



OFFICE OF THE OFFICIAL SECRETARY
TO THE GOVERNOR-GENERAL

ANNUAL REPORT

2024

2025

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

Printed by Bytes 'n Colours

Edited and indexed by Tracy Harwood
(tracy@editingandindexing.com.au)

Designed by giraffe.com.au

LETTER OF TRANSMITTAL



OFFICE OF THE OFFICIAL SECRETARY
TO THE GOVERNOR-GENERAL

9 October 2025

The Hon 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 ending 30 June 2025, 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

Gerard Martin PSM
Official Secretary to the Governor-General

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CHAPTER 1

OVERVIEW

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The Office of the Official Secretary to the Governor-General supports the Governor-General to carry out her constitutional, statutory, ceremonial and community responsibilities

OFFICIAL SECRETARY REVIEW

The Office of the Official Secretary to the Governor-General has the great privilege to connect with and celebrate Australians across the country. The work of the past 12 months was shaped by our commitment to supporting a new Governor-General, and delivering on our ongoing responsibilities to the Australian community through program delivery, management and maintenance of the official residences, and the administration of the Australian honours system. 2024–25 has been a year highlighted by significant anniversaries and a Royal visit. It was the first year in office for a new Governor-General and offered the opportunity to establish a new direction for the Office.

The Office supported the Governor-General to visit every state and territory in her first year, meeting Australians from a broad range of communities and organisations that focus on care, kindness and respect. In particular, the Governor-General visited mid-northern New South Wales and Queensland to meet with those impacted by cyclones and floods and those who led recovery efforts. On Christmas Day 2024, the Governor-General attended commemorations in Darwin of the 50th anniversary of Cyclone Tracy. This important event was a reminder of the ongoing trauma that can affect communities long after the physical damage has been repaired.

The Governor-General welcomed Their Majesties The King and Queen to Australia in October 2024, where, as part of the visit, His Majesty The King signed a Royal Warrant granting the new Great Seal of Australia. Their Majesties visited Sydney and Canberra and were able to undertake a diverse program of events during their time, including meeting Australians of the Year, visiting the National Centre for Indigenous Excellence and undertaking a Fleet Review with the Royal Australian Navy on Sydney Harbour.

In addition to visits within Australia, the Governor-General had the privilege to visit Türkiye in April 2025 to commemorate the 110th anniversary of the Gallipoli landings, as well as to represent Australia at the funeral for Pope Francis in Rome.

2025 also marked the 50th anniversary of the Australian honours system, and the Office has supported a number of events during the year to mark this important milestone, including collaborating with the Royal Australian Mint.

The Governor-General completed a number of important functions in relation to her constitutional duties to the Australian Parliament in the lead-up to and following the Federal Election on 3 May 2025.

The Office continued to welcome visitors to Government House, including a successful Open Day and approximately 18,000 school children on school tours during the year.

It is important to acknowledge a traumatic event. In February 2025, there was an incident outside the gates of Government House where a branch fell from a tree onto a group of students who had completed a tour of Government House, resulting in injuries to a number of students. The Governor-General and staff continue to keep the children and families that were affected in our thoughts. This incident is a reminder of the importance of ensuring a safe environment for all those who visit or work within our grounds. The Office is committed to doing just that.

OUTLOOK FOR 2025–26

Looking ahead, the Office intends to provide the highest standard of support to the Governor-General to fulfil ceremonial, community, constitutional and Commander-in-Chief duties. Programming of events will prioritise local and regional communities and organisations, highlighting modern Australia in all its diversity and success. Our approach will be underpinned by care, kindness and respect, reflecting the intent of the Governor-General.

We will continue to look at ways to modernise operations, find efficiencies and collaborate with other Commonwealth agencies including the Department of Parliamentary Services, Department of the Prime Minister and Cabinet, the Department of Defence, and the Department of Foreign Affairs and Trade.

In this 50th anniversary year of the Australian honours system, we will continue to take every possible step to address the backlog of honours nominations to ensure that recognition for Australians is addressed promptly, noting that the volume of nominations received continues to increase.

The Office will continue to enable the Governor-General to engage with a cross-section of the community. In 2025–26 this will include using social media engagement, with a particular focus on promoting civics education and a greater understanding of the importance of our institutions of government and their role in modern Australia.

The Office has achieved much over the past 12 months in a time of transition, and the hard work and dedication of staff that has underpinned the support for the Governor-General's first year in Office has been a critical factor. Moving forward, we will seek to be even more efficient and innovative in supporting a modern, visible and optimistic Governor-General.

OFFICE OVERVIEW

The office of governor-general was established by the Constitution of the Commonwealth of Australia in 1901. The Governor-General represents His Majesty The King 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. 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 2024–25, this position was held by Mr Gerard Martin PSM.

The Office comprises the following branches: Engagement and Communications, Property and Projects, Honours and Awards, People and Culture, Digital Services and a Finance team led by the Chief Financial Officer. The Chief Financial Officer and directors of each branch 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 2025.

The Engagement and Communications 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 work of the branch also includes using digital media to amplify the Governor-General's program and engage with new audiences – particularly around the importance of civics. 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.

The Property and Projects branch manages the official residences including 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 2 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 People and Culture branch provides human resources support for the Office, while the Finance branch manages and tracks financial and non-financial performance and risk.

The Digital Services branch is responsible for the provision of information technology services and support and the coordination and delivery of IT projects for the Office.

This report is structured according to the Office's outcome and program, in line with the 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 and awards system
Program 1	Support for the Governor-General and Official Functions
Component 1	Support of the Governor-General
Component 2	Management and maintenance of the official properties
Component 3	Administration of the Australian honours and awards system

The Outcome, Program and Program Components are consistent with those reported in the Office's 2024–25 Portfolio Budget Statements. The cost of corporate functions is allocated across program components.

FIGURE 1: ORGANISATIONAL STRUCTURE AT 30 JUNE 2025





CHAPTER 2

REPORT ON PERFORMANCE

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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

ANNUAL PERFORMANCE STATEMENTS 2024-25

STATEMENT OF PREPARATION

I, Gerard Martin, as the accountable authority of the Office of the Official Secretary to the Governor-General (the Office), present the 2024–25 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.

