of \$2.2m (49%) is because fewer National Emergency Medals were issued than anticipated.</p>	<p><i>Supplier expense (Administered Schedule of Comprehensive Income), Inventories (Administered Schedule of Assets and Liabilities), Operating cash used (Cash Flow Statement)</i></p> <p><i>Suppliers Payable (Administered Schedule of Financial Position), Operating cash used (Cash Flow Statement)</i></p>
<p><u>Non-Financial Assets</u></p> <p>Land and buildings exceeded budget by \$17.9m (12%) predominantly as a result of an increase in the fair value of land and buildings following independent revaluations conducted by Jones Lang LaSalle Australia Pty Limited (JLL) subsequent to the 2021-22 budget.</p> <p>Inventories exceeded budget by \$2.3m (122%) mainly because of more medals being purchased during the financial year to cater for the expected influx of National Emergency Medals nominations as a result of the 2019 bush fire crisis.</p>	<p><i>Land and buildings (Administered Schedule of Assets and Liabilities), Other comprehensive income (Administered Schedule of Other Comprehensive Income)</i></p> <p><i>Inventories (Administered Schedule of Financial Position), Operating cash used (Cash Flow Statement)</i></p>
<p>1. Variances are considered to be ‘major’ based on the following criteria:</p> <ul style="list-style-type: none"> <li>• the variance between budget and actual is greater than 10%; and</li> <li>• the variance between budget and actual is greater than 2% of the relevant category (Income, Expenses and Equity totals); or</li> <li>• an item below this threshold but is considered important for the reader’s understanding or is relevant to an assessment of the discharge of accountability and to an analysis of performance of an entity.</li> </ul>	

**Office of the Official Secretary to the Governor-General  
Administered Reconciliation Schedule**

*for the year ended 30 June 2022*

	2022	2021
	\$	\$
<b>Opening assets less liabilities as at 1 July</b>	<b>169,391,158</b>	153,332,117
<b>Net cost of services</b>		
Income	24,929	25,710
Expenses		
Payments to entities other than corporate Commonwealth entities	(4,721,610)	(3,516,624)
<b>Other comprehensive income:</b>		
Revaluations transferred to reserves	4,494,099	12,850,000
<b>Transfers to/from the Australian Government:</b>		
Annual Appropriations	6,519,077	6,754,735
Special Appropriations	495,000	495,000
Appropriation transfers to OPA:		
Transfers to OPA	(655,628)	(549,780)
<b>Closing assets less liabilities as at 30 June</b>	<b>175,547,025</b>	169,391,158

**Administered Cash Transfers to and from the OPA**

Revenue collected by the Office for use by the Government rather than the Office is administered revenue. Collections are transferred to the OPA maintained by DoF. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of Government. These transfers to and from the OPA are adjustments to the administered cash held by the Office on behalf of the Government and reported as such in the schedule of administered cash flows and in the administered reconciliation schedule.

**Office of the Official Secretary to the Governor-General**  
**Administered Cash Flow Statement**  
*for the period ended 30 June 2022*

	Notes	2022 \$	2021 \$	Original Budget \$
<b>OPERATING ACTIVITIES</b>				
<b>Cash received</b>				
Sales of goods and rendering of services		24,534	28,689	38,000
Net GST received		51,908	-	-
<b>Total cash received</b>		<u>76,442</u>	<u>28,689</u>	<u>38,000</u>
<b>Cash used</b>				
Suppliers		(4,557,000)	(1,332,597)	(4,510,000)
Governor-General's salary		(495,000)	(495,000)	(495,000)
Net GST paid		-	(28,256)	-
<b>Total cash used</b>		<u>(5,052,000)</u>	<u>(1,855,853)</u>	<u>(5,005,000)</u>
<b>Net cash flows used by operating activities</b>		<u>(4,975,558)</u>	<u>(1,827,164)</u>	<u>(4,967,000)</u>
<b>INVESTING ACTIVITIES</b>				
<b>Cash used</b>				
Purchase of property, plant and equipment		(2,498,534)	(3,757,251)	(2,707,000)
<b>Total cash used</b>		<u>(2,498,534)</u>	<u>(3,757,251)</u>	<u>(2,707,000)</u>
<b>Net cash flows used by investing activities</b>		<u>(2,498,534)</u>	<u>(3,757,251)</u>	<u>(2,707,000)</u>
<b>Net (decrease) in cash held</b>		<u>(7,474,092)</u>	<u>(5,584,414)</u>	<u>(7,674,000)</u>
Cash from OPA:				
- Appropriations <sup>1</sup>		7,014,076	7,249,736	7,712,000
<b>Total cash from OPA</b>		<u>7,014,076</u>	<u>7,249,736</u>	<u>7,712,000</u>
Cash to OPA for:				
- Appropriations		(655,628)	(549,780)	(38,000)
<b>Total cash to OPA</b>		<u>(655,628)</u>	<u>(549,780)</u>	<u>(38,000)</u>
Cash and cash equivalents at the beginning of the reporting period		1,116,232	691	1,000
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>588</u>	<u>1,116,232</u>	<u>1,000</u>

The above schedule should be read in conjunction with the accompanying notes.

Major variances between the actual and original budgeted amounts for 2021-22 are described in the budget variances commentary in the statement of comprehensive income and statement of financial position.

1. Appropriations include \$2,502,987 Administered Capital Budget (ACB) (2021: \$3,760,928).

## Overview Note: Summary of Significant Accounting Policies

### 1.1 Outcome

The Office of the Official Secretary to the Governor-General (the Office) is an Australian Government controlled not-for-profit entity. The Office is a statutory office established under the *Governor-General Act 1974* and is structured to meet the following outcome:

#### *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.*

The Office's activities contributing toward the outcome are classified as either departmental or administered. Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by the Office in its own right. Administered activities involve the management oversight by the Office, on behalf of the Government, of items controlled or incurred by the Government.

Departmental activities are identified under one program - Support for the Governor-General and Official Functions and two program components:

- Component 1 - Support of the Governor-General; and
- Component 2 - Administration of the Australian Honours and Awards system.

The Office conducts the following administered activities on behalf of the Government:

- Pays the salary of the Governor-General;
- Purchases goods and services in connection with the administration of the Australian Honours and Awards system;
- Provides for depreciation of assets used in connection with the provision of services to the Governor-General; and
- Manages and maintains the official household and property.

The above activities are discussed in more detail in the body of the Annual Report.

The continued existence of the Office in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament for the Office's administration and program.

### 1.2 Basis of Preparation of the Financial Statements

The financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a) Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR); and
- b) Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars.

### 1.3 New Accounting Standards

All new and revised accounting standards that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on the entity's financial statements.

Standard/Interpretation	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
AASB 1060 General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities	AASB 1060 applies to annual reporting periods beginning on or after 1 July 2021 and replaces the reduced disclosure requirements (RDR) framework. The application of AASB 1060 involves some reduction in disclosure compared to the RDR with no impact on the reported financial position, financial performance and cash flows of the entity.

### 1.4 Significant Accounting Judgements and Estimates

No accounting assumptions and estimates have been identified that have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next accounting period.

In accordance with AASB 13 the fair value of property, plant and equipment has been taken to be the market price of similar assets as determined by an independent valuer. In some instances, the Office's buildings are purpose built and may in fact realise more or less in the market. A revaluation was undertaken as at 30 June 2022.

The Office has assessed the impact of COVID-19 pandemic on the balances included in its financial statements and has concluded that COVID-19 has not had a material impact on the fair value of these assets.

### 1.5 Revenue

#### Revenue from Government

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as revenue from Government when the Office gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts.

#### Sale of Assets

Gains from disposal of non-current assets are recognised when control of the asset has passed to the buyer.

### 1.6 Cash

Cash and cash equivalents include cash on hand and cash at bank. Cash is recognised at its nominal amount.

### 1.7 Inventories

Inventories held for distribution are valued at cost, adjusted for any loss of service potential. Inventories acquired at no cost or nominal consideration are initially measured at current replacement cost at the date of acquisition.

### 1.8 Taxation

The Office is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

### 1.9 Reporting of Administered Activities

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes.

Except where otherwise stated below, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

### **Revenue**

All administered revenues are revenues relating to the course of ordinary activities performed by the Office on behalf of the Australian Government. As such, administered appropriations are not revenues of the Office in that the Office only oversees distribution or expenditure of the funds as directed.

Revenue is generated from the sale of replacement medals to recipients who earlier received awards under the Australian Honours and Awards system. Administered fee revenue is recognised when it is invoiced. It is recognised at its nominal amount less any impairment allowance account. Collectability of debts is reviewed at balance date. Allowances are made when collection of the debt is judged to be less rather than more likely.

#### **1.10 Events After the Reporting Period**

There was no subsequent event that had the potential to significantly affect the ongoing structure and financial activities of the Office.

#### **1.11 Contingent Assets and Liabilities**

At 30 June 2022, the Office had no contingent assets or liabilities to disclose.



### Note 1: Expenses

	2022	2021
	\$	\$
<b>Note 1A: Employee Benefits</b>		
Wages and salaries	7,899,370	7,006,782
Superannuation:		
Defined contribution plans	805,656	725,469
Defined benefit plans	531,572	543,700
Leave and other entitlements	396,228	831,673
<b>Total employee benefits</b>	<b>9,632,826</b>	<b>9,107,624</b>

Accounting policies for employee related expenses is contained in Note 7.

### Note 1B: Suppliers

#### Goods and services

Consultants and contractors	1,524,054	1,330,571
Travel	298,578	200,943
IT services	921,478	660,611
Property maintenance	1,234,654	1,458,239
Professional fees	732,566	712,609
Printing, consumables and general	568,169	272,187
Household and hospitality	399,401	300,491
Other	190,359	249,628
<b>Total goods and services supplied or rendered</b>	<b>5,869,259</b>	<b>5,185,279</b>

#### Goods and services are made up of:

Provision of goods	567,157	612,661
Rendering of services	5,302,102	4,572,618
<b>Total goods and services supplied or rendered</b>	<b>5,869,259</b>	<b>5,185,279</b>

#### Other suppliers

Workers compensation expenses	124,453	79,719
<b>Total other suppliers</b>	<b>124,453</b>	<b>79,719</b>
<b>Total suppliers</b>	<b>5,993,712</b>	<b>5,264,998</b>

### Note 1C: Suppliers - SaaS

SaaS expenditure - cloud computing arrangements	3,206,795	-
<b>Total goods and services supplied or rendered - SaaS</b>	<b>3,206,795</b>	<b>-</b>

#### Goods and services are made up of:

Rendering of services	3,206,795	-
<b>Total goods and services supplied or rendered - SaaS</b>	<b>3,206,795</b>	<b>-</b>

### Accounting Policy

Cloud computing arrangements (CCA) are first evaluated whether they contain a lease. Non-lease components are further evaluated as a service contract or an intangible asset. CCA are an intangible asset if it is identifiable, controlled by the Office and give the Office the power to obtain future economic benefits. Configuration or customisation costs from CCAs are evaluated under the same principles. Useful life of intangible assets under CCA are determined by obsolescence, technology, economic factors and any rapid changes that may be occurring in the development of hosting arrangements or hosted software.

### Note 1D: Finance costs

Interest on lease liabilities <sup>1</sup>	10	33
<b>Total finance costs</b>	<b>10</b>	<b>33</b>

The above lease disclosure should be read in conjunction with the accompanying note 6.

### Accounting Policy

All borrowing costs are expensed as incurred.

1. This is related to the interest component of lease payments for a right of use (ROU) asset recognised under AASB 16.

## Note 2: Own-Source Revenue

	2022	2021
	\$	\$

### Own-Source Revenue

#### Note 2A: Revenue from Contracts with Customers

Rendering of services <sup>1</sup>	230,686	254,705
Miscellaneous receipts	10,796	3,324
<b>Total revenue from contracts with customers</b>	<b>241,482</b>	<b>258,029</b>

#### Disaggregation of revenue from contracts with customers

Type of customer:

Service delivery to Australian Government entities	230,686	254,705
Sales to non-Government entities	10,796	3,324
	<b>241,482</b>	<b>258,029</b>

#### Accounting Policy

Revenue from the provision of services is recognised when control has been transferred to the buyer. Under the income recognition model of AASB 15 the Office shall first determine whether an enforceable agreement exists and whether the promises to transfer goods or services to the customer are 'sufficiently specific'. If an enforceable agreement exists and the promises are 'sufficiently specific' (to a transaction or part of a transaction), the Office applies the general AASB 15 principles to determine the appropriate revenue recognition. If these criteria are not met, the Office shall consider whether AASB 1058 applies.

The transaction price is the total amount of consideration to which the Office expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

1. Rendering of services for the current financial year predominantly relates to revenue arising from the memorandum of understanding (MOU) with the Department of Prime Minister and Cabinet (PM&C) to undertake grounds maintenance at Kirribilli House on its behalf.

#### Note 2B: Other Revenue

Resources received free of charge

Audit services provided by the Australian National Audit Office	85,000	85,000
Secondment arrangements	90,117	167,347
<b>Total resources received free of charge</b>	<b>175,117</b>	<b>252,347</b>
<b>Total other revenue</b>	<b>175,117</b>	<b>252,347</b>

#### Accounting Policy

##### *Resources received free of charge*

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense.

##### *Secondments*

Secondment arrangement services received free of charge are accounted for as the fair value that the Office would otherwise have paid for the services if not provided voluntarily. In accordance with the requirements of AASB 1058, the value of these services has been recognised as resources received free of charge for the financial year.

On the initial recognition of secondment arrangement services as an asset or an expense, the Office recognises any related amounts in accordance with the relevant standard. The Office recognises the excess of the fair value of the services over the recognised related amounts as income immediately in the income statement.



### Note 3: Fair Value Measurements

#### Note 3: Fair Value Measurements

	Fair value measurements at the end of the reporting period	
	2022	2021
	\$	\$
<b>Non-financial assets</b>		
Property, plant and equipment	2,317,418	2,023,137
<b>Total non-financial assets</b>	<b>2,317,418</b>	<b>2,023,137</b>
<b>Total fair value measurements of assets in the statement of financial position</b>	<b>2,317,418</b>	<b>2,023,137</b>

#### Accounting Policy

In accordance with AASB 13 the fair value of property, plant and equipment has been taken to be the market price of similar assets as determined by an independent valuer. A revaluation was undertaken as at 30 June 2022.

Refer to Note 5.

#### Note 4: Financial Assets

	2022	2021
	\$	\$
<b>Note 4: Trade and Other Receivables</b>		
Appropriations receivable <sup>1</sup>	10,465,803	6,697,219
Other receivables	8,589	14,974
GST receivable from the Australian Taxation Office	230,592	270,366
<b>Total goods and services receivables</b>	<b>10,704,984</b>	<b>6,982,559</b>
<b>Total trade and other receivables (net)</b>	<b>10,704,984</b>	<b>6,982,559</b>

Credit terms for goods and services were within 30 days (2021: 30 days).

#### Accounting Policy

##### *Financial assets*

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest (SPPI), that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

1. To be read in conjunction with Note 18 Table B. Excludes unspent cash of \$167,198.

## Note 5: Non-Financial Assets

### Note 5: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles (2021-22)

	Plant and equipment \$	Computer software purchased \$	Total \$
<b>As at 1 July 2021</b>			
Gross book value	2,799,291	1,159,386	3,958,677
Accumulated depreciation and impairment	(776,154)	(627,340)	(1,403,494)
<b>Total as at 1 July 2021</b>	<b>2,023,137</b>	<b>532,046</b>	<b>2,555,183</b>
Additions:			
Work in progress	23,756	29,068	52,824
Asset Purchases	567,773	-	567,773
Revaluations recognised in other comprehensive income	176,037	-	176,037
Depreciation/Amortisation expense	(422,978)	(132,293)	(555,271)
Other movements - Reclassifications	-	(185,596)	(185,596)
Disposals:			
Gross book value of disposed assets	(89,776)	-	(89,776)
Accumulated depreciation of disposed assets	39,469	-	39,469
<b>Total as at 30 June 2022</b>	<b>2,317,418</b>	<b>243,225</b>	<b>2,560,643</b>
<b>Total as at 30 June 2022 represented by:</b>			
Gross book value	2,509,358	1,002,858	3,512,216
Accumulated depreciation and impairment	(191,940)	(759,633)	(951,573)
<b>Total as at 30 June 2022</b>	<b>2,317,418</b>	<b>243,225</b>	<b>2,560,643</b>

#### Revaluations of non-financial assets

A revaluation of non-current assets at Government House and Admiralty House was conducted as at 30 June 2022 by an independent valuer, JLL, in accordance with the revaluation policy stated at Note 5. This resulted in an increment of \$176,037 in the fair value of the non-current assets.

#### Contractual commitments for the acquisition of property, plant, equipment and intangible assets

Contractual commitments relating to non-financial assets amounted to **\$72,761** (2021: \$105,228) GST inclusive.

## Accounting Policy

### Acquisition of Assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

### Property, Plant and Equipment

#### Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$3,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located.

#### ROU Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

On initial adoption of AASB 16 the Office has adjusted the ROU assets at the date of initial application by the amount of any provision for onerous leases recognised immediately before the date of initial application. Following initial application, an impairment review is undertaken for any ROU lease asset that shows indicators of impairment and any impairment loss is recognised against any ROU lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition in the Office's financial statements.

#### Revaluations

Following initial recognition at cost, property plant and equipment (excluding ROU assets) are carried at fair value (or an amount not materially different from fair value) less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets. The Office undertakes independent valuations on an annual basis for land assets. Independent valuations for infrastructure, property, plant and equipment are undertaken on a triennial basis.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

In relation to the official properties administered by the Office, the disposal of land is restricted as follows:

- in the case of Government House - by government zoning under the National Capital Plan; and
- in the case of Admiralty House - by New South Wales Legislation - *Governor-General's Residence (Grant) Act 1945*.

#### Depreciation

Depreciable property, plant and equipment are written-off to their estimated residual values over their estimated useful lives to the Office using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable assets are based on the following remaining useful lives:

	2022	2021
Buildings on freehold land	1 to 126 years	1 to 116 years
Plant and equipment	1 to 54 years	1 to 57 years
Furniture and fittings, fine arts and antiques	3 to 182 years	3 to 185 years
Motor vehicles	2 to 11 years	2 to 14 years
Ceremonial motor vehicles	32 years	35 years
Computer hardware	1 to 4 years	1 to 4 years

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

#### **Impairment**

All assets were assessed for indications of impairment as at 30 June 2022. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the Office was deprived of the asset, its value in use is taken to be its depreciated replacement cost.

#### **Derecognition**

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

#### **Intangibles**

The Office's intangibles comprise purchased software for internal use. In the absence of an active market these assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The average useful life of the Office's software is 5 years (2021: 5 years).

All software assets were assessed for indications of impairment as at 30 June 2022. No indicators of impairment were identified.

## Note 6: Payables

	2022	2021
	\$	\$

### **Note 6A: Suppliers**

Trade creditors and accruals	1,366,035	1,426,107
<b>Total suppliers</b>	<b>1,366,035</b>	<b>1,426,107</b>

Supplier payables are settled within 20 days.

### **Note 6B: Other Payables**

Salaries and wages	199,064	141,427
Superannuation	33,587	25,071
Other	8,538	3,713
<b>Total other payables</b>	<b>241,189</b>	<b>170,211</b>

Total other payables are expected to be settled in no more than 12 months.

### **Note 6C: Leases**

Lease liabilities	-	1,790
<b>Total leases</b>	<b>-</b>	<b>1,790</b>

Total cash outflow for leases for the year ended 30 June 2022 was **\$1,800** (2021: \$1,800).

### **Maturity analysis - contractual undiscounted cash flows**

Within 1 year	-	1,800
<b>Total leases</b>	<b>-</b>	<b>1,800</b>

The above lease disclosure should be read in conjunction with the accompanying note 1C.

### **Accounting Policy**

For all new contracts entered into, the Office considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the Office's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the ROU asset or profit and loss depending on the nature of the reassessment or modification.

## Note 7: Provisions

	2022	2021
	\$	\$
<b>Note 7: Employee Provisions</b>		
Leave	3,252,541	2,844,422
<b>Total employee provisions</b>	<b>3,252,541</b>	<b>2,844,422</b>

### Accounting Policy

Liabilities for short-term employee benefits and termination benefits due within twelve months of the end of the reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

### Leave

The liability for employee benefits includes provision for annual leave and long service leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates applicable at the time the leave is taken, including the Office's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been calculated using DoF's Shorthand Model which incorporates the work of an actuary as at 30 June 2022. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

### Superannuation

Staff of the Office are members of the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap), or employee nominated superannuation funds held outside the Australian Government.

The PSS is a defined benefit scheme for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported by the DoF's administered schedules and notes.

The Office makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The Office accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions.

### Note 8: Key Management Personnel Remuneration

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the entity. The Office has determined the KMP to be the Official Secretary and the Deputy Official Secretary. KMP remuneration is reported in the table below:

	2022 \$	2021 \$
<b>Short-term employee benefits:</b>		
Salary	518,958	534,803
Annual leave	34,918	34,650
Reportable fringe benefits	-	4,447
<b>Total short-term employee benefits</b>	<b>553,876</b>	<b>573,900</b>
<b>Post-employment benefits:</b>		
Superannuation	72,270	75,767
<b>Total post-employment benefits</b>	<b>72,270</b>	<b>75,767</b>
<b>Other long-term benefits:</b>		
Long-service leave <sup>1</sup>	2,194	23,773
<b>Total other long-term employee benefits</b>	<b>2,194</b>	<b>23,773</b>
<b>Total KMP remuneration expenses</b>	<b>628,340</b>	<b>673,440</b>

The total number of KMP that are included above is 2 (2021:2).

1. Long-service leave reflects the effect of the current bond rate which increased from 1.50% in the prior year to 3.7% this financial year.



## Note 9: Related Party Disclosures

### **Related party relationships:**

The Office is an Australian Government controlled entity. Related parties to the Office are KMP and other Australian Government entities. The Office has assessed the KMP to comprise of the Official Secretary and the Deputy Official Secretary.

### **Transactions with related parties:**

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions have not been separately disclosed in this note.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the Office, it has been determined that there are no related party transactions to be separately disclosed.

## Note 10: Financial Instruments

	2022	2021
	\$	\$
<b>Note 10: Categories of Financial Instruments</b>		
Financial assets at amortised cost		
Loans and receivables:		
Cash and cash equivalents	167,198	196,623
Trade and other receivables	8,589	14,974
<b>Total financial assets at amortised cost</b>	<b>175,787</b>	<b>211,597</b>
<b>Total financial assets</b>	<b>175,787</b>	<b>211,597</b>
<b>Financial Liabilities</b>		
Financial liabilities measured at amortised cost:		
Suppliers and other payables	1,366,035	1,426,107
Other	8,538	3,713
<b>Total financial liabilities</b>	<b>1,374,573</b>	<b>1,429,820</b>

The Office derived no interest income from financial assets in either the current or prior year.

### Accounting Policy

#### Financial assets

In accordance with AASB 9 *Financial Instruments*, the Office classifies its financial assets as financial assets at amortised cost. The classification depends on both the Office's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the Office becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

#### Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are SPPI on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

#### Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

#### Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on expected credit losses, using the general approach which measures the loss allowance based on an amount equal to *lifetime expected credit losses* where risk has significantly increased, or an amount equal to *12-month expected credit losses* if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

#### Financial liabilities

Financial liabilities are classified as other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

#### Financial Liabilities at Amortised Cost

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

## Note 11: Administered - Expenses

	2022	2021
	\$	\$
<b>Note 11: Suppliers</b>		
<b>Goods and services</b>		
Cost of medals <sup>1</sup>	2,126,078	1,012,260
Other	172,614	135,504
<b>Total goods and services</b>	<b>2,298,692</b>	<b>1,147,764</b>
<b>Goods and services are made up of:</b>		
Provision of goods	2,198,379	1,051,345
Rendering of services	100,313	96,419
<b>Total goods and services</b>	<b>2,298,692</b>	<b>1,147,764</b>

1. Relates to the volume of medals being issued during the financial year.

## Note 12: Administered - Fair Value Measurements

### Note 12: Fair Value Measurements

	Fair value measurements	
	2022	2021
	\$	\$
<b>Non-financial assets</b>		
Land	115,000,000	114,850,000
Buildings	54,941,621	49,972,600
Infrastructure, plant and equipment	1,375,902	1,422,728
<b>Total non-financial assets</b>	<b>171,317,523</b>	<b>166,245,328</b>
<b>Total fair value measurements of assets in the statement of financial position</b>	<b>171,317,523</b>	<b>166,245,328</b>

The above fair value disclosures should be read in conjunction with the accompanying note 14.

### Accounting Policy

In accordance with AASB 13 the fair value of land and buildings and property, plant and equipment has been taken to be the market price of similar properties and assets as determined by an independent valuer. In some instances, the Office's buildings are purpose built and may in fact realise more or less in the market.

Revaluations of non-financial assets at Government House and Admiralty House were conducted as at 30 June 2022 by an independent valuer, JLL, in accordance with the revaluation policy stated at Note 5. This resulted in an increment of \$4,494,099 in the fair value of the non-financial assets.

### Note 13: Administered - Financial Assets

	2022	2021
	\$	\$
<b>Note 13: Trade and Other Receivables</b>		
<b>Goods and services receivables in connection with:</b>		
Trade receivables	213,343	253,159
<b>Total Trade and other receivables</b>	<b>213,343</b>	<b>253,159</b>

Credit terms for goods and services were within 30 days (2021: 30 days).

**Note 14: Administered - Non-Financial Assets**

**Note 14 – Reconciliation of the Opening and Closing Balances of Land, Buildings and Infrastructure, Plant and Equipment (2021-22)**

	Land \$	Buildings \$	Total land and buildings \$	Infrastructure plant and equipment \$	Total \$
<b>As at 1 July 2021</b>					
Gross book value	114,850,000	53,277,158	168,127,158	1,600,466	169,727,624
Accumulated depreciation and impairment	-	(3,304,558)	(3,304,558)	(177,738)	(3,482,296)
<b>Total as at 1 July 2021</b>	<b>114,850,000</b>	<b>49,972,600</b>	<b>164,822,600</b>	<b>1,422,728</b>	<b>166,245,328</b>
<b>Additions:</b>					
Work in progress	-	1,685,390	1,685,390	-	1,685,390
Assets	-	813,145	813,145	-	813,145
Revaluations recognised in other comprehensive income	150,000	4,302,659	4,452,659	41,440	4,494,099
Depreciation	-	(1,832,173)	(1,832,173)	(88,266)	(1,920,439)
<b>Total as at 30 June 2022</b>	<b>115,000,000</b>	<b>54,941,621</b>	<b>169,941,621</b>	<b>1,375,902</b>	<b>171,317,523</b>
<b>Total as at 30 June 2022 represented by:</b>					
Gross book value	115,000,000	54,961,026	169,961,026	1,376,831	171,337,857
Accumulated depreciation and impairment	-	(19,405)	(19,405)	(929)	(20,334)
<b>Total as at 30 June 2022</b>	<b>115,000,000</b>	<b>54,941,621</b>	<b>169,941,621</b>	<b>1,375,902</b>	<b>171,317,523</b>

**Revaluations of non-financial assets**

A revaluation of non-financial assets at Government House and Admiralty House was conducted as at 30 June 2022 by an independent valuer, JLL, in accordance with the revaluation policy stated at Note 5. This resulted in an increment of \$4,494,099 in the fair value of the non-financial assets.

**Contractual commitments for the acquisition of property, plant, equipment and intangible assets**

Contractual commitments relating to non-financial assets amounted to **\$1,004,278** (2021: \$600,586) GST inclusive.

**Buildings**

Capital improvements to Government House and Admiralty House's official properties are undertaken from the Office's Administered Capital Budget (ACB).