Gerard Martin PSM
Official Secretary to the Governor-General
9 October 2025

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
- manage and maintain the official residences at Government House in Canberra and Admiralty House in Sydney
- provide 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 3 components:

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

Table 1 summarises the results for 2024–25 against key performance indicators for Program 1 as identified on pages 264–266 of the 2024–25 Portfolio Budget Statements and pages 18–20 of the 2024–25 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 activities	Key performance indicators	Performance measure	Target for 2024–25	Results for 2024–25
Component 1: Support of the Governor-General				
Providing advice to the Governor-General; planning, implementing and managing Their Excellencies' forward program of engagements; and liaising with representatives of governments, related authorities and community groups	The Governor-General is satisfied with the level of advice and administrative support provided that enables them to successfully perform official duties	Stakeholders' satisfaction to be assessed	90% of stakeholders are satisfied	Met: 100 per cent satisfaction per survey responses
Providing support for Their Excellencies and hospitality services for official functions	This measure is to be supported by case studies that demonstrate the types of support provided to stakeholders	Number of children visiting Government House	18,000	Partially Met: 17,365 students visited Government House during school tours. Numbers were impacted by availability of the House and grounds due to operational considerations
		Feedback captured and case studies developed	Feedback captured and case studies developed	Refer case studies for regional engagement, digital engagement and event experience

Program 1.1 activities	Key performance indicators	Performance measure	Target for 2024–25	Results for 2024–25
Component 2: Management and maintenance of the official properties				
Providing governance advice and administrative services to the Office, and managing the Governor-General's official residences, including maintenance of property, equipment and grounds	Managing the Governor-General's official residences, including maintenance of property, equipment and grounds	Compliant with legislation in relation to Disability Discrimination Act and Work Health and Safety legislation in public realm spaces	Assessment tool revised and 70% compliance in public realm spaces	Met: Assessment tool was revised and external reviews completed indicated 75% compliance in public realm spaces by 30 June 2025
		Condition assessments undertaken	Assessment tool revised – result of 80% ^{1,2,3}	Not Met: the assessment tool was revised for 2024–25. The resulting self-assessments found that elements of the official residences did not meet the thresholds appropriate for their heritage value. Maintenance and works going forward will be prioritised to address this.
Component 3: Administration of the Australian honours and awards system				
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	The Governor-General and other key stakeholders express satisfaction with the administration of the Australian honours and awards system and support provided	Assessment of the Council's and Committee's satisfaction	90% of respondents indicate expectations met	Met: 100% of respondents surveyed across the Council for the Order of Australia, the Australian Bravery Decorations Council and the National Emergency Medal Committee during 2024–25 indicated that expectations were met. ⁴
Providing secretariat support to the Australian honours advisory bodies				

1 Government House was assessed in 2024–25 and Admiralty House will be assessed in 2025–26.

2 The 2023–24 result was incorrectly reported as 100% compared to an actual result of 76%, which still met the 2023–24 target of 70%

3 The result of 80% should be read as 80% of elements met the condition appropriate to their heritage value and operational requirements.

4 The survey represented 30 respondents of a total of 38 members of all Councils and Committees. This is considered statistically significant and sufficient to demonstrate achievement of the target.

Program I.1 activities	Key performance indicators	Performance measure	Target for 2024–25	Results for 2024–25
Undertaking the administrative tasks associated with the approval of recipients in the Australian honours system and subsequent announcement where applicable	Activities comply with the governing instruments for honours and awards, including the Constitution for the Order of Australia	Assessment of compliance with governing instruments	Recommendations made are compliant with governing instruments	Met: 100% of recommendations made to the Governor-General between 1 July 2024 and 30 June 2025 were compliant with governing instruments
Procuring Australian honours insignia, warrants and investiture items				
Complying with governing instruments within the Australian honours system, including the facilitation and approval of changes				
Undertaking promotion and community engagement activities to increase awareness of, and engagement with, the Order of Australia	Nominations received reflect the diversity of Australia (including by field of endeavour, gender and cultural background)	Track reach through own channels and number of organisations engaged with	25 organisations	Met: 87 organisations were engaged with between 1 July 2024 and 30 June 2025

CASE STUDIES

INTERNAL EVENTS

Hosting organisations at Government House and Admiralty House is a key way for the Governor-General to fulfill her community and ceremonial responsibilities. Events range from ceremonial occasions, such as investitures for the Australian honours system, through to more informal celebrations of the work of community organisations.

In 2024–25 the Governor-General hosted 132 events at the Official Residences. Delivery of these events requires outputs from across the Office, from stakeholder engagement and event delivery in the program team, set-up and parking delivered by Property and Projects, catering and hospitality from Household, and communications support, including speechwriting, photography and social media.

Events are identified through the Office's program and planning process, which balances strategic alignment with budget and logistical considerations.

Feedback from these events demonstrates the effectiveness of delivery and the value of the events to the organisations:

“On behalf of the program we just wanted to extend our deepest thanks for a successful and productive engagement at Government House ... thank you again for all your cooperation and dedication to coordinating such a seamless engagement for the delegation.”

“Since last Thursday, I have received a number of calls from our ladies, wanting to thank all of the Government House staff for putting on the most wonderful morning tea. It was a very special day that brought so much joy to so many, so thank you to you and your Team for a brilliant day.”

“I want to take a moment to express my deepest gratitude to you and your incredible team for helping make our 5th anniversary celebration at Admiralty House so memorable. Your dedication ensured the event was truly special for everyone involved.”

“On behalf of the team, I would like to express our sincere gratitude for all your support in organizing the event. It was a great success, and we truly appreciate your efforts in ensuring everything went smoothly.”

DIGITAL ENGAGEMENT

An impactful and cost effective method of engaging with stakeholders has been the integration of digital engagement, through video messages, video conferences and providing written messages into the Governor-General's program.

Video messages, in particular, have enabled the Governor-General to engage with groups and events that she otherwise would not have been able to because of cost, logistical challenges, competing operational priorities or other factors. In total, the Governor-General recorded more than 90 video messages in 2024–25.

An example of the effectiveness of this approach is a message recorded for a conference the Governor-General was invited to attend in Broome, Western Australia. While the event was assessed as aligning to strategic priorities, logistically it was not possible to attend in person. As an alternative, the Office worked with the organisers of the event to craft a message that would resonate with the audience.

Filmed at Government House, the message spoke directly to participants about embedding a culture of excellence and strong cultural identity in their community. It drew on the example of the Governor-General's patronages to show the alignment of her priorities to the local issues that would be discussed at the conference.

The message was well received, with the organising Committee writing:

“We are incredibly grateful for your considerate video message which was sent to be broadcast at the conference. On the day of the conference, prior to [the] keynote address, the video message was played to the whole delegation. The video message was inspirational to the audience and a poignant acknowledgement of learning and teaching which moved staff to consider the power of their work in the broader context of Australia ... Your video message was the perfect gesture to set the tone for the inspirational day. We are so grateful for your generous commitment and support, thank you.”

The Committee also acknowledged the effective support of the Office:

“We would also like to thank the team behind the scenes for putting the video together in a timely manner... We were delighted to receive the video as it played a vital part in the early part of the conference program.”

GOVERNOR-GENERAL VISIT TO BAIRNSDALE, EAST GIPPSLAND

The Governor-General visited Bairnsdale in East Gippsland to learn about the region, its people and how, in various ways, they exemplify the importance of care.

The short regional visit is an example of the Office's planning function; conceived proactively within the Office, the program was the result of close collaboration with the East Gippsland Regional Council and desktop research to find stories that the Governor-General could learn from and amplify to broader audiences.

The visit leveraged the Governor-General being in Melbourne on Monday 10 June 2025 (itself the result of a commitment made to Australian of the Year Neale Daniher AO to attend The Big Freeze event) to create an opportunity to visit East Gippsland. The prompt to do so was an article in national media in April – "How 'Australia's worst school' transformed after public low point". The program team noted that the story of Bairnsdale Secondary College aligned to strategic themes, including care, youth engagement and civics, and noted it as an opportunity for a future visit. From that starting point the program team engaged with the East Gippsland Shire Council and other stakeholders to develop a program that also included visiting the Bairnsdale library to learn about how they are connecting the community across the region, the Krowathunkooloong Keeping Place to understand the impact of Aboriginal owned and led care, the Gippsland Agriculture Group to witness innovation and ingenuity in agriculture, with the Mayor and Council a reception thanking first responders (aligned to 'thank a first responder day') and a meeting with RAAF leadership at RAAF Base East Sale.

The impact of the Governor-General's visit – particularly in thanking first responders – was noted:

"it was a great opportunity to not only hear from the Governor-General but pause and say "thanks" to our community members and their families who put the needs of others first in times of emergency."

Another stakeholder said:

"Long after she (the Governor-General) had left, the conversations were still flowing, staff and community members were absolutely buzzing. They spoke about how comfortable she made them feel, the time she gave them, and how thrilled they were to be able to take photos and selfies with her. That kind of experience doesn't happen often, and it was honestly priceless to witness."

The visit was amplified through media engagement (including an interview with local ABC radio, and coverage in local newspapers) and social media. Social media posts from the visit were viewed 64,681 times and generated 1,870 interactions. That success was enabled by the Office's approach to engaging with stakeholders in the lead up to and during the visit and is further evidenced by feedback from stakeholders:

"Thank you so much for your support in the lead-up to the visit, and today during the visit itself, it truly meant a lot, as you made what could have been a difficult process to navigate, one that we felt at ease going through."

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 and awards system.

During 2024–25, 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.

The Office supported the Governor-General and Mr Beckett to undertake a program of activity that continued Her Excellency's focus on celebrating service and contribution to our community, being present to offer comfort in times of natural disaster, and highlighting the good in our community. There were 9 visits to regional, rural or remote locations and another 7 to regions recovering from natural disasters. Their Excellencies also continued to actively support the organisations of which they serve as Patrons.

The management and maintenance of Government House and Admiralty House was undertaken with increased focus on heritage requirements, legislative requirements and value for money in relation to all property works.

The Office met the performance indicators for the Australian honours and awards system, particularly the important work of increasing awareness and engagement with the Order of Australia to encourage nominations for outstanding individuals from all parts of our community. The backlog of nominations for awards in the Order of Australia continues to be a matter of concern and addressing this issue is a high priority for the Office.

FINANCIAL PERFORMANCE

OPERATING RESULT

This section provides a summary of the Office's financial performance for the 2024–25 financial year. Departmental and Administered results are shown in the audited financial statements on pages 61–100 of this report.

The operating result is a deficit of \$1.972 million for the 2024–25 financial year. The Office has received an unmodified audit report from the Australian National Audit Office (ANAO) for the 2024–25 financial statements.

REPORT AGAINST THE 2024–25 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 J, Table J1 of this report. During 2024–25, the total appropriations available to the Office were \$29.063 million. This comprised \$20.071 million for Departmental outputs (including \$1.294 million for section 74 retained revenue receipts and \$425,000 towards the Departmental Capital Budget), \$5.148 million for Administered expenses, \$3.135 million towards the Administered Capital Budget, and \$709,000 as Special Appropriation for the Governor-General's salary.

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 J, Table J2.

CAPITAL WORKS BUDGET

In 2024–25, several major projects were undertaken at the properties under the Office's Property Works Program, to the total value of \$1.879 million.

BUDGET VARIATIONS

Detailed explanations for major variances to budget are shown in Chapter 4: Financial statements, on page 61–100 of this report.

SIGNIFICANT CHANGES IN 2024–25

There were no significant changes in 2024–25.

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

The program comprises 3 components:

1. Support of the Governor-General.
2. Management and maintenance of the official properties.
3. Administration of the Australian honours and awards 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
- undertake the efficient procurement of Australian honours medals and insignia, warrants and investiture items.

TABLE 2: FINANCIAL PERFORMANCE FOR PROGRAM 1

	Budget* 2024–25	Actual expenses 2024–25	Variation 2024–25
	\$ 000	\$ 000	\$ 000
Departmental appropriation – Cost of Components 1, 2 and 3	16,316	17,771	(1,455)
Administered appropriation	3,061	2,982	79
Expenses not requiring appropriation ¹	2,427	3,421	(994)
Total	21,804	24,174	(2,370)

* Full-year budget, including any subsequent adjustment made to the 2024–25 budget at Additional Estimates.

¹ Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, audit fees, secondment staff and losses from asset write-offs.