## Note 15: Administered - Inventories

	2022	2021
	\$	\$
<b>Note 15: Inventories</b>		
Inventories held for distribution	<u>4,228,358</u>	<u>3,077,337</u>
<b>Total inventories</b>	<u>4,228,358</u>	<u>3,077,337</u>

Inventory consists of medals and related items (such as citation books) held for distribution. The medals inventory is not held for sale and is carried at cost adjusted when applicable for any loss of service potential.

During 2022, \$2,126,078 of inventory was recognised as an expense (2021: \$1,012,260).

**Note 16: Administered - Payables**

	2022	2021
	\$	\$
<b><u>Note 16: Suppliers</u></b>		
Trade creditors and accruals	<u>212,787</u>	<u>1,300,898</u>
<b>Total suppliers</b>	<u>212,787</u>	<u>1,300,898</u>

Creditor payables are settled within 20 days.



## Note 17: Administered - Financial Instruments

	2022	2021
	\$	\$

### **Note 17: Categories of Financial Instruments**

Financial assets at amortised cost

Loans and receivables:

Cash and cash equivalents	588	1,116,232
---------------------------	-----	-----------

Trade and other receivables	213,343	253,159
-----------------------------	---------	---------

<b>Total financial assets at amortised cost</b>	<b>213,931</b>	<b>1,369,391</b>
---	----------------	------------------

<b>Total financial assets</b>	<b>213,931</b>	<b>1,369,391</b>
-------------------------------	----------------	------------------

### **Financial Liabilities**

Financial liabilities measured at amortised cost:

Suppliers	212,787	1,300,898
-----------	---------	-----------

<b>Total financial liabilities</b>	<b>212,787</b>	<b>1,300,898</b>
------------------------------------	----------------	------------------

Financial Assets and Liabilities in this note reconcile with the disclosure at the Administered Schedule of Assets and Liabilities.

**Note 18: Appropriations**

**Table A: Annual Appropriations ('Recoverable GST exclusive')**

	2022 Appropriations			Appropriation applied in 2022 (current and prior years)	Variance <sup>4</sup>
	<i>Appropriation Act</i>	<i>PGPA Act</i>	Total appropriation		
	Annual appropriation	Adjustments to appropriation <sup>1</sup>			
	\$	\$			
DEPARTMENTAL					
Ordinary annual services <sup>1</sup>	15,952,000	510,000	16,462,000	(18,294,916)	(1,832,916)
Capital budget <sup>2</sup>	6,149,000	-	6,149,000	(576,924)	5,572,076
Total departmental	22,101,000	510,000	22,611,000	(18,871,840)	3,739,160
ADMINISTERED					
Ordinary annual services					
Administered items	4,510,000	-	4,510,000	(3,392,872)	1,117,128
Capital budget <sup>2</sup>	2,707,000	-	2,707,000	(2,502,987)	204,013
Total administered	7,217,000	-	7,217,000	(5,895,859)	1,321,141

**Notes:**

1. Ordinary annual services are appropriated through Appropriation Act 1 and Act 3 (PAES).

2. DCB and ACB are appropriated through Appropriation Act 1. They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.

3. Section 74 receipts.

4. The variance of \$1.8m in ordinary annual services is primarily because of expenditure relating to SaaS relevant to the ICT modernisation project. Funding for the ICT modernisation project was appropriated through DCB which was underspent by \$5.6m due to SaaS expenditure being paid through drawdowns from ordinary annual services appropriations.

The variance of \$1.1m in administered ordinary annual services is predominantly as a result of receiving nominations and liaising with stakeholders relating to National Emergency Medals, particularly with regard to eligible Local Government Areas (LGA's) and clarification on roles and responsibilities to verify service in direct response to the emergency. At times the inflow of this information from external agencies has not been timely which has added to the overall timeframes of the process. In addition, supplier side delivery constraints have also been a limiting factor in the Office's ability to issue the medals as per previous forecasts thereby contributing to the underspend.

The variance of \$204k in ACB is due to COVID-19 lock down restrictions during the financial year resulting in delays in works.

Note 18: Appropriations - cont'd

	2021 Appropriations				Appropriation applied in 2021 (current and prior years)	Variance <sup>3</sup>
	<i>Appropriation Act</i>	<i>PGPA Act</i>	Adjustment to appropriation <sup>2</sup>	Total appropriation		
	Annual appropriation	\$			\$	\$
DEPARTMENTAL						
	Ordinary annual services	14,292,000	465,037	14,757,037	(14,486,455)	270,582
	Capital budget <sup>1</sup>	1,868,000	-	1,868,000	(675,859)	1,192,141
Total departmental		16,160,000	465,037	16,625,037	(15,162,314)	1,462,723
ADMINISTERED						
	Ordinary annual services					
	Administered items	2,458,000	-	2,458,000	(2,417,608)	40,392
Capital budget <sup>1</sup>	3,304,000	-	-	3,304,000	(3,760,928)	(456,928)
Total administered		5,762,000	-	5,762,000	(6,178,536)	(416,536)

Notes:

1. DCB and ACB are appropriated through Appropriation Act 1. They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.
2. Section 74 receipts.
3. DCB was underspent by \$1.192m primarily because of the timing in the 2021 budget by Government due to the COVID-19 pandemic. This resulted in the procurement and development of assets relating to the ICT modernisation project of the Office commencing later than expected. ACB was over applied by \$456k as a result of carried forward funds from 2019-20 being utilised in the 2020-21 financial year.

Note 18: Appropriations -cont'd

Table B: Unspent Annual Appropriations ('Recoverable GST exclusive')

Authority	2022	2021
<b>DEPARTMENTAL</b>		
Appropriation Act (No 1) 2020-2021	-	5,159,000
Appropriation Act (No 1) 2020-2021 DCB	1,384,295	1,538,219
Appropriation Act (No 1) 2020-2021 Unspent Cash	-	196,623
Appropriation Act (No 1) 2021-2022	3,108,508	-
Appropriation Act (No 1) 2021-2022 DCB	5,726,000	-
Appropriation Act (No 1) 2021-2022 Unspent Cash	167,198	-
Appropriation Act (No 3) 2021-2022	247,000	-
<b>Total</b>	<b>10,633,001</b>	<b>6,893,842</b>
<b>ADMINISTERED</b>		
Appropriation Act (No 1) 2018-2019	-	1,910
Appropriation Act 1 - Capital Budget (DCB) - Non Operating 2018-2019	-	5,624
Appropriation Act (No 1) 2019-2020	193,342	193,342
Appropriation Act (No 1) 2020-2021	-	41,050
Appropriation Act 1 - Capital Budget (DCB) - Non Operating 2020-2021	-	107,030
Appropriation Act (No 1) 2021-2022	1,158,178	-
Appropriation Act 1 - Capital Budget (DCB) - Non Operating 2021-2022	311,043	-
<b>Total</b>	<b>1,662,563</b>	<b>348,956</b>

Table C: Special Appropriations ('Recoverable GST exclusive')

Authority	Type	Purpose	Appropriation applied
	Limited	Governor-General	2022 2021
Governor-General Act 1974 - s3 Salary of Governor-General			\$ \$
			495,000 495,000
<b>Total special appropriations applied</b>			<b>495,000</b> <b>495,000</b>

### Note 19: Net Cash Appropriation Arrangements

	2022	2021
	\$	\$
<b>Total comprehensive (loss) - as per the Statement of Comprehensive Income</b>	<b>(2,867,012)</b>	<b>(135,574)</b>
<b>Plus: depreciation/amortisation of assets funded through DCB<sup>1</sup></b>	<b>553,503</b>	<b>556,602</b>
<b>Plus: depreciation of ROU assets<sup>2</sup></b>	<b>1,768</b>	<b>1,767</b>
<b>Less: lease principal repayments<sup>2</sup></b>	<b>(1,790)</b>	<b>(1,767)</b>
<b>Net Cash Operating /(Deficit) / Surplus</b>	<b>(2,313,531)</b>	<b>421,028</b>

1. From 2010-11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expenses of non-corporate Commonwealth entities and selected corporate Commonwealth entities were replaced with a separate capital budget provided through equity appropriations. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required.

2. The inclusion of depreciation/amortisation expenses related to ROU leased assets and the lease liability principal repayment amount reflects the impact of AASB 16 Leases, which does not directly reflect a change in appropriation arrangements.

## Note 20: Current/Non-current Distinction for Assets and Liabilities

	2022	2021
	\$	\$
<b>Note 20A: Aggregate Assets and Liabilities</b>		
<b>Assets expected to be recovered in:</b>		
<b>No more than 12 months</b>		
Cash and cash equivalents	167,198	196,623
Trade and other receivables	10,704,984	6,982,559
Prepayments	214,143	213,571
Inventories	35,005	34,076
<b>Total no more than 12 months</b>	<b>11,121,330</b>	<b>7,426,829</b>
<b>More than 12 months</b>		
Property, plant and equipment	2,317,418	2,023,137
Computer software	243,225	532,046
Prepayments	9,851	10,589
<b>Total more than 12 months</b>	<b>2,570,494</b>	<b>2,565,772</b>
<b>Total assets</b>	<b>13,691,824</b>	<b>9,992,601</b>
<b>Liabilities expected to be settled in:</b>		
<b>No more than 12 months</b>		
Suppliers	1,366,035	1,426,107
Other payables	241,189	170,211
Leases	-	1,790
Employee provisions	1,313,790	1,015,412
<b>Total no more than 12 months</b>	<b>2,921,014</b>	<b>2,613,520</b>
<b>More than 12 months</b>		
Employee provisions	1,938,751	1,829,009
<b>Total more than 12 months</b>	<b>1,938,751</b>	<b>1,829,009</b>
<b>Total liabilities</b>	<b>4,859,765</b>	<b>4,442,529</b>

**Note 20: Current/non-current distinction for assets and liabilities - cont'd**

	2022	2021
	\$	\$
<b>Note 20B: Administered - Aggregate Assets and Liabilities</b>		
<b>Assets expected to be recovered in:</b>		
<b>No more than 12 months</b>		
Cash and cash equivalents	588	1,116,232
Trade and other receivables	213,343	253,159
Inventories	4,228,358	3,077,337
<b>Total no more than 12 months</b>	<b>4,442,289</b>	<b>4,446,728</b>
<b>More than 12 months</b>		
Land and Buildings	169,941,621	164,822,600
Property, plant and equipment	1,375,902	1,422,728
<b>Total more than 12 months</b>	<b>171,317,523</b>	<b>166,245,328</b>
<b>Total assets</b>	<b>175,759,812</b>	<b>170,692,056</b>
<b>Liabilities expected to be settled in:</b>		
<b>No more than 12 months</b>		
Suppliers	212,787	1,300,898
<b>Total no more than 12 months</b>	<b>212,787</b>	<b>1,300,898</b>
<b>Total liabilities</b>	<b>212,787</b>	<b>1,300,898</b>











# APPENDICES

CHAPTER 5



## APPENDIX A: THE COUNCIL FOR THE ORDER OF AUSTRALIA, THE AUSTRALIAN BRAVERY DECORATIONS COUNCIL AND THE NATIONAL EMERGENCY MEDAL COMMITTEE

---

### THE ORDER OF AUSTRALIA

AS AT 30 JUNE 2022

The Order of Australia was established as part of the Australian honours system by Letters Patent signed by Her Majesty The Queen on 14 February 1975.

#### CHANCELLOR OF THE ORDER

His Excellency General the Honourable David Hurley AC DSC (Retd)  
Governor-General of the Commonwealth of Australia.

#### SECRETARY OF THE ORDER

Mr Paul Singer MVO  
Official Secretary to the Governor-General

---

### COUNCIL FOR THE ORDER OF AUSTRALIA

#### MEMBERS – NOMINATED BY THE AUSTRALIAN GOVERNMENT

The Honourable Shane Stone AC QC (Chairman)  
Ms Jillian Segal AO  
The Honourable Cheryl Edwardes AM  
Ms Amelia Hodge  
Mr Rupert Myer AO  
Professor Mathew Vadas AO  
Ms Melinda O'Leary  
Mr Nyunggai Warren Mundine AO

## MEMBERS – NOMINATED BY STATE AND TERRITORY GOVERNMENTS

Mr Michael Miller RFD (New South Wales)  
Mr Joshua Puls MVO (Victoria)  
Ms Filly Morgan PSM (Queensland)  
Ms Carolyn Sladden (South Australia)  
Ms Kaylene Gulich PSM (Western Australia)  
Ms Jennifer Gale PSM (Tasmania)  
Mr Craig Kitchen MVO (Northern Territory)  
Ms Kathy Leigh (Australian Capital Territory)

## MEMBERS – EX OFFICIO

Senator the Honourable Katy Gallagher  
Vice-President of the Federal Executive Council

General Angus Campbell AO DSC  
Chief of the Defence Force

Ms Stephanie Foster PSM  
Deputy Secretary Governance  
Department of the Prime Minister and Cabinet

---

## COUNCIL FOR THE ORDER OF AUSTRALIA ATTENDANCE

## MEMBERS ATTENDING THE AUSTRALIA DAY 2022 MEETING (AUGUST 2021) - VIRTUAL MEETING

The Honourable Shane Stone AC QC (Chairman)  
Mr Rupert Myer AO  
Professor Mathew Vadas AO  
Ms Jillian Segal AO  
The Honourable Cheryl Edwardes AM  
Ms Melinda O'Leary  
Ms Amelia Hodge  
Ms Alison Playford (representing Ms Kathy Leigh)  
Colonel Michael Miller RFD  
Mr Craig Kitchen MVO  
Ms Filly Morgan PSM  
Ms Carolyn Sladden  
Ms Fiona Birkett MVO (representing Ms Jenny Gale)  
Mr Joshua Puls MVO  
Ms Kaylene Gulich PSM  
The Honourable Ben Morton MP  
(representing Senator the Honourable Simon Birmingham)  
Ms Stephanie Foster PSM

**MEMBERS ATTENDING THE AUSTRALIA DAY 2022  
MEETING (SEPTEMBER 2021) - VIRTUAL MEETING**

The Honourable Shane Stone AC QC (Chairman)  
Mr Rupert Myer AO  
Professor Mathew Vadas AO  
Ms Jillian Segal AO  
The Honourable Cheryl Edwardes AM  
Ms Melinda O'Leary  
Ms Amelia Hodge  
Ms Alison Playford (representing Ms Kathy Leigh)  
Colonel Michael Miller RFD  
Mr Craig Kitchen MVO  
Ms Filly Morgan PSM  
Ms Carolyn Sladden  
Ms Fiona Birkett MVO (representing Ms Jenny Gale)  
Mr Joshua Puls MVO  
Ms Kaylene Gulich PSM  
The Honourable Ben Morton MP  
(representing Senator the Honourable Simon Birmingham)  
Ms Stephanie Foster PSM

**MEMBERS ATTENDING THE AUSTRALIA DAY 2022  
MEETING (NOVEMBER 2021) - VIRTUAL MEETING**

The Honourable Shane Stone AC QC (Chairman)  
Mr Rupert Myer AO  
Professor Mathew Vadas AO  
Ms Jillian Segal AO  
The Honourable Cheryl Edwardes AM  
Ms Amelia Hodge  
Ms Alison Playford (representing Ms Kathy Leigh)  
Colonel Michael Miller RFD  
Mr Craig Kitchen MVO  
Ms Filly Morgan PSM  
Ms Carolyn Sladden  
Ms Fiona Birkett MVO (representing Ms Jenny Gale)  
Mr Joshua Puls MVO  
Ms Kaylene Gulich PSM  
Mr Nyunggai Warren Mundine AO  
Ms Stephanie Foster PSM

**MEMBERS ATTENDING THE QUEEN'S BIRTHDAY 2022  
MEETING (FEBRUARY 2022)**

The Honourable Shane Stone AC QC (Chairman)  
Mr Rupert Myer AO  
Professor Mathew Vadas AO  
Ms Jillian Segal AO  
The Honourable Cheryl Edwardes AM  
Ms Melinda O'Leary  
Ms Amelia Hodge  
Mr Nyunggai Warren Mundine AO  
Ms Kathy Leigh (Ms Alison Playford representing Ms Kathy Leigh on occasions)  
Colonel Michael Miller RFD  
Mr Craig Kitchen MVO  
Ms Carolyn Sladden  
Ms Fiona Birkett MVO (representing Ms Jenny Gale)  
Mr Joshua Puls MVO  
Ms Kaylene Gulich PSM  
The Honourable Ben Morton MP  
(representing Senator the Honourable Simon Birmingham)  
Ms Stephanie Foster PSM

**MEMBERS ATTENDING THE QUEEN'S BIRTHDAY 2022  
MEETING (APRIL 2022)**

The Honourable Shane Stone AC QC (Chairman)  
Professor Mathew Vadas AO  
Ms Jillian Segal AO  
Ms Melinda O'Leary  
Ms Amelia Hodge  
Mr Nyunggai Warren Mundine AO  
Ms Kathy Leigh  
Colonel Michael Miller RFD  
Mr Craig Kitchen MVO  
Ms Filly Morgan PSM  
Ms Carolyn Sladden  
Ms Fiona Birkett MVO (representing Ms Jenny Gale)  
Mr Joshua Puls MVO  
Ms Kaylene Gulich PSM  
Ms Stephanie Foster PSM  
General Angus Campbell AO DSC

---

## AUSTRALIAN BRAVERY DECORATIONS

### AS AT 30 JUNE 2022

The Australian Bravery Decorations were established as part of the Australian honours system by Letters Patent signed by Her Majesty The Queen on 14 February 1975.

### SECRETARY

Mr Paul Singer MVO  
Official Secretary to the Governor-General

---

## AUSTRALIAN BRAVERY DECORATIONS COUNCIL

### MEMBERS – NOMINATED BY THE AUSTRALIAN GOVERNMENT

Mrs Teresa Hart PSM (Chair)  
Dr Craig Challen SC OAM  
Mr Dennis Quick  
(Vacant)

### MEMBERS – NOMINATED BY STATE AND TERRITORY GOVERNMENTS

Commissioner Shane Fitzsimmons AO AFSM (New South Wales)  
Ms Vivien Allimons (Victoria)  
Ms Filly Morgan PSM (Queensland)  
Ms Carolyn Sladden (South Australia)  
Ms Elenna Dionisio (Western Australia)  
Ms Fiona Birkett MVO (Tasmania)  
Commander Hege Ronning-Burns (Northern Territory)  
Ms Georgeina Whelan AM CSC and Bar (Australian Capital Territory)

### MEMBERS – EX OFFICIO

Dr Paul Robards AM  
Acting First Assistant Secretary People Services  
Department of Defence

Mr John Reid PSM  
First Assistant Secretary Government Division  
Department of the Prime Minister and Cabinet

---

AUSTRALIAN  
BRAVERY  
DECORATIONS  
COUNCIL  
ATTENDANCE

MEMBERS ATTENDING THE MEETING (NOVEMBER 2021)

Mrs Teresa Hart PSM (Chair)  
Dr Craig Challen SC OAM  
Dr Natalie Hood  
Mr Dennis Quick  
Mr Fin Bird (representing Ms Vivien Allimonos)  
Ms Libby Gregoric (representing Ms Filly Morgan PSM)  
Ms Elenna Dionisio  
Ms Fiona Birkett MVO  
Superintendent Hege Ronning-Burns  
Ms Georgeina Whelan AM CSC and Bar  
Mrs Lisa Phelps  
Mr John Reid PSM

MEMBERS ATTENDING THE MEETING (MAY 2022)

Mrs Teresa Hart PSM (Chair)  
Dr Craig Challen SC OAM  
Mr Dennis Quick  
Commissioner Shane Fitzsimmons AO AFSM  
Ms Tammy Lavis (representing Ms Vivien Allimonos)  
Ms Libby Gregoric (representing Ms Filly Morgan PSM)  
Ms Elenna Dionisio  
Ms Robyn Green (representing Ms Carolyn Sladden)  
Ms Fiona Birkett MVO  
Superintendent Hege Ronning-Burns  
Ms Georgeina Whelan AM CSC and Bar  
Dr Paul Robards AM  
Mr John Reid PSM



---

## NATIONAL EMERGENCY MEDAL COMMITTEE

The National Emergency Medal was established as part of the Australian honours system by Letters Patent signed by Her Majesty The Queen on 23 October 2011.

### MEMBERS – NOMINATED BY THE AUSTRALIAN GOVERNMENT

Commissioner Shane Fitzsimmons AO AFSM (Chair)  
Mr Robert Cameron OAM  
Ms Andrea Heath  
Ms Justine Saunders APM

### MEMBERS – EX OFFICIO

Mr John Reid PSM  
First Assistant Secretary Government Division  
Department of the Prime Minister and Cabinet

---

## NATIONAL EMERGENCY COMMITTEE ATTENDANCE

### MEMBERS ATTENDING THE MEETING (JULY 2021)

Commissioner Shane Fitzsimmons AO AFSM (Chair)  
Mr Robert Cameron OAM  
Ms Andrea Heath  
Mr John Reid PSM

# APPENDIX B: ORDER OF AUSTRALIA AWARDS

TABLE B1: THE ORDER OF AUSTRALIA AWARDS (GENERAL DIVISION), AUSTRALIA DAY 2022 AND THE QUEEN’S BIRTHDAY 2022

Category		Number Of Nominations Considered	Total Awarded	% Awarded	Award Levels			
					AC	AO	AM	OAM
Architecture	M	5	5	100.0%	0	0	1	4
	F	3	3	100.0%	0	0	3	0
The Arts	M	42	33	78.6%	0	2	5	26
	F	66	59	89.4%	0	1	12	46
Building and Construction	M	2	1	50.0%	0	0	0	1
	F	0	0	0.0%	0	0	0	0
Business & Commerce	M	56	38	67.9%	1	3	22	12
	F	29	17	58.6%	0	1	9	7
Community	M	426	328	77.0%	1	6	45	276
	F	395	294	74.4%	2	5	43	244
Conservation and the Environment	M	12	10	83.3%	0	0	3	7
	F	26	22	84.6%	1	0	5	16
Dentistry	M	5	5	100.0%	0	0	5	0
	F	1	1	100.0%	0	0	1	0
Disabled	M	10	7	70.0%	0	1	2	4
	F	10	9	90.0%	0	0	3	6
Education	M	36	22	61.1%	0	0	10	12
	F	56	40	71.4%	0	1	15	24
Engineering	M	9	5	55.6%	0	0	3	2
	F	1	1	100.0%	0	1	0	0
Industrial Relations	M	4	3	75.0%	0	1	2	0
	F	0	0	0.0%	0	0	0	0
Information Technology	M	2	0	0.0%	0	0	0	0
	F	1	1	100.0%	0	0	0	1
International Relations	M	7	3	42.9%	0	0	1	2
	F	11	5	45.5%	0	0	2	3

TABLE B1 CONT.

Category		Number Of Nominations Considered	Total Awarded	% Awarded	Award Levels			
					AC	AO	AM	OAM
The Law	M	31	21	67.7%	0	3	13	5
	F	13	10	76.9%	0	0	6	4
Library and Related Occupations	M	0	0	0.0%	0	0	0	0
	F	2	1	50.0%	0	0	1	0
Local Government	M	9	7	77.8%	0	0	1	6
	F	9	6	66.7%	0	0	1	5
Multicultural Affairs	M	22	13	59.1%	0	0	2	11
	F	21	16	76.2%	0	0	3	13
Media	M	14	10	71.4%	0	1	3	6
	F	12	10	83.3%	0	0	2	8
Medicine	M	101	80	79.2%	1	4	34	41
	F	86	68	79.1%	1	6	36	25
Mining	M	1	1	100.0%	0	0	0	1
	F	1	1	100.0%	0	1	0	0
Parliament & Politics	M	7	6	85.7%	0	3	3	0
	F	5	5	100.0%	0	1	3	1
Primary Industry	M	17	16	94.1%	0	1	3	12
	F	5	4	80.0%	0	0	0	4
Public Service	M	19	10	52.6%	0	4	3	3
	F	9	5	55.6%	0	1	3	1
Religion	M	7	4	57.1%	0	0	2	2
	F	7	5	71.4%	0	0	0	5
Science, Technological Developments, R & D	M	20	16	80.0%	4	4	7	1
	F	10	8	80.0%	3	2	3	0
Sport	M	106	85	80.2%	1	3	16	65
	F	75	60	80.0%	0	1	9	50
Surveying & Mapping	M	2	1	50.0%	0	0	1	0
	F	0	0	0.0%	0	0	0	0
Tourism & Hospitality	M	15	9	60.0%	0	0	4	5
	F	4	2	50.0%	0	1	0	1

TABLE B1 CONT.

Category		Number Of Nominations Considered	Total Awarded	% Awarded	Award Levels			
					AC	AO	AM	OAM
Transport	M	8	7	87.5%	0	0	2	5
	F	1	0	0.0%	0	0	0	0
Veterinary Science	M	2	2	100.0%	0	0	2	0
	F	0	0	0.0%	0	0	0	0
TOTAL	M	997	748	75.0%	8	36	195	509
	F	859	653	76.0%	7	22	160	464
		1,856	1,401	75.5%	15	58	355	973

AC = Companion of the Order of Australia; AO = Officer of the Order of Australia; AM = Member of the Order of Australia;  
OAM = Medal of the Order of Australia

**TABLE B2: THE ORDER OF AUSTRALIA AWARDS (GENERAL DIVISION),  
THE QUEEN'S BIRTHDAY 1975 TO THE QUEEN'S BIRTHDAY 2022**

Category		Number Of Nominations Considered	Total Awarded	% Awarded	Award Levels					
					AK*	AD*	AC	AO	AM	OAM
Architecture	M	282	186	66.0%	0	0	3	34	107	42
	F	33	23	69.7%	0	0	0	1	18	4
The Arts	M	2,113	1,358	64.3%	0	0	27	158	522	651
	F	1,432	982	68.6%	0	1	14	73	307	587
Building and Construction	M	258	154	59.7%	0	0	2	8	79	65
	F	9	8	88.9%	0	0	0	2	5	1
Business & Commerce	M	2,432	1,364	56.1%	2	0	45	276	696	345
	F	352	220	62.5%	0	0	5	43	113	59
Community	M	20,604	10,535	51.1%	1	0	41	233	1,484	8,776
	F	11,876	7,076	59.6%	0	0	22	176	931	5,947
	X	2	1	50.0%	0	0	0	0	0	1
Conservation and the Environment	M	831	596	71.7%	0	0	1	38	193	364
	F	461	310	67.2%	0	0	1	14	68	227
Dentistry	M	291	172	59.1%	0	0	0	14	100	58
	F	22	16	72.7%	0	0	0	2	8	6
Disabled	M	700	442	63.1%	0	0	0	7	115	320
	F	730	487	66.7%	0	0	0	10	85	392
Education	M	2,140	1,257	58.7%	1	0	30	189	554	483
	F	1,200	780	65.0%	0	0	8	66	317	389
Engineering	M	436	274	62.8%	0	0	4	42	152	76
	F	17	15	88.2%	0	0	1	2	8	4
Industrial Relations	M	355	228	64.2%	0	0	5	22	112	89
	F	31	26	83.9%	0	0	1	3	10	12
Information Technology	M	53	26	49.1%	0	0	0	5	14	7
	F	14	11	78.6%	0	0	0	1	6	4
International Relations	M	458	238	52.0%	0	0	3	38	97	100
	F	292	174	59.6%	0	0	2	21	61	90
The Law	M	945	562	59.5%	1	0	55	138	281	87
	F	186	135	72.6%	0	0	13	32	55	35

TABLE B<sub>2</sub> CONT.