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
- 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* 2024–25	Actual expenses 2024–25	Variation 2024–25
	\$ 000	\$ 000	\$ 000
Departmental appropriation – Cost of Component 1	6,214	7,509	(1,295)
Administered appropriation – Governor-General's salary	495	709	(214)
Expenses not requiring appropriation ¹	224	216	8
Total	6,932	8,434	(1,502)

* Full-year budget, including any subsequent adjustment made to the 2024–25 budget at Additional Estimates.

¹ Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, audit fees, secondment staff and losses from asset write-offs.

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 455 domestic events hosted by others, reflecting considerable ceremonial obligations and regional community engagement. Throughout 2024–25, the Governor-General participated in 636 official engagements and welcomed over 28,000 guests and visitors to Government House and Admiralty House. This volume reflects the Governor-General's (and Office's) focus on modernity, visibility and optimism. The Office's website (www.gg.gov.au) and social media channels provided regular updates on the broad range of activities undertaken by the Governor-General.

TABLE 4: ACTIVITIES AND CORRESPONDENCE IN 2024–25

Official activities	Number	Attendees
Events hosted – Government House	98	4,920
Events hosted – Admiralty House	30	1,464
Events hosted – offsite	4	52
Total	132	6,436
Other domestic events attended	403	N/A
Credentials	12	N/A
Overseas events attended	52	N/A
Callers	282	
Executive Council meetings	24	
School tours	359	19,237 ^a
Anniversary requests handled	14,457 ^b	N/A
Items of correspondence handled	4,863 ^c	N/A

a) Includes school students, teaching staff and other accompanying adults.

b) Requests for messages of congratulation from His Majesty The King 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 2024–25, the Office supported the Governor-General or Administrator in presiding at 25 meetings of the Federal Executive Council, at which 439 agenda items were considered. Royal Assent was given to 116 pieces of legislation.

COMMANDER-IN-CHIEF

Under section 68 of the Constitution, the Governor-General is the Commander-in-Chief of the Australian Defence Force (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 2024–25, the Governor-General engaged extensively with the ADF, including:

- Visiting Holsworthy Barracks, 16 July 2024
- Attending Exercise Pitch Black, HMAS *Coonawarra*, 20 July 2024
- Visiting RAAF Base Tindall, 21 July 2024
- Visiting Exercise AUSTRAL SHIELD, 22 July 2024
- Visiting Fleet Base East, 16 September 2024
- Viewing the Navy Fleet Review with Their Majesties The King and The Queen, 22 October 2024
- Delivering the Hulme-Moir Lecture at Royal Military College – Duntroon, 25 October 2024
- Visiting RAAF Base Pearce, 14 November 2024
- Visiting HMAS *Albatross*, 26 November 2024
- Attending graduation of New Entry Officers Course, 26 November 2024
- Attending an event to mark the 50th anniversary of Defence Science & Technology Group, 28 November 2024
- Attending the Australian Command and Staff Course Graduation Ceremony, at the Australian Defence Force Academy, Canberra, 6 December 2024
- Attending the Royal Military College Graduation Parade and Commissioning Ceremony at Duntroon, Canberra, 10 December 2024

- Attending No. 1 Recruit Training Course Graduation at RAAF Base Wagga, 11 December 2024
- Attending the Australian Defence Force Academy Graduation Parade at Campbell, Canberra, 12 December 2024
- Attending Navy Week Ceremonial Sunset, 4 March 2025
- Hosting the Chief of Navy Strategic Advisory Council meeting, 6 March 2025
- Visiting the Avalon International Airshow, 25 March 2025
- Visiting Lavarack Barracks, 7 April 2025
- Presenting the Meritorious Unit Citation for Operation SOLACE, 7 April 2025
- Reviewing Officer at the Trooping of The King's Colour, Royal Military College – Duntroon, 7 June 2025
- Visiting RAAF Base East Sale, 11 June 2025.

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

Key commemorative events attended included:

- 10th anniversary of MH 17, Great Hall of Australian Parliament House, 17 July 2024
- Vietnam Veterans' Remembrance Day Service, Anzac Parade, Canberra, 18 August 2024
- National Police Remembrance Day Service, Barton, ACT, 27 September 2024
- National Remembrance Day commemoration, Australian War Memorial, 11 November 2024
- 50th anniversary of Cyclone Tracy Memorial, Darwin NT, 25 December 2024
- Stolen Generations Breakfast, Great Hall of Australian Parliament House, 13 February 2025
- Turkish International Anzac Day service, Türkiye, 24 April 2025
- French Memorial Service, Türkiye, 24 April 2025
- Commonwealth and Irish Memorial Service, Türkiye, 24 April 2025
- Anzac Day dawn service, Anzac Cove Türkiye, 25 April 2025
- Requiem Mass for His Holiness Pope Francis, Vatican City, 26 April 2025
- Bomber Command Commemoration Day, Anzac Parade, Canberra, 1 June 2025
- 75th anniversary of Australian Service in the Korean War, Anzac Parade, Canberra, 25 June 2025.

CEREMONIAL ACTIVITIES

In 2024–25, 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.

INVESTITURES

The Governor-General presided over investiture ceremonies for Australian honours and award recipients in 2024–25:

- 5 investiture ceremonies at Government House, Canberra, 9–13 September 2024
- an ad hoc investiture ceremony in Crookwell, NSW, 8 November 2024
- an ad hoc investiture ceremony presenting an Australian Police Medal in Ankara, Turkey, 24 April 2025
- 6 investiture ceremonies at Government House, Canberra, 6–9 May 2025.

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 2024–25, 6 credentials ceremonies were held at Government House for 17 Ambassadors or High Commissioners from Qatar, Switzerland, Denmark, Costa Rica, Estonia, Republic of Korea, Spain, Colombia, Angola, Federated States of Micronesia, the Philippines, Chile, Nepal, Panama, Bangladesh, Sri Lanka and Lao People's Democratic Republic.

Two credential ceremonies were held at Government House for the non-resident Ambassadors or High Commissioners of Guinea and Mauritania.

CITIZENSHIP CEREMONIES

The Governor-General presided at a number of citizenship ceremonies in 2024–25:

- Old Parliament House, ACT, 17 September 2024
- Fred Hutley Hall, North Sydney, NSW, 22 November 2024
- National Citizenship Ceremony, Rond Terrace, ACT, 26 January 2025
- Admiralty House, Kirribilli, NSW, 26 January 2025
- Hornsby Shire Council Chambers, Hornsby, NSW, 18 June 2025.