Category		Number Of Nominations Considered	Total Awarded	% Awarded	Award Levels					
					AK*	AD*	AC	AO	AM	OAM
Library and Related Occupations	M	39	25	64.1%	0	0	0	3	12	10
	F	64	42	65.6%	0	0	0	1	19	22
Local Government	M	1,782	920	51.6%	0	0	1	7	169	743
	F	346	202	58.4%	0	0	0	3	39	160
Multicultural Affairs	M	1,502	741	49.3%	0	0	0	20	106	615
	F	513	313	61.0%	0	0	0	0	33	280
Media	M	728	408	56.0%	0	0	5	34	160	209
	F	160	103	64.4%	0	0	1	12	44	46
Medicine	M	4,131	2,401	58.1%	0	0	50	366	1148	837
	F	1,510	1,010	66.9%	0	0	15	109	419	467
Mining	M	171	106	62.0%	0	0	4	25	49	28
	F	11	7	63.6%	0	0	0	2	4	1
Parliament & Politics	M	684	399	58.3%	2	0	41	117	159	80
	F	124	81	65.3%	0	1	3	22	35	20
Primary Industry	M	1285	843	65.6%	0	0	2	52	337	452
	F	102	77	75.5%	0	0	0	2	19	56
Public Service	M	2,085	979	47.0%	7	0	63	265	383	261
	F	370	178	48.1%	0	2	14	24	58	80
Religion	M	725	394	54.3%	0	0	8	21	125	240
	F	127	80	63.0%	0	0	0	2	18	60
Science, Technological Developments, R & D	M	898	586	65.3%	1	0	42	161	293	89
	F	164	117	71.3%	0	0	12	36	49	20
Sport	M	4,045	2,444	60.4%	0	0	6	51	375	2012
	F	1,266	891	70.4%	0	0	4	15	108	764
Surveying & Mapping	M	47	30	63.8%	0	0	0	2	10	18
	F	1	1	100.0%	0	0	0	0	0	1
Tourism & Hospitality	M	268	162	60.4%	0	0	0	12	61	89
	F	63	39	61.9%	0	0	0	2	15	22

TABLE B<sub>2</sub> CONT.

Category		Number Of Nominations Considered	Total Awarded	% Awarded	Award Levels					
					AK*	AD*	AC	AO	AM	OAM
Transport	M	476	242	50.8%	0	0	5	24	87	126
	F	29	19	65.5%	0	0	0	2	6	11
Veterinary Science	M	124	86	69.4%	0	0	0	9	41	36
	F	18	15	83.3%	0	0	0	2	8	5
TOTAL	M	50,888	28,154	53.3%	15	0	443	2,371	8,021	17,308
	F	21,523	13,438	62.4%	0	4	116	680	2,866	9,772
	X	2	1	50.0%	0	0	0	0	0	1
		72,413	41,597	57.4%	15	4	559	3,051	10,887	27,081

Not all of the AK/AD appointments were considered by the Council for the Order of Australia.

AK = Knight of the Order of Australia; AD = Dame of the Order of Australia; AC = Companion of the Order of Australia; AO = Officer of the Order of Australia; AM = Member of the Order of Australia; OAM = Medal of the Order of Australia Note: X = Non-binary gender specified, or gender unspecified

# APPENDIX C: AUSTRALIAN BRAVERY DECORATIONS

TABLE C1: AUSTRALIAN BRAVERY DECORATIONS 2021-22

Category	Number Of Nominations Considered	Total Awarded	% Awarded	Award Levels				
				CV	SC	BM	CBC	GBC
Interception of armed offender	47	13	28%	0	0	2	9	2
Rescue from animal attacks	5	3	60%	0	0	3	0	0
Rescue from armed offender	8	1	13%	0	0	0	1	0
Rescue from explosive hazard	14	3	21%	0	0	3	0	0
Rescue from fire - building	35	16	46%	0	0	5	11	0
Rescue from fire - motor vehicle	28	16	57%	0	0	6	4	6
Rescue from gases, toxic fumes etc.	1	0	0%	0	0	0	0	0
Rescue from heights, cliffs	13	2	15%	0	0	0	2	0
Rescue from inland waters	20	7	35%	0	0	1	0	6
Rescue from other situation	26	2	8%	0	0	0	2	0
Rescue from path of oncoming vehicle	7	2	29%	0	0	0	2	0
Rescue from water - other	5	1	20%	0	0	0	1	0
Rescue from water - sea	45	31	69%	0	0	5	15	11
Rescue from water - submerged vehicle	6	0	0%	0	0	0	0	0
Total	260	97	37%	0	0	25	47	25



TABLE C2: AUSTRALIAN BRAVERY DECORATIONS 1975 TO 30 JUNE 2022

Category	Number Of Nominations Considered	Total Awarded	% Awarded	Award Levels				
				CV	SC	BM	CBC	GBC
Interception of armed offender	1,151	579	50%	1	15	184	276	102
Rescue from animal attacks	252	149	59%	0	16	65	54	14
Rescue from armed offender	973	545	56%	0	44	195	190	116
Rescue from electrical hazard	91	38	42%	1	1	13	23	0
Rescue from explosive hazard	396	289	73%	2	18	72	60	137
Rescue from fire - aircraft	86	46	53%	0	3	33	10	0
Rescue from fire - building	1,346	678	50%	0	12	209	397	60
Rescue from fire - bushfire	556	180	32%	0	3	24	41	111
Rescue from fire - motor vehicle	985	637	65%	0	27	211	298	101
Rescue from fire - other	127	90	71%	0	8	36	17	29
Rescue from gases, toxic fumes etc.	54	32	59%	0	2	20	10	0
Rescue from heights, cliffs	215	93	43%	0	4	29	43	17
Rescue from holes, wells or mines	188	125	66%	1	4	31	15	74
Rescue from inland waters	1,103	521	47%	0	1	100	231	189
Rescue from other situation	1,003	205	20%	0	3	40	106	56
Rescue from path of oncoming vehicle	140	64	46%	0	1	32	31	0
Rescue from water - other	87	16	18%	0	0	2	10	4
Rescue from water - sea	1,792	887	49%	0	20	226	409	232
Rescue from water - submerged vehicle	233	107	46%	0	0	9	69	29
<b>Total</b>	<b>10,778</b>	<b>5,281</b>	<b>49%</b>	<b>5</b>	<b>182</b>	<b>1,531</b>	<b>2,290</b>	<b>1,271</b>

## APPENDIX D: DEFENCE, MERITORIOUS AND LONG SERVICE AWARDS

TABLE D1: DEFENCE, MERITORIOUS AND LONG SERVICE AWARDS APPROVED IN 2021-22 AND TOTAL AWARDS APPROVED SINCE 1975

Award	Awards approved 1 July 2021-30 June 2022	Total awards approved to 30 June 2022
Victoria Cross for Australia	0	5
Companion of the Order of Australia (Military Division)	1	26
Officer of the Order of Australia (Military Division)	5	286
Member of the Order of Australia (Military Division)	32	1,316
Medal of the Order of Australia (Military Division)	29	1,378
Star of Gallantry	0	8
Medal for Gallantry	0	75
Commendation for Gallantry	0	110
Unit Citation for Gallantry	0	6
Distinguished Service Cross	1	107
Distinguished Service Medal	9	216
Commendations for Distinguished Service	19	521
Meritorious Unit Citation	0	27*
Conspicuous Service Cross	59	1,313
Conspicuous Service Medal	71	1,502
Nursing Service Cross	0	28
Public Service Medal	138	2,834
Australian Police Medal	79	2,136
Australian Fire Service Medal	57	1,679

TABLE D1 CONT.

Award	Awards approved 1 July 2021-30 June 2022	Total awards approved to 30 June 2022
Ambulance Service Medal	37	501
Emergency Services Medal	45	593
Australian Corrections Medal	33	140
Australian Intelligence Medal	9	17
Australian Antarctic Medal	0	107
Civilian Service Medal 1939–1945	0	7,091
Police Overseas Service Medal/Clasp	230	6,553
Humanitarian Overseas Service Medal/Clasp	49	4,545
National Police Service Medal	2,474	47,367
National Emergency Medal/Clasp	32,067	52,490
Champion Shots Medal	0	87
National Medal/Clasp	8,896	272,890
80th Anniversary Armistice Remembrance Medal	0	71
Australian Sports Medal	982	18,994
Centenary Medal	0	15,845
<b>Total</b>	<b>45,322</b>	<b>440,864</b>

372,956 awards in other categories were approved between 1975 and 30 June 2004, bringing the total number of awards approved to 813,820. Due to a change in administration arrangements these awards are no longer processed by the Secretariat.

There may be some anomalies when comparing with previous years due to corrections relating to people previously unaccounted for; and amendments in the number of people qualified to receive the awards.

\* indicates the number of unit citations awarded, not individuals included.

# APPENDIX E: EXECUTIVE REMUNERATION

During the reporting period ended 30 June 2022, the Office had two executives who met the definition of Key Management Personnel (KMP). Their names and the length of term as KMP are summarised below:

Name	Position	Term as KMP
Paul Singer	Official Secretary	Full year
Jo Tarnawsky	Deputy Official Secretary	Part year – ceased on 31 May 2022

TABLE E1: REMUNERATION FOR KEY MANAGEMENT PERSONNEL (2021-22)

Name	Position title	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination Benefits	Total remuneration
		Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other long-term benefits		
Paul Singer	Official Secretary	284,360	0	56,435	40,656	479	0	0	381,930
Jo Tarnawsky	Deputy Official Secretary	190,174	0	22,907	31,614	1,715	0	0	246,410
Total		474,534	0	79,342	72,270	2,194	0	0	628,340

# APPENDIX F: ACCOUNTABLE AUTHORITY

TABLE F1: DETAILS OF ACCOUNTABLE AUTHORITY (2021-22)

Name	Position/title held	Period as the accountable authority or member	
		Date of commencement	Date of Cessation
Paul Singer MVO	Official Secretary to the Governor-General	1 July 2021	30 June 2022

# APPENDIX G: STAFFING OVERVIEW

TABLE G1: ALL ONGOING EMPLOYEES BY LOCATION (2021-22)\*

	Male			Female			Indeterminate		
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate
NSW	2	0	2	1	0	1	0	0	0
Qld	0	0	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0
ACT	39	0	39	39	8	47	0	0	0
Overseas	0	0	0	0	0	0	0	0	0
Total	41	0	41	40	8	48	0	0	0

\* Note: Staff at the Office of the Official Secretary to the Governor-General are employed under the Governor-General Act 1974.

TABLE G2: ALL NON-ONGOING EMPLOYEES, BY LOCATION (2021-22)\*

	Male			Female			Indeterminate		
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate
NSW	0	0	0	0	0	0	0	0	0
Qld	0	0	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0
ACT	3	0	3	3	0	3	0	0	0
Overseas	0	0	0	0	0	0	0	0	0
Total	3	0	3	3	0	3	0	0	0

\* Note: Staff at the Office of the Official Secretary to the Governor-General are employed under the Governor-General Act 1974.

TABLE G3: ALL ONGOING EMPLOYEES, BY LOCATION (2020-21)\*

	Male			Female			Indeterminate		
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate
NSW	2	0	2	1	0	1	0	0	0
Qld	0	0	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0
ACT	38	1	39	36	6	42	0	0	0
Overseas	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>40</b>	<b>1</b>	<b>41</b>	<b>37</b>	<b>6</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* Note: Staff at the Office of the Official Secretary to the Governor-General are employed under the *Governor-General Act 1974*.

TABLE G4: ALL NON-ONGOING EMPLOYEES, BY LOCATION (2020-21)\*

	Male			Female			Indeterminate		
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate
NSW	0	0	0	0	0	0	0	0	0
Qld	0	0	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0
ACT	1	0	1	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* Note: Staff at the Office of the Official Secretary to the Governor-General are employed under the *Governor-General Act 1974*.

**TABLE G5: ONGOING EMPLOYEES, BY LEVEL (2021-22)\***

	Male			Female			Indeterminate		
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate
Statutory Officer	1	0	1	0	0	0	0	0	0
SES Equivalent Officer	0	0	0	0	0	0	0	0	0
GHO 8	4	0	4	2	0	2	0	0	0
GHO 7	6	0	6	5	1	6	0	0	0
GHO 6	12	0	12	14	0	14	0	0	0
GHO 5	3	0	3	6	3	9	0	0	0
GHO 4	9	0	9	5	3	8	0	0	0
GHO 3	6	0	6	5	0	5	0	0	0
GHO 2	0	0	0	1	0	1	0	0	0
GHO 1	0	0	0	2	1	3	0	0	0
<b>Total</b>	<b>41</b>	<b>0</b>	<b>41</b>	<b>40</b>	<b>8</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* Note: Staff at the Office of the Official Secretary to the Governor-General are employed under the *Governor-General Act 1974*.

**TABLE G6: NON-ONGOING EMPLOYEES, BY LEVEL (2021-22)\***

	Male			Female			Indeterminate		
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate
Statutory Officer	0	0	0	0	0	0	0	0	0
SES Equivalent Officer	0	0	0	0	0	0	0	0	0
GHO 8	0	0	0	0	0	0	0	0	0
GHO 7	0	0	0	0	0	0	0	0	0
GHO 6	1	0	1	0	0	0	0	0	0
GHO 5	0	0	0	0	0	0	0	0	0
GHO 4	0	0	0	0	0	0	0	0	0
GHO 3	2	0	2	3	0	3	0	0	0
GHO 2	0	0	0	0	0	0	0	0	0
GHO 1	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* Note: Staff at the Office of the Official Secretary to the Governor-General are employed under the *Governor-General Act 1974*.



TABLE G7: ONGOING EMPLOYEES, BY LEVEL (2020-21)\*

	Male			Female			Indeterminate		
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate
Statutory Officer	1	0	1	0	0	0	0	0	0
SES Equivalent Officer	0	0	0	1	0	1	0	0	0
GHO 8	4	0	4	2	0	2	0	0	0
GHO 7	7	0	7	7	0	7	0	0	0
GHO 6	9	0	9	10	0	10	0	0	0
GHO 5	5	0	5	5	1	6	0	0	0
GHO 4	7	0	7	6	3	9	0	0	0
GHO 3	7	1	8	4	1	5	0	0	0
GHO 2	0	0	0	0	0	0	0	0	0
GHO 1	0	0	0	2	1	3	0	0	0
<b>Total</b>	<b>40</b>	<b>1</b>	<b>41</b>	<b>37</b>	<b>6</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* Note: Staff at the Office of the Official Secretary to the Governor-General are employed under the *Governor-General Act 1974*.

TABLE G8: NON-ONGOING EMPLOYEES, BY LEVEL (2020-21)\*

	Male			Female			Indeterminate		
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate
Statutory Officer	0	0	0	0	0	0	0	0	0
SES Equivalent Officer	0	0	0	0	0	0	0	0	0
GHO 8	0	0	0	0	0	0	0	0	0
GHO 7	0	0	0	0	0	0	0	0	0
GHO 6	0	0	0	0	0	0	0	0	0
GHO 5	0	0	0	0	0	0	0	0	0
GHO 4	0	0	0	0	0	0	0	0	0
GHO 3	1	0	1	0	0	0	0	0	0
GHO 2	0	0	0	0	0	0	0	0	0
GHO 1	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* Note: Staff at the Office of the Official Secretary to the Governor-General are employed under the *Governor-General Act 1974*.

**TABLE G9: EMPLOYEES BY FULL-TIME AND PART-TIME STATUS (2021-22)\***

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total Ongoing	Full-time	Part-time	Total Non-ongoing	
Statutory Officer	1	0	1	0	0	0	1
SES Equivalent Officer	0	0	0	0	0	0	0
GHO 8	6	0	6	0	0	0	6
GHO 7	11	1	12	0	0	0	12
GHO 6	26	0	26	1	0	1	27
GHO 5	9	3	12	0	0	0	12
GHO 4	14	3	17	0	0	0	17
GHO 3	11	0	11	5	0	5	16
GHO 2	1	0	1	0	0	0	1
GHO 1	2	1	3	0	0	0	3
<b>Total</b>	<b>81</b>	<b>8</b>	<b>89</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>95</b>

\* Note: Staff at the Office of the Official Secretary to the Governor-General are employed under the *Governor-General Act 1974*.

**TABLE G10: EMPLOYEES BY FULL-TIME AND PART-TIME STATUS (2020-21)\***

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total Ongoing	Full-time	Part-time	Total Non-ongoing	
Statutory Officer	1	0	1	0	0	0	1
SES Equivalent Officer	1	0	1	0	0	0	1
GHO 8	6	0	6	0	0	0	6
GHO 7	14	0	14	0	0	0	14
GHO 6	19	0	19	0	0	0	19
GHO 5	10	1	11	0	0	0	11
GHO 4	13	3	16	0	0	0	16
GHO 3	11	2	13	1	0	1	14
GHO 2	0	0	0	0	0	0	0
GHO 1	2	1	3	0	0	0	3
<b>Total</b>	<b>77</b>	<b>7</b>	<b>84</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>85</b>

\* Note: Staff at the Office of the Official Secretary to the Governor-General are employed under the *Governor-General Act 1974*.

TABLE G11: EMPLOYMENT TYPE BY LOCATION (2021-22)\*

	Ongoing	Non-ongoing	Total
NSW	3	0	3
Qld	0	0	0
SA	0	0	0
Tas	0	0	0
Vic	0	0	0
WA	0	0	0
ACT	86	6	92
Overseas	0	0	0
<b>Total</b>	<b>89</b>	<b>6</b>	<b>95</b>

\* Note: Staff at the Office of the Official Secretary to the Governor-General are employed under the *Governor-General Act 1974*.

TABLE G12: EMPLOYMENT TYPE BY LOCATION (2020-21)\*

	Ongoing	Non-ongoing	Total
NSW	3	0	3
Qld	0	0	0
SA	0	0	0
Tas	0	0	0
Vic	0	0	0
WA	0	0	0
ACT	81	1	82
Overseas	0	0	0
<b>Total</b>	<b>84</b>	<b>1</b>	<b>85</b>

\* Note: Staff at the Office of the Official Secretary to the Governor-General are employed under the *Governor-General Act 1974*.

TABLE G13: INDIGENOUS EMPLOYMENT (2021-22)\*

	Total
Ongoing	2
Non-Ongoing	1
<b>Total</b>	<b>3</b>

\* Note: Staff at the Office of the Official Secretary to the Governor-General are employed under the *Governor-General Act 1974*.

TABLE G14: INDIGENOUS EMPLOYMENT (2020-21)\*

	Total
Ongoing	1
Non-Ongoing	0
<b>Total</b>	<b>1</b>

\* Note: Staff at the Office of the Official Secretary to the Governor-General are employed under the *Governor-General Act 1974*.

TABLE G15: EMPLOYMENT ARRANGEMENTS (2021-22)\*

	SES	Non-SES	Total
Enterprise Agreement	0	97	97
Individual Flexibility Arrangement	0	1	1
Remuneration Tribunal	1	0	1
<b>Total</b>	<b>1</b>	<b>98</b>	<b>99</b>

\* Note: Staff at the Office of the Official Secretary to the Governor-General are employed under the *Governor-General Act 1974*.

TABLE G16: EMPLOYMENT SALARY RANGES BY CLASSIFICATION LEVEL (MINIMUM/MAXIMUM) (2021-22)\*

	Minimum Salary	Maximum Salary
GHO 8	\$126,284	\$143,162
GHO 7	\$109,599	\$118,330
GHO 6	\$85,762	\$98,453
GHO 5	\$79,406	\$84,176
GHO 4	\$71,189	\$77,268
GHO 3	\$62,980	\$68,909
GHO 2	\$55,707	\$62,155
GHO 1	\$48,574	\$55,020

\* Note: The amounts for Statutory Officer and SES Equivalent Officer are the total remuneration package. Staff at the Office of the Official Secretary to the Governor-General are employed under the *Governor-General Act 1974*.

## APPENDIX H: REPORTABLE CONSULTANCY AND NON-CONSULTANCY CONTRACTS

TABLE H1: REPORTABLE CONSULTANCY CONTRACTS

Reportable consultancy contracts 2021–22	Number	Expenditure \$
New contracts entered into during the reporting period	9	\$267,278
Ongoing contracts entered into during a previous reporting period	5	\$132,890
<b>Total</b>	<b>14</b>	<b>\$400,168</b>

TABLE H2: ORGANISATIONS RECEIVING A SHARE OF REPORTABLE CONSULTANCY CONTRACT EXPENDITURE

Organisations receiving a share of reportable consultancy contract expenditure 2021–22	ABN	Expenditure \$
Tanner Kibble Denton Architects	77 001 209 392	\$116,482
Ionize Pty Ltd	62 132 569 941	\$101,002
Catalyst Architects Pty Ltd	61 153 239 948	\$62,535
Digital61	42 620 189 862	\$35,243
North	39 613 493 584	\$31,989

TABLE H3: REPORTABLE NON-CONSULTANCY CONTRACTS

Reportable non-consultancy contracts 2021–22	Number	Expenditure \$
New contracts entered into during the reporting period	141	\$10,492,040
Ongoing contracts entered into during a previous reporting period	44	\$3,128,777
<b>Total</b>	<b>185</b>	<b>\$13,620,817</b>

TABLE H4: ORGANISATIONS RECEIVING A SHARE OF REPORTABLE  
NON-CONSULTANCY CONTRACT EXPENDITURE

Organisations receiving a share of reportable non-consultancy contract expenditure 2021–22	ABN	Expenditure \$
Cash's Awards and Promotion Solutions Pty Ltd	90 167 060 602	\$2,686,280
Jones Lang LaSalle (ACT) Pty Ltd	69 008 585 260	\$1,105,942
Strategic Reform	34 146 766 707	\$1,069,206
Veritec Pty Ltd	21 166 493 394	\$967,480
T&S Signcraft Pty Ltd	29 003 712 098	\$767,495

Note: Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the reportable non-consultancy contracts' value is available on the AusTender website.

# APPENDIX I: AIDS TO ACCESS

TABLE I1: AIDS TO ACCESS DETAILS (2021-22)

Annual Report Contact Officer	Jeffrey Barnes Deputy Official Secretary to the Governor-General
Contact Phone Number	02 6283 3509
Contact Email	jeff.barnes@gg.gov.au
Website	www.gg.gov.au

# APPENDIX J: WORKPLACE HEALTH AND SAFETY KEY STATISTICS

TABLE J<sub>1</sub>: WHS INSPECTIONS

WHS inspections conducted	% of sites covered	Number or % of substandard conditions identified	Number or % of substandard conditions corrected	Average time taken in days to complete corrections
33	100	5	3	33

TABLE J<sub>2</sub>: WHS TRAINING AND INITIATIVES

Types of WHS training undertaken	Number of staff required to attend training	% of staff that undertook training
First aid training	15	93
CPR Refresher training	12	67
Manual handling training	22	100
Emergency safety training	10	77
Emergency warden training	22	75
Food safety & responsible service of alcohol	7	100
WHS induction	56	100
Health & well-being activities	Optional	65

TABLE J<sub>3</sub>: NOTIFIABLE INCIDENTS

Notifiable incidents	2021–22	2020–21	2019–20	2018–19
Deaths	0	0	0	0
Dangerous occurrences	3	0	1	0
Serious personal injury	0	0	0	0
Incapacity	0	0	0	0



## APPENDIX K: AGENCY RESOURCE STATEMENT

TABLE K1: AGENCY RESOURCE STATEMENT 2021–22

	Available for 2021–22 \$'000 (a)	Payments made 2021–22 \$'000 (b)	Balance remaining 2021–22 \$'000 (a) – (b)
<b>Ordinary Annual Services</b>			
Departmental appropriation <sup>1</sup>	28,995	18,391	10,604
Additional S74 Receipts	171	510	-339
<i>Total</i>	<i>29,166</i>	<i>18,901</i>	<i>10,265</i>
<b>Administered expenses<sup>2</sup></b>			
Outcome 1	7,284	5,896	
<i>Total Admin annual appropriation</i>	<i>7,284</i>	<i>5,896</i>	
<b>Total ordinary annual services      A</b>	<b>36,450</b>	<b>24,797</b>	
Salary to the Governor-General: <i>Governor-General Act 1974</i>	495	495	
<b>Total special appropriations excluding special accounts      B</b>	<b>495</b>	<b>495</b>	
<b>Total resourcing and payments (A+B)</b>	<b>36,945</b>	<b>25,292</b>	

1. This includes prior year departmental appropriations. Includes an amount of \$6.149m in 2021–22 for the Departmental Capital Budget.

2. This includes prior year administered appropriations. Includes an amount of \$2.707m in 2021–22 for the Administered Capital Budget.

**TABLE K2: EXPENSES AND RESOURCES FOR OUTCOME 1**

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 system

	Budget* 2021–22 \$'000 (a)	Actual Expenses 2021–22 \$'000 (b)	Variation 2021–22 \$'000 (a) – (b)
<b>Program 1: Support for the Governor-General and Official Activities</b>			
<b>Administered expenses</b>			
Ordinary Annual Services	4,510	5,896	-1,386
Special appropriations	495	495	0
Expenses not requiring appropriation in the Budget year	1,985	1,920	65
<b>Total Administered expenses</b>	<b>6,990</b>	<b>8,311</b>	<b>-1,321</b>
<b>Departmental expenses</b>			
Departmental appropriation <sup>1</sup>	16,123	16,019	104
Expenses not requiring appropriation in the Budget year	567	753	-186
<b>Total Departmental expenses</b>	<b>16,690</b>	<b>16,773</b>	<b>-83</b>
<b>Total for Program 1</b>	<b>23,680</b>	<b>25,084</b>	<b>-1,404</b>
<b>Average Staffing Level (number)</b>	<b>88</b>	<b>81</b>	<b>7</b>

\* Full year budget, including any subsequent adjustments made in 2021–22 via additional estimates

1. Departmental appropriation combines "Ordinary annual services (Appropriation Act No 1)" including \$6.149m for Departmental Capital Budget"

## APPENDIX L: AUDIT COMMITTEE DETAILS

The audit committee charter can be found at [www.gg.gov.au/office-official-secretary-governor-general](http://www.gg.gov.au/office-official-secretary-governor-general)

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended / total number of meetings	Total annual remuneration
Will Laurie (Chair)	Mr Laurie has held leadership roles in professional firms, including Price Waterhouse, PwC and Boyce CA. He has been Chair of Commonwealth and ACT Audit Committees including the Department of Defence, the Treasury, the Attorney-General's Department, the Chief Minister, Treasury and Economic Development Directorate. He has specialist knowledge of Commonwealth financial and performance management and reporting. His commercial Board experience includes On-line retailing; Economic and Social Modelling; and Property Management. He holds a Bachelor of Economics from Sydney University and a graduate diploma in Applied Finance and Investment.	5/5	\$12,250
Elizabeth Montano (independent member)	Ms Montano holds the degrees of Bachelor of Arts and Bachelor of Laws (UNSW) and is a Fellow of the Australian Institute of Company Directors. She has over twenty years' experience as chair, deputy chair and member of boards and audit committees across a range of government and not-for-profit entities. She has broad ranging experience in governance and the machinery of government including in financial and performance reporting, risk, assurance and program and project management and oversight. As a former CEO of AUSTRAC, she was the first woman to lead a Commonwealth law enforcement/regulatory agency. Prior to that appointment, she was a Consultant and Senior lawyer with King & Wood Mallesons.	5/5	\$11,160
Maria Storti (independent member)	Ms Storti holds the degrees of Master of Business Administration and Bachelor of Economics (University) and is a fellow of the Chartered Accountants Australia and New Zealand, fellow of the Australian Institute of Company Directors, and member of the Institute of Internal Auditors – Australia. She is an independent chair and a member of several Commonwealth audit committees and non-executive director. She is a former EY advisory partner and has worked with PwC in the areas of audit, consultancy and risk. Ms Storti has held several senior executive roles in various sectors, with responsibility for corporate planning in those positions.	5/5	\$9,455