MEETINGS WITH HEADS OF STATE AND OTHER DIGNITARIES

- The Rt Hon Christopher Luxon, Prime Minister of New Zealand, Government House Canberra, 16 August 2024
- His Excellency Emmanuel Macron, President of the Republic of France, Paris, France, 28 August 2024
- Her Excellency the Rt Hon Mary Simon, Governor-General of Canada, Paris, France, 28 August 2024
- Her Excellency Ms Nguyen Thi Thanh, Vice President of the National Assembly of Vietnam, Government House Canberra, 13 September 2024
- His Excellency Mr Jose Ramos-Horta, President of Timor-Leste, Government House Canberra, 9 October 2024
- His All-Holiness Ecumenical Patriarch Bartholomew, Head of the Eastern Orthodox Church, Admiralty House Sydney, 11 October 2024
- His Majesty The Druk Gyalpo Jigme Khesar Namgyel Wangchuck, King of Bhutan, Admiralty House Sydney, 11 October 2024
- His Majesty King Charles III and Her Majesty Queen Camilla, Admiralty House Sydney and Government House Canberra, 18–23 October 2024
- His Highness Sheikh Abdullah bin Zayed Al Nahyan, Minister of Foreign Affairs and Deputy Prime Minister for the United Arab Emirates, Government House Canberra, 6 November 2024
- His Excellency Mr Petr Pavel, President of the Czech Republic, Government House Canberra, 27 November 2024
- His Excellency Dr Kao Kim Hourn, Secretary-General, ASEAN, Government House Canberra, 27 November 2024
- Hon James Marape MP, Prime Minister of Papua New Guinea, Admiralty House Sydney, 21 February 2025
- His Excellency The Reverend Sir David Tiva Kapu GCMG, Governor-General of Solomon Islands, Admiralty House Sydney, 7 March 2025
- His All-Holiness Ecumenical Patriarch Bartholomew, Head of the Eastern Orthodox Church, Istanbul, Türkiye, 22 April 2025
- His Excellency Recep Tayyip Erdoğan, President of the Republic of Türkiye, Presidential Palace Ankara, Türkiye, 22 April 2025
- Her Royal Highness the Princess Royal, Canakkale, Türkiye, 25 April 2025
- His Excellency Abdel Fattah El-Sisi, President of the Arab Republic of Egypt, Presidential Palace Cairo, Egypt, 27 April 2025
- His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the United Arab Emirates, Presidential Palace Abu Dhabi, 28 April 2025.

OFFICIAL OVERSEAS VISITS

In 2024–25, the Office planned and supported 2 international visits by the Governor-General:

- From 26 August to 2 September 2024, the Governor-General travelled to France to support Australia's athletes at the 2024 Paris Paralympic Games and visit Villers-Bretonneux
- From 20 April to 30 April 2025, the Governor-General visited Türkiye for the 110th anniversary of the Anzac landings, Vatican City to attend the funeral service for Pope Francis, and Egypt and the United Arab Emirates to mark anniversaries of diplomatic relations.

COMMUNITY ENGAGEMENT

The Office plans and delivers a geographically and thematically diverse program of activity that helps the Governor-General to engage with a broad cross-section of the Australian community.

In 2024–25, the Office supported the Governor-General to:

- visit every state and territory in the first months of her term
- engage with communities responding to or recovering from the impact of natural disasters
- welcome over 19,000 students, teachers and staff from across Australia to Government House
- convene groups and discussions for roundtable discussions at both Government House and Admiralty House, including with His Majesty The King and Her Majesty The Queen.

In total in 2024–25, the Governor-General attended or hosted 587 events or engagements. This program of activity is published on www.gg.gov.au and on the Governor-General's social media channels. This approach ensures transparency, shines a spotlight on the communities, organisations and individuals the Governor-General engages with and increases understanding and awareness of the role of the Governor-General.

State/territory	Dates	Locations	Number of events
Northern Territory	18–20 July 2024	Darwin and Katherine	7
	24–25 December 2024	Darwin	4
Victoria	29–20 July 2024	Werribee, Melbourne	6
	17 December 2024	Melbourne	2
	23 January 2025	Melbourne	2
	29–31 January 2025	Melbourne	8
	24–25 March 2025	Avalon, Melbourne	8
	9–11 June 2025	Melbourne, Bairnsdale, Sale	9

State/territory	Dates	Locations	Number of events
Queensland	10–11 August 2024	Brisbane	8
	16–17 October 2024	Brisbane	3
	30 November 2024 – 1 December 2024	Gold Coast	5
	24 February 2025	Brisbane	3
	20 March 2025	Gold Coast and Lockyer Valley (storm recovery)	5
	7–8 April 2025	Townsville	10
Tasmania	20–21 August 2024	Launceston and Hobart	12
	26–28 May 2025	Burnie and Devonport	14
South Australia	18–21 September 2024	Adelaide, Mannum, Mount Gambier (flood recovery)	17
New South Wales (regional)	30 October 2024 – 1 November 2024	Ballina, Lismore, Woodburn (flood recovery)	10
	26–27 November 2024	Jervis Bay	10
	11 December 2024	Wagga Wagga	2
	6 June 2025	Taree (flood recovery)	5
Western Australia	13–16 November 2024	Perth and Albany	18
	15–19 February 2025	Perth and Geraldton	20

PATRONAGES

At the end of the reporting period, the Governor-General and Mr Beckett had accepted patronage of 187 organisations. These organisations are involved with health, children and families, Aboriginal and Torres Strait Islander people, regional and rural Australia, education, inclusion, sports, the arts, defence and services, and other matters relevant to the broader Australian community.

Patronage indicates general support for the aims of the organisation. Patronage is accepted only as an honorary position, and does not include any involvement in an organisation's operations, endorsement of positions or responsibility for their activity. As far as their official program allows, the Governor-General seeks to support patronages through:

- visiting a patronage's office or place of activity, including meeting with staff, volunteers and clients
- consulting with patronages to learn about areas of mutual interest
- hosting events at Government House, Admiralty House or other locations during official travel in Australia and abroad
- providing messages of support and congratulations (video or written).

A full list of patronages and the Office's patronage policy is available on www.gg.gov.au.

COMMUNICATIONS

Key activities of the Office included:

- supporting the Governor-General by producing 232 speeches and remarks for delivery at community events around the country
- providing 157 video or written messages to organisations
- managing engagement with national, local and international media in relation to key events, the distribution of Australian Honours lists, investiture ceremonies, and to promote community events and regional visits
- increasing social media use to reach, engage and inform larger and broader audiences on the role of the Office
 - on Instagram, this has resulted in an almost 38% increase in followers between January and July 2025 (51,000–70,500) and 5 million profile views
 - the regular publishing of videos focused on civics education and explaining the role of the Governor-General, resulting in approximately 1 million views in a 6-month period
 - an increase in engagement among younger demographics, with the 24–35 age bracket now holding the largest percentage among followers on Instagram
- 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 Mr Beckett.

CORRESPONDENCE

In 2024–25, the Office received and attended to 4,863 items of general correspondence. In addition, the Honours and Awards branch received 39,985 items of correspondence including 3,830 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 7,778 congratulatory messages from the Governor-General for significant birthday and wedding anniversaries and 6,679 congratulatory messages on behalf of His Majesty The King.

PROGRAM COMPONENT 2 – MANAGEMENT AND MAINTENANCE OF THE OFFICIAL PROPERTIES

Resources applied to this component are directed to:

- managing the Governor-General's official residences, including maintenance of the property, equipment and grounds, and associated administrative services and governance advice.

**TABLE 5: FINANCIAL PERFORMANCE FOR COMPONENT
2 OF PROGRAM 1**

	Budget* 2024–25	Actual expenses 2024–25	Variation 2024–25
	\$ 000	\$ 000	\$ 000
Departmental appropriation – Cost of Component 2	4,539	5,008	(469)
Expenses not requiring appropriation ¹	1,994	3,003	(1,009)
Total	6,532	8,010	(1,478)

* Full-year budget, including any subsequent adjustment made to the 2024–25 budget at Additional Estimates.

¹ Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, audit fees, secondment staff and losses from asset write-offs.

KEY RESULTS

PROPERTY MANAGEMENT

The 2 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 2024–25, 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
- is working to update its Heritage Strategy as a framework for management of the properties
- is working to update its 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 Climate Change, Energy, the Environment and Water on how best to undertake heritage assessments, prepare management plans and protect the values of the heritage properties
- seeks approval from the minister responsible for heritage matters (as required by the EPBC Act) where works have, or are likely to have, a significant impact on heritage issues.

Major works projects undertaken at Government House during 2024–25 included:

- main house: asset replacement and uplift (completion of the project commenced in 2023–24)
 - including heating, ventilation and air-conditioning (HVAC) upgrades, replacement of end-of-life floorings, removal of materials containing asbestos, waterproofing remediations and structural remediations
- stables building: lead paint remediation.

Major works projects undertaken at Admiralty House during 2024–25 included:

- Admirals Steps: restoration works.

The Office undertakes condition assessments of both properties regularly. In 2023–24 the resulting self-assessment found that elements of the official residences did not meet the threshold appropriate for their heritage value. Property maintenance and project works going forward will be prioritised and directed toward addressing this.

A facility program that depends more on preventative maintenance than reactive maintenance will generally yield better long-term results. In 2024–25 the preventative maintenance was impacted by budget deficiencies, as it was in the previous year. It is anticipated that without additional funding that can be used for preventative maintenance activities the condition of the properties will continue to deteriorate.

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.

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 2025, paintings, furniture, art and sculpture objects with a combined value of approximately \$28 million were on loan to the Office.

OFFICIAL PROPERTIES AND COMMUNITY EVENTS

An Open Day was held at Government House on Saturday, 9 November. Another Open Day, scheduled for April, was cancelled due to required works to ensure public safety.

In total, over 28,000 members of the public – including 17,365 school students – visited Government House and Admiralty House in 2024–25.

PROGRAM COMPONENT 3 – 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 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
- maintaining registers of all award recipients.

Table 1 contains the performance indicators for Program Component 3 identified in the Portfolio Budget Statements, and Table 6 compares the budget identified in those statements to the component’s actual cost during the year:

TABLE 6: FINANCIAL PERFORMANCE FOR COMPONENT 3
OF PROGRAM 1

	Budget* 2024–25	Actual expenses 2024–25	Variation 2024–25
	\$000	\$000	\$000
Departmental appropriation – Cost of Component 3	5,564	5,255	309
Administered appropriation – Acquisition of Australian honours medals/insignia, warrants and investiture items	2,566	2,273	293
Expenses not requiring appropriation ¹	209	202	7
Total	8,339	7,729	610

* Full-year budget, including any subsequent adjustment made to the 2024–25 budget at Additional Estimates.

¹ Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, audit fees, secondment staff and losses from asset write-offs.

KEY RESULTS

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, conspicuous and distinguished awards.

The Honours and Awards branch provides secretariat support to 3 independent advisory bodies: the Council for the Order of Australia, the Australian Bravery Decorations Council and the National Emergency Medal Committee. Support provided by the Honours and Awards branch includes the receipt of nominations, research and verification of service and the presentation of documentation to these bodies for consideration. Nominations are processed in their order of receipt. Processing may be expedited in certain circumstances (for example, where there is a serious illness to a nominee).

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

Council and committee members who meet certain criteria became eligible to receive payment for their work, in the form of annual fees, following the Remuneration Tribunal's decision in December 2024. 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 that recognises achievement and service to the community. The awards celebrate extraordinary contributions in fields as diverse as community service, sport, the arts, education, multicultural affairs 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 for Australian citizens and permanent residents.

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 and meritorious 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 across Australia.

The branch works closely with the Directorate of Honours and Awards in the Department of Defence and 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 3 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 King'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, or on the Department of the Prime Minister and Cabinet's website at: www.pmc.gov.au/honours-and-symbols/australian-honours-system.

NOMINATIONS AND AWARDS

In 2024–25, nominations received for the Order of Australia totalled 3,367.

The Council met on 3 occasions during the year to consider nominations and other matters. Of the 1,607 nominations considered, 1,038 resulted in recommendations to the Governor-General and, subsequently, appointments or awards. Eighteen per cent of Order of Australia nominations considered by Council were received in the branch in the previous 24 months.