## APPENDIX M: LIST OF REQUIREMENTS

PGPA Rule Reference	Part of Report	Description	Requirement
I7AD(g)	Letter of transmittal		
I7AI	i	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory
I7AD(h)	Aids to access		
I7AJ(a)	ii–iv	Table of contents (print only).	Mandatory
I7AJ(b)	159	Alphabetical index (print only).	Mandatory
I7AJ(c)	156–158	Glossary of abbreviations and acronyms.	Mandatory
I7AJ(d)	147–153	List of requirements.	Mandatory
I7AJ(e)	142	Details of contact officer.	Mandatory
I7AJ(f)	142	Entity's website address.	Mandatory
I7AJ(g)	<i>inside front cover</i>	Electronic address of report.	Mandatory
I7AD(a)	Review by accountable authority		
I7AD(a)	2–8	A review by the accountable authority of the entity.	Mandatory
I7AD(b)	Overview of the entity		
I7AE(I)(a)(i)	2–3, 12	A description of the role and functions of the entity.	Mandatory
I7AE(I)(a)(ii)	6–8	A description of the organisational structure of the entity.	Mandatory
I7AE(I)(a)(iii)	7	A description of the outcomes and programmes administered by the entity.	Mandatory
I7AE(I)(a)(iv)	12	A description of the purposes of the entity as included in corporate plan.	Mandatory
I7AE(I)(aa)(i)	132	Name of the accountable authority or each member of the accountable authority.	Mandatory
I7AE(I)(aa)(ii)	132	Position title of the accountable authority or each member of the accountable authority.	Mandatory
I7AE(I)(aa)(iii)	132	Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory
I7AE(I)(b)	N/A	An outline of the structure of the portfolio of the entity.	Portfolio departments - mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
I7AE(2)	N/A	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, Mandatory
I7AD(c)	Report on the Performance of the entity		
Annual performance Statements			
I7AD(c)(i); I6F	I2–I4	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section I6F of the Rule.	Mandatory
I7AD(c)(ii)	Report on Financial Performance		
I7AF(1)(a)	I6–I9	A discussion and analysis of the entity's financial performance.	Mandatory
I7AF(1)(b)	I44–I45	A table summarising the total resources and total payments of the entity.	Mandatory
I7AF(2)	I6	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, Mandatory.
I7AD(d)	Management and Accountability		
Corporate Governance			
I7AG(2)(a)	i, 47	Information on compliance with section I0 (fraud systems).	Mandatory
I7AG(2)(b)(i)	i	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	Mandatory
I7AG(2)(b)(ii)	i	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place.	Mandatory
I7AG(2)(b)(iii)	i	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	Mandatory
I7AG(2)(c)	44–49	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
I7AG(2)(d) – (e)	N/A	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance.	If applicable, Mandatory
<b>Audit Committee</b>			
I7AG(2A)(a)	I46	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory
I7AG(2A)(b)	I46	The name of each member of the entity's audit committee.	Mandatory
I7AG(2A)(c)	I46	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory
I7AG(2A)(d)	I46	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory
I7AG(2A)(e)	I46	The remuneration of each member of the entity's audit committee.	Mandatory
<b>External Scrutiny</b>			
I7AG(3)	48	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory
I7AG(3)(a)	48	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, Mandatory
I7AG(3)(b)	48	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, Mandatory
I7AG(3)(c)	N/A	Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory
<b>Management of Human Resources</b>			
I7AG(4)(a)	50–55	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory
I7AG(4)(aa)	I33–I39	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following:  (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(4)(b)	N/A	<p>Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following:</p> <ul style="list-style-type: none"> <li>• Statistics on staffing classification level;</li> <li>• Statistics on full-time employees;</li> <li>• Statistics on part-time employees;</li> <li>• Statistics on gender;</li> <li>• Statistics on staff location;</li> <li>• Statistics on employees who identify as Indigenous.</li> </ul>	Mandatory
17AG(4)(c)	49, 51, 139	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> .	Mandatory
17AG(4)(c)(i)	139	Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory
17AG(4)(c)(ii)	139	The salary ranges available for APS employees by classification level.	Mandatory
17AG(4)(c)(iii)	53	A description of non-salary benefits provided to employees.	Mandatory
17AG(4)(d)(i)	N/A	Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory
17AG(4)(d)(ii)	N/A	Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory
17AG(4)(d)(iii)	N/A	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory
17AG(4)(d)(iv)	N/A	Information on aggregate amount of performance payments.	If applicable, Mandatory
<b>Assets Management</b>			
17AG(5)	56	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, mandatory
<b>Purchasing</b>			
17AG(6)	57–59	An assessment of entity performance against the <i>Commonwealth Procurement Rules</i> .	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
<b>Reportable consultancy contracts</b>			
17AG(7)(a)	58, 140	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory
17AG(7)(b)	58	A statement that <i>“During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million].”</i>	Mandatory
17AG(7)(c)	57–58	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory
17AG(7)(d)	58	A statement that <i>“Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.”</i>	Mandatory
<b>Reportable non-consultancy contracts</b>			
17AG(7A)(a)	140	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory
17AG(7A)(b)	141	A statement that <i>“Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.”</i>	Mandatory



PGPA Rule Reference	Part of Report	Description	Requirement
17AD(daa)		Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts	
17AGA	141	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory
<b>Australian National Audit Office Access Clauses</b>			
17AG(8)	N/A	If an entity entered into a contract with a value of more than \$100 000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, Mandatory
<b>Exempt contracts</b>			
17AG(9)	58	If an entity entered into a contract or there is a standing offer with a value greater than \$10 000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, Mandatory
<b>Small business</b>			
17AG(10)(a)	57	A statement that <i>"[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website."</i>	Mandatory
17AG(10)(b)	57	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory
17AG(10)(c)	N/A	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that <i>"[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website."</i>	If applicable, Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
<b>Financial Statements</b>			
I7AD(e)	68–110	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory
<b>Executive Remuneration</b>			
I7AD(da)	131	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2-3 of the Rule.	Mandatory
<b>Other Mandatory Information</b>			
I7AH(1)(a)(i)	N/A	<p>NIf the entity conducted advertising campaigns, a statement that</p> <p><i>“During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website.”</i></p>	If applicable, Mandatory
I7AH(1)(a)(ii)	58	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory
I7AH(1)(b)	N/A	<p>A statement that</p> <p><i>“Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website].”</i></p>	If applicable, Mandatory
I7AH(1)(c)	55	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory
I7AH(1)(d)	60	Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory
I7AH(1)(e)	N/A	Correction of material errors in previous annual report.	If applicable, Mandatory
I7AH(2)	62–65	Information required by other legislation.	Mandatory





# INDEXES

CHAPTER 6

## GLOSSARY, ABBREVIATIONS AND ACRONYMS

AAls	Under the PGPA Act, the 'accountable authority' is the person or group of persons responsible for, and control over, each Commonwealth entity's operations.  An accountable authority can issue written instructions about any matter relating to the finance law that all officials of the entity must adhere to. These are referred to as accountable authority instructions (AAls)
ACB	Administered Capital Budget
ADF	Australian Defence Force
administered items	Assets, liabilities, revenues or expenses that are controlled by the Australian Government but managed by the Office on the Government's behalf
Administrator	The person (conventionally, the longest serving State Governor) appointed by The Queen to administer the Government of the Commonwealth of Australia when the Governor-General is overseas or ill, or if the Governor-General temporarily absents himself from office, or if the position of Governor-General is vacant
Admiralty House	The Governor-General's official residence at Kirribilli in Sydney
AFP	Australian Federal Police
Aide-de-camp (ADC)	An officer of the military who is appointed to act as the military attendant to the Governor-General
ANAO	Australian National Audit Office
AC	Companion of the Order of Australia
AM	Member of the Order of Australia
AO	Officer of the Order of Australia
ASL	Average staffing level
ASBA	Australian School-based Apprenticeships
CIT	Canberra Institute of Technology
CPRs	The Commonwealth Procurement Rules, which set out the Australian Government's requirements for the procurement of goods and services by agencies
Credentials Ceremony	Ceremony at which a newly appointed foreign ambassador or high commissioner to Australia formally presents their credentials
CSC	Conspicuous Service Cross
CVO	Commander of the Royal Victorian Order
DCB	Department Capital Budget
Enterprise Agreement	Wage and working conditions negotiated within an organisation and made under the <i>Fair Work Act 2009</i>

departmental items	Assets, liabilities, revenues and expenses that are controlled by the agency in the production of its outputs
EAP	Employee Assistance Program
EPBC Act	<i>Environment Protection and Biodiversity Conservation Act 1999</i>
FOI Act	<i>Freedom of Information Act 1982</i>
gazettal regulations	Rules, officially approved and published in the Commonwealth of Australia Special Notices Gazette, which set out service and actions that may qualify citizens for various award types
General Division of the Order of Australia	That section of awards in the Order of Australia through which community members may be recognised
Government House	The Governor-General's official residence at Yarralumla in Canberra
GST	goods and services tax
heritage property	A property with particular aesthetic, historic, scientific, social or other values, listed on the Commonwealth Heritage List
HR	human resources
HSR	Health and Safety Representative
HVAC	heating ventilation and air conditioning
IT, ICT	Information technology, information and communications technology
IFA	Individual Flexibility Arrangement
IPS	Information Publication Scheme
insignia	A symbol or token of status or office; in this context medals and documents associated with an office, honour or award
investiture	Ceremony at which the Governor-General presents Australian honours and awards
KMP	Key Management Personnel
long service awards	Awards made in recognition of long, diligent or efficient service, usually in uniformed service occupations
LVO	Lieutenant of the Royal Victorian Order
meritorious awards	Awards for which the recipient is assessed as having gone above and beyond normal expectations
MP	Member of Parliament
MVO	Member of the Royal Victorian Order
NEM	National Emergency Medal
NPSM	National Police Service Medal
OAM	Medal of the Order of Australia
official activities	Constitutional, statutory, ceremonial and public duties undertaken by the Governor-General in carrying out the role
OOSGG	Office of the Official Secretary to the Governor-General
PBS	Portfolio Budget Statements

PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PMP	Property Management Plan
post nominals	Letters placed after the name of a person to indicate that they hold a position, educational degree, accreditation, office, or honour
PSPF	Protective Security Policy Framework
PWP	Property Works Plan
RAP	Reconciliation Action Plan
Retd	Retired (used after the name of a retired armed forces officer)
SMEs	small and medium sized enterprises
State Visit	A formal visit by a foreign head of state to another nation, at the invitation of that nation's head of state
WCC	Workplace Consultative Committee
WHS	work health and safety
WHS Act	<i>Work Health and Safety Act 2011</i>

## ALPHABETICAL INDEX

### A

- abbreviations, 156–158
- Accountable Authority, 6, 132
- Accountable Authority Instructions (AAIs), 49, 56, 57
- address, *inside front cover*
  - annual report contact, 142
  - FOI matters, 61
- Administration of the Australian Honours and Awards System (Program Component 2) see Program Component 2: Administration of the Australian Honours and Awards System
- Admiralty House, Kirribilli
  - asset management, 56
  - events and visits, 6, 19, 32
  - management and maintenance, 3, 5, 6, 7, 15, 16, 33–34, 35
  - security management, 48
  - works of art and other items, 35
- advertising and market research, 58–59
- agency resource statement, 144–145
- anniversary correspondence, 20, 32
- annual performance statement, 12–15
  - Accountable Authority statement of preparation, 12
  - financial performance see financial management and performance
  - outcome performance (summary), 15
  - performance results against KPIs, 13–14
  - program performance see under Program 1; Program Component 1; Program Component 2
  - purpose, 12
- Anzac Day commemorations, 21, 32
- artworks, 35
- asset management, 56
- Assistant Minister to the Prime Minister, 37
- Audit Committee, 45, 48, 146
- Auditor-General access clauses, 58 see *also* Australian National Audit Office
- audits, 48, 69–70
- AusTender, 58, 141
- Australia Day address, 32
- Australia Day Honours List, 38, 121–123, see *also* Order of Australia
- Australian Bravery Decorations, 37, 38, 118
  - investitures, 22–23
  - nominations and awards, 39, 127–128
- Australian Bravery Decorations Council, 14, 37, 39, 118–119
- Australian Cyber Security Centre Essential 8 controls, 59
- Australian Defence Force
  - appointments, commissions and ceremonies, 21
  - awards, 22–23, 129–130
  - Commander-in-Chief role and activities, 6, 21
- Australian Federal Police, 48
- Australian honours system, 5, 7, 15, 36–41
  - councils and committees, 37, 114–120
  - diversity of nominations and recipients, 2–3, 5, 15, 41
  - investitures, 22–23, 39–40
  - Letters Patent and Regulations, 41
  - nomination process and eligibility information, 37–38, 39
  - nominations and awards, 39–40, 121–130
  - non-Australian citizens, 40
  - overview, 37–39
  - performance report, 14, 36–41
  - promotion of, 2, 15, 32, 41
  - stakeholders, 38



- website information, 41
- see also Australian Bravery Decorations; Defence, meritorious and long service awards; Honours and Awards branch; Order of Australia
- Australian Institute of Aboriginal and Torres Strait Islander Studies, 35
- Australian National Audit Office, 16
- Australian Public Service Code of Conduct and Values, 49
- Australian Public Service Commissioner, 49
- Australian Signals Directorate, 48
- Australian Sports Medal, 41
- Australian War Memorial, 35
- Australiana Fund, 35
- awards (national) see Australian honours system

## B

- bravery awards see Australian Bravery Decorations
- budget see financial management and performance
- bushfires, 29–30, 39
  - awards for service during bushfires, 3, 39
- business continuity, 48, 53, see also COVID-19 pandemic
- business plans see strategic and business plans

## C

- capital works budget, 16, 56, see also property management
- ceremonial activities, 3, 4, 6, 15, 22–32, see also engagements and visits by the Governor-General; heads of state, heads of government and other dignitaries, visits by/meetings with
- Charles III, His Majesty The King, 4
- Chief Executive Officer, 6, see also Official Secretary
- Chief Financial Officer, 6
- Chief Risk Officer, 47
- citizenship ceremonies, 24
- Code of Conduct and Workplace Behaviours Policy, 49
- Comcare, 54