The Office continues to receive more nominations than can be researched and presented to Council for review and recommendation. This has led to a growing backlog of nominations. Addressing this backlog and reducing the time between nomination and consideration by the Council is a priority for the Office.

On the recommendation from the Minister for Defence, the Governor-General approved 62 appointments and awards in the Military Division of the Order of Australia.

In 2024–25, the Honours and Awards branch received 463 nominations for Australian Bravery Decorations and researched 712 nominations for consideration by the Australian Bravery Decorations Council, who met on 3 occasions during the year. Sixty-four awards were approved by the Governor-General. Ninety-nine per cent of nominations were presented to the Australian Bravery Decorations Council within 6 months of being researched. This is consistent with 2023–24.

- The Governor-General approved 506 awards to recognise excellence in international operations and specified occupations, including police, emergency services and Defence personnel. These awards were processed and gazetted within 6 months of receipt. In addition, 51 Australian Sports Medals were awarded.
- Of long service and operational awards, 2,191 National Police Service Medals and 11,351 National Medals/Clasps were approved by the Governor-General. 10,734 National Emergency Medals were approved by the Governor-General.

Eleven non-Australian citizens were recognised by honorary awards in the Order of Australia during 2024–25 including 9 in the General Division and 2 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 2024–25, 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 2024–25. The branch liaised with 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 2024–25 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

To commemorate the 50th anniversary of the Australian honours system, the Honours and Awards branch partnered with national institutions and State Governors to deliver a year-long program of events to celebrate and promote the honours system with the broader Australian community.

The program launched on 14 February with a reception hosted by the Governor-General at Government House while concurrently key national institutions in Canberra were illuminated in the colours of the original 1975 awards.

Together with the Royal Australian Mint and Australia Post, a commemorative 50 cent piece and stamp series reflecting the 3 categories of the original awards of the Australian honours system were released. In May, the Governor-General and the Hon Dr Andrew Leigh MP, Assistant Minister for Productivity, Competition, Charities and Treasury, launched *Reflection*, an exhibition at the Royal Australian Mint celebrating national pride, remarkable individuals and the enduring partnership between the Mint and Government House.

The National Portrait Gallery launched *My Awesome Australian*, an online exhibition for and by young people in celebration of the anniversary and, for the first time, Admiralty House in Sydney was illuminated for Vivid 2025 to mark 50 years of Australian honours.

In Canberra, loaned items from Government House were included in a display at the National Capital Exhibition at Regatta Point, while an exhibition hosted by the Canberra Museum and Gallery showcased a selection of medals, artwork and photographs highlighting the achievements of some local award recipients.

Further events are planned for the second half of 2025.

In October 2024, His Majesty King Charles III approved the Victoria Cross for Australia for the late Private Richard Norden for most conspicuous acts of gallantry in action in the presence of the enemy in the 'AO Surfers' Area of Operations in the Bien Hoa province, Vietnam, on 14 May 1968 during the battle of Fire Support Base Coral.

In June 2025, the Honours and Awards branch implemented significant changes to its public-facing portal, including the rollout of multi-factor authentication. This enhancement aligns with strengthened Australian Government cybersecurity requirements and provides an additional layer of protection to safeguard personal and private information.



CHAPTER 3

MANAGEMENT AND ACCOUNTABILITY

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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

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 2024–25.

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, corruption 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
- 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 Culture, Honours and Awards, Engagement and Communications, Property and Projects and Digital Services 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 Property and Projects (chairperson), Manager Property and Security, Project Managers and the Chief Financial Officer. Responsibilities of the sub-committee include overseeing the delivery 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 Information Technology (chairperson), 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, Director Property and Projects (chairperson), Chief Financial Officer, and the Manager Property and Security. Responsibilities of the sub-committee include monitoring implementation, delivery and progress of security projects and initiatives, the Security Management Plan, the Security Planning Program and Protective Security Policy Framework performance.

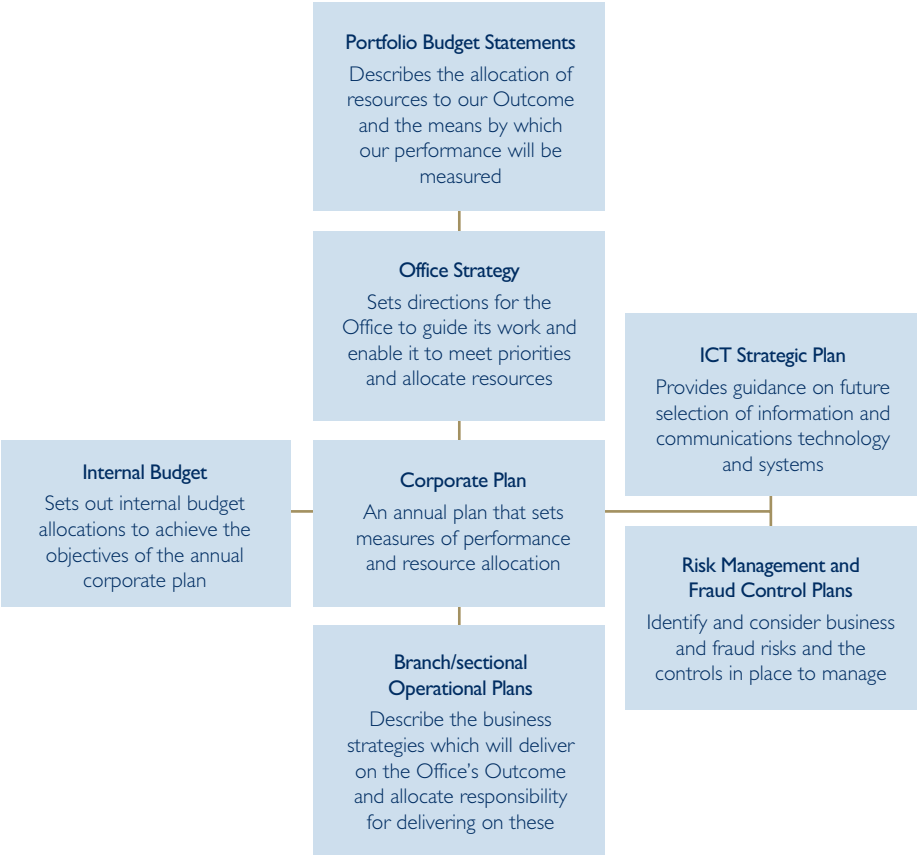
The 3-person Audit Committee is responsible for providing independent assurance and assistance to the Official Secretary on the Office's risk oversight, control and compliance frameworks and performance and financial accountability. The Audit Committee comprises an independent external chair and 2 independent external members.