- Comcover risk benchmarking program, 47
- Commander-in-Chief role and activities, 6, 21
- commemorations, 21
- committees
  - awards, 114–120
  - Office, 44–45
- Commonwealth Fraud Control Framework, 47
- Commonwealth Heritage List, 33
- Commonwealth Indigenous Procurement Policy, 57
- Commonwealth Ombudsman, 48
- Commonwealth Procurement Rules, 57
- communication and information
  - correspondence, 6, 20, 32
  - media engagement and coverage, 32
  - speeches and messages, 6, 32, 60
  - see also website
- Communications and Creativity team, 6
- community engagement, 2, 15, 26–27, see also engagements and visits by the Governor-General; patronage of organisations
- competitive tendering and contracting, 58
- congratulatory messages, 20
- constitutional activities, 6, 20
- consultants, 57–58, 140
- contact officer, 142
  - FOI matters, 61
- contracts, 140–141, see also purchasing
- corporate governance, 4, 44–49
- corporate plan, 46
- corporate services, 6
- correspondence handled, 6, 20, 32
- Council for the Order of Australia, 14, 37, 114–118, see also Order of Australia
- COVID-19 pandemic
  - honours and awards for achievement during the pandemic, 41
  - impact of, 4, 5, 15, 32, 64
  - response to, 31, 48, 53, 54, 59

credentials ceremonies, 20, 23

cyber security, 48, 59

## D

Defence, meritorious and long service awards,  
22–23, 129–130

Defence Force appointments, commissions and  
ceremonies, 21

definitions (glossary), 156–158

Department of Defence, 21, 38

Department of Finance, 34, 49

Department of Foreign Affairs and Trade, 23

Department of Home Affairs, 34, 48

Department of Parliamentary Services, 35

Department of the Environment, 33

Department of the Prime Minister and Cabinet, 6, 34, 38

Department of Veterans' Affairs, 21

Deputy Official Secretary, 142

remuneration, 50–51, 131

role, 6, 47

digital transformation program, 3–4, 7, 59, *see also*  
information and communications technology

diplomatic mission credentials ceremonies, 23

disability reporting, 55

discretionary grants, 59

diversity

gender of staff (Office), 133–136

Indigenous employment (Office), 138–139

diversity and inclusion initiatives for honours and  
awards, 2–3, 5, 15, 41

## E

ecologically sustainable development  
principles, 33, 62–65

Elizabeth II, Her Majesty The Queen

death, 4

Platinum Jubilee, 4, 32

emails (correspondence) *see* correspondence handled

emergencies, nationally significant, 38, 39

emergency services awards and medals *see* Australian  
Bravery Decorations; National Emergency Medal

Employee Assistance Program, 53

employees *see* senior executives; staff

energy consumption, 63, 64

engagements and visits by the Governor-General, 2, 6,  
15, 19, 26–27

community engagement, 2, 15, 26–27

Defence forces/ceremonies, 21

number of official engagements, 19–20

organisation and management, 13

overseas, 3, 19, 26

regional centres in Australia, 15, 28–29

support for (performance indicators), 13

virtual engagements, 4, 15, 31

enterprise agreement, 49, 51, 139

*Environment Protection and Biodiversity Conservation Act*  
1999, 13, 33, 62

environmental performance, 62–65

ethical standards, 49

events *see* ceremonial activities; constitutional activities;  
credentials ceremonies; Defence Force appointments,  
commissions and ceremonies; engagements and visits  
by the Governor-General

events outside the reporting period, 4

Executive Council, 20, 21

executives *see* senior executives

exempt contracts, 58

expenses and resources for outcome, 145

external scrutiny, 48

## F

Federal Executive Council, 20, 21

finance law compliance, 44

Finance Team, 6

financial management and performance, 4  
    Accountable Authority Instructions, 49  
    agency resource statement, 144–145  
    asset management, 56  
    finance law compliance, 44  
    New Policy Proposal funding, 7  
    performance, 16–17, 18, 19

financial statements, 68–110

    audit report, 16, 48, 69–70

flexible working arrangements, 50

floods, 2, 29–31

foreign awards for Australian citizens, 40

fraud prevention and control, i, 46, 47

freedom of information

    applications, 61

    information published, 60

    procedures and charges, 61

*Freedom of Information Act 1982*, 60–61

fuel consumption, 63, 64

funding, 7

furniture, 35

## G

gardens, 4

    water consumption, 63–64, 65

*Giving Hope – Uplifting the Nation*, 50

glossary, 156–158

Government House, Canberra, 3

    asset management, 56

    events and visits, 6, 19, 32

    gardens, 4

    heritage values review, 3

    management and maintenance, 5, 6, 15, 16, 33–34

    security management, 48

    works of art and other items, 35

Governor-General

    number of official engagements, 19–20

    remuneration, 16, 19, 144

    roles, 2, 5, 6, 12, 37, 114

    see also ceremonial activities; Commander-in-Chief role and activities; constitutional activities; engagements and visits by the Governor-General; patronage of organisations

*Governor-General Act 1974*, 6, 44, 61, 133, 144

grants, discretionary, 59

greenhouse gas emissions, 63, 64

## H

heads of mission credentials ceremonies, 23

heads of state, heads of government and other

    dignitaries, visits by/meetings with, 24–25, see also credentials ceremonies

health and wellbeing program see work health and safety

heritage strategy, 33, see also property management

Honours and Awards branch, 6, 7, 8, 36–41, see also Australian honours system; Program Component 2

household operations, 12, 13, 15, see also Admiralty House, Kirribilli; Government House, Canberra; property management

human resources management, 6, 50–55, see also staff

Hurley, General the Honourable David, 2, 116

## I

Indigenous employment, 138–139

Indigenous enterprises' participation in procurement, 57

information and communications technology, 3–4, 6, 7, 41, 45, 48, 59, see also digital transformation program

Information Publication Scheme, 60

Information Technology Sub-Committee, 45

Instruments of Appointment and Oaths of Office, 20

internal audit arrangements, 48

international engagement see engagements and visits by the Governor-General

Internet address, *inside front cover*, see *also* website  
investitures, 22–23, 39–40

## K

Key Management Personnel, 50–51, 131  
key performance indicators, 13–14, see *also* Program 1;  
Program Component 1; Program Component 2  
Kirribilli House grounds maintenance, 34  
Kirribilli Point Battery precinct remediation project, 3, 7,  
15, 34, 35

## L

Landscape Management Plan see gardens  
leadership development, 54  
learning, training and development, 50, 51, 52, 54, 143  
legal services expenditure, 58  
legislation receiving Royal Assent, 20  
legislative framework, 44, see *also* Governor-General  
Act 1974; Public Governance, Performance and  
Accountability Act 2013  
letter of transmittal, i  
letters (correspondence) see correspondence handled  
letters of credence see credentials ceremonies  
Letters Patent and Regulations governing the suite of  
occupation-based meritorious awards, 41  
long service and occupational awards see Defence,  
meritorious and long service awards; National Police  
Service Medal

## M

machinery and transport energy consumption, 62, 64  
Management Committee, 44  
Marine Barracks, Kirribilli see Kirribilli Point Battery  
precinct remediation project  
market research, 58–59  
McGrathNicol, 48  
media engagement and coverage, 32

meritorious service awards see Defence, meritorious and  
long service awards; National Police Service Medal  
military events and commemorations, 21  
Minister for Defence, 37, 39  
Ministry swearing-in ceremonies, 20  
monarchy, 4

## N

National Capital Authority, 33  
National Emergency Medal, 3, 38, 39, 120  
National Emergency Medal Committee, 14, 37, 38, 120  
National Gallery of Australia, 35  
National Medal, 37, 39  
National Police Service Medal, 39  
natural disasters, 2, 15, 29–31, 38, see *also* bushfires; floods  
nominations for honours and awards see Australian  
honours system  
non-salary benefits, 53  
notifiable incidents, 143

## O

Oaths and Affirmations of Office, 20  
Office of the Official Secretary to the Governor-General  
branches see Honours and Awards branch;  
People and Services branch; Strategic  
Engagement branch  
Deputy Official Secretary's role, 6, 47  
establishment and role, 6–7  
management see corporate governance; financial  
management and performance; human  
resources management  
Official Secretary see Official Secretary  
organisational structure, 6–8  
outcome and program see outcome and program  
performance report see performance results  
purpose, 12  
role, 2–3, 12

official activities (overview), 19–20, *see also* ceremonial activities; constitutional activities; engagements and visits by the Governor-General; investitures

official properties *see* Admiralty House, Kirribilli; Government House, Canberra

Official Secretary, 6

- Accountable Authority, 6, 132
- decision maker for FOI requests, 60
- remuneration, 50, 131
- review by, 2–8
- roles, 37, 44, 114, 118
- see also* Office of the Official Secretary to the Governor-General

Ombudsman, 48

Open Days, 32

operating result, 16

operational plans *see* strategic and business plans

Order of Australia

- Council, 14, 37, 114–118
- diversity of nominations and recipients, 2–3, 5, 41
- investitures, 22–23, 39–40
- Military Division, 37, 39, 129–130
- nomination process and eligibility information, 37, 39
- nominations and awards, 39, 121–126
- non-Australian citizens, 40
- office-bearers, 37, 114
- overview, 37
- public awareness of, 2, 15, 41

organisational structure, 6–8

outcome and program, 7, 8

- agency resource statement, 144–145
- annual performance statement, 12–15
- financial performance, 16–17
- outcome performance (summary), 15
- performance report (details) *see* Program 1; Program Component 1; Program Component 2

- performance results against KPIs, 13–14

outlook for 2022–23, 5

outreach and engagement *see* engagements and visits by the Governor-General

outsourcing arrangements, 57

overseas visitors *see* heads of state, heads of government and other dignitaries, visits by/ meetings with

overseas visits, 3, 19, 26, *see also* engagements and visits by the Governor-General

overview of Office *see* under Office of the Official Secretary to the Governor-General

## P

paintings, 35

pandemic *see* COVID-19 pandemic

parliamentary committee reviews, 48

patronage of organisations, 2, 15, 27–28

People and Services branch, 6, 8

performance framework (staff), 50

performance pay, 51

performance results

- outcome performance, 15
- against performance indicators, 12–14

Program performance *see* Program 1; Program Component 1; Program Component 2

*see also* Australian honours system; environmental performance; financial management and performance

police awards and medals *see* National Police Service Medal

Portfolio Budget Statements, 7, 46

- financial report, 16
- summary report against performance indicators, 12–14

Prime Minister's role in respect of the Office, 6

procurement, 57–58, 140–141

Program 1, Support for the Governor-General and Official Functions

- financial performance, 16–17, 18
- objectives, 12, 17
- performance indicators, 13
- resources and expenses for outcome, 144–145

Program Component 1: Support of the Governor-General

- financial performance, 19
- objectives, 18
- performance indicators, 13
- performance results, 13, 19–35
- performance summary, 15

Program Component 2: Administration of the Australian Honours and Awards System

- financial performance, 36
- objectives, 36
- performance indicators, 14
- performance results, 39–41
- performance summary, 15
- see also Australian honours system

Project Implementation Cell, 6, 7

property management, 3, 5, 6, 7, 13, 15, 16, 33–35, 44–45, 56, 57, see also Admiralty House, Kirribilli; Government House, Canberra; heritage strategy; household operations

Property Management Plan, 33

Property Sub-Committee, 44–45

Property Works Plan, 16, 56

Property Works Program, 33–35, 45

Protective Security Policy Framework, 45, 48

Public Governance, Performance and Accountability Act 2013, i, 12, 44, 49, 57, 58

Public Service Act 1999, 49

purchasing, 57–58, 140–141

purpose, 12

## Q

Queen's Birthday Honours List, 38, 41, 121–126,  
see also Order of Australia

## R

receptions and community events see engagements  
and visits by the Governor-General; heads of state,  
heads of government and other dignitaries, visits by/  
meetings with

recycling, 63, 65

Remembrance Day commemorations, 21

remuneration, 49, 50–51, 139

- Audit Committee, 146
- executive remuneration, 50–51, 131
- Governor-General, 16, 19, 144

resources for Outcome, 144–145, see also financial  
management and performance

risk management, 46, 47

roles

- Deputy Official Secretary, 6, 47
- Governor-General, 2, 5, 6, 12, 37, 114
- Office, 2–3, 12
- Official Secretary, 6, 37, 44, 114, 118, 132

Royal Assent to legislation, 20

RSM (internal auditors), 48

rural, regional and remote Australia, visits to, 15, 28–29

## S

school tours, 20, 32

security management, 6, 45, 48, 59

Security Sub-Committee, 45

senior executives, 8

- remuneration, 50–51, 131

significant changes, 17

Singer, Paul, 6, 114, 118, see also Official Secretary

small business participation in procurement, 57

social cohesion, 2, 3, 5, 15, *see also* engagements and visits by the Governor-General

social media, 32

speeches by the Governor-General *see* communication and information

staff

- average staffing level, 51
- consultative arrangements, 45
- Employee Assistance Program, 53
- employment arrangements, 49, 51, 139
- flexible working arrangements, 50
- health and safety, 52–54
- learning, training and development, 50, 51, 52, 54, 143
- non-salary benefits, 53
- numbers and profile, 51, 133–139
- performance framework, 50
- recruitment, 51
- remuneration, 49, 51, 131
- turnover, 51
- work practices, 4, 50

stakeholder feedback, 15

stakeholder satisfaction, 14

state visits *see* engagements and visits by the Governor-General; heads of state, heads of government and other dignitaries, visits by/meetings with

statutory responsibilities, 44

strategic and business plans

- business continuity, 48
- corporate plan, 46
- fraud control plan, 46, 47
- Risk Management Framework, 47
- strategic planning framework, 46

Strategic Engagement branch, 6, 8

Support for the Governor-General and Official Functions (Program 1) *see* Program 1

Support of the Governor-General (Program Component 1) *see* Program Component 1: Support of the Governor-General

'sustained service' awards *see* National Emergency Medal

## T

training *see* learning, training and development

transport and machinery energy consumption, 62, 64

## V

values, 49

virtual engagements, 4, 15, 31

visits by the Governor-General *see* engagements and visits by the Governor-General

visits to vice-regal properties, 6, 19–20

## W

waste management, 63, 65

water consumption, 63–64, 65

website, 41

- address, 142

whole-of-government initiatives, participation in, 59

work experience placements, 51

work health and safety, 52–54, 143

Work Health and Safety Committee, 45, 53

work practices, 4, 50

workers compensation, 54

workforce *see* staff

Workplace Consultative Committee, 45

works of art and other items, 35