The Workplace Consultative Committee (WCC), representing all staff of the Office, provides a forum for management and employees to discuss matters affecting the workplace. The WCC was on hiatus for most of 2024–25 due to ongoing bargaining arrangements for the Office's Enterprise Agreement (EA), which was approved in March 2025. WCC meetings are expected to recommence in August 2025. Meetings of the WCC are chaired by the management representative. Membership of the WCC comprises:

- one management representative, being the Official Secretary or their nominee
- one representative elected from each branch/area of the Office
- one representative from the People and Culture branch
- one union official from each union that is a signatory to the EA and/or one union workplace delegate.

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

FIGURE 2: STRATEGIC PLANNING



CORPORATE PLAN

The Office's Corporate Plan 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 4-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 demonstrates an expected level of maturity and competence in this field, with a focus on continued improvement.

FRAUD AND CORRUPTION CONTROL FRAMEWORK

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

There were no known incidents of fraud or corruption in 2024–25.

SECURITY FRAMEWORK

The Office continues to work on increasing our maturity in relation to the requirements of the Protective Security Policy Framework (PSPF). The Office is developing its policies and processes to further align with the PSPF. Cybersecurity matters were managed in accordance with Australian Signals Directorate guidance. The Office remains committed to its ongoing relationships with the Australian Federal Police and the 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 3-year internal audit plan which is updated on a regular basis through input from the Office's Audit Committee and the Official Secretary, with the advice of the Chief Financial Officer. The audits are prioritised in response to changing operational and strategic requirements that consider the Office's risk profile. Audits that were originally planned for early in 2024–25 were reprioritised due to external factors, namely the completion of an external review by Dr Vivienne Thom and a performance audit of official residences by the Australian National Audit Office.

During 2024–25, Bellchambers Barrett completed 2 internal audits and one management-initiated review, as follows:

- phases two and three of the review into the renovation of Government House accommodation project, to assess the effectiveness of the project
- a high-level review of the Office's Human Resources function including assessment of alignment with current legislation and policies
- a management-initiated review of processes currently in place relating to key management personnel remuneration payments, with a focus on the payroll function in Human Resources.

EXTERNAL SCRUTINY

On 26 September 2025, the ANAO provided an unmodified audit opinion on the Office's 2024–25 financial statements.

The ANAO commenced a performance audit into the management of the official residences (Government House and Admiralty House) in February 2025. The final report is expected to be tabled in Parliament in November 2025.

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. The Office continues to work within COVID-safe guidelines and government advice while still delivering all critical business functions to enable the key functions of the Governor-General. The Office reviews and establishes its BCP systems against other risks that have the potential to impact business-as-usual operations.

ETHICAL STANDARDS

Standards of appropriate behaviour for staff of the Office are set out in the Office's Code of Conduct and Workplace Behaviours Policy, which were endorsed in the Office's Enterprise Agreement 2025–2028, as well as in previous agreements. These are reinforced through the Annual Performance Agreement process, which requires staff to agree to adhere to these standards.

The Office Code of Conduct reflects the Australian Public Service (APS) 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.

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 behaviour for all staff responsible for procurement.

MANAGEMENT OF PEOPLE AND CULTURE

KEY ACHIEVEMENTS

The Office continues to deliver on the organisation's strategy to support and empower staff to be innovative, embrace change and work collaboratively to improve outcomes. A priority has been working to ensure the operations of the Office are consistent with best practice Australian Public Service standards. The Office's People and Culture branch supports the Office in a wide range of areas including recruitment and attracting talent, onboarding and offboarding, health and wellbeing, learning and development, management of payroll, work health and safety, management support, performance development and management, conflict resolution and general staff support.

In 2024–25, the Office undertook a range of initiatives and activities to invest in our people and enhance our contemporary ways of work. Key achievements include:

- Fair Work Commission's approval of the new Enterprise Agreement in March 2025, resulting in an alignment of employment and pay conditions with the Australian Public Service
- the Office's first time participating in the Australian Public Service Commission Census, with results expected in August 2025
- supporting an internal audit into an analysis of the Office's Human Resources function
- internal delivery of a series of leadership workshops to support established and emerging leaders within the Office
- comprehensive analysis of the Work Health and Safety function, including supporting Comcare's proactive inspection of the Office's approach to 'Consultation, Co-operation & Co-ordination'
- review and updating existing Work Health and Safety policies covering a wide range of employment conditions including sun safety and fitness for duty, and introduction of new policy and guidance on managing psychosocial hazards.

EXECUTIVE REMUNERATION (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 2024–25, the Office did not have any officials requiring disclosures under the senior executives and other highly paid staff categories.

The Office has 2 KMP positions, which were occupied by 2 officers during 2024–25. 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. The Deputy Official Secretary's remuneration was determined by the Official Secretary.

Information relating to KMP remuneration is set out in Appendix E.

STAFFING AND REMUNERATION ARRANGEMENTS

Staff at the Office are employed under section 13 of the *Governor-General Act 1974*, with employment conditions outlined in the Office's Enterprise Agreement 2025–2028 (EA).

In 2024–25, the Office's average staffing level was 88.74, against a cap of 95.6. Staffing decisions were managed through rigorous senior management review, focusing on filling core positions to meet operational requirements within a stringent budget.

During the 2024–25 financial year, there were 28 employee cessations and 38 commencements, comprising ongoing, non-ongoing and casual employees.

As at 30 June 2025, the Office remunerated 102 employees. Of these:

- 96 were covered by the Office's EA (including 3 casual employees)
- 1 was covered by the Remuneration Tribunal
- 1 was employed under an individual Senior Executive Service (SES) contract
- 4 were employed under Individual Flexibility Arrangements.

Non-SES staff received a 4% pay increase effective from the first full pay period after 13 January 2025, in accordance with the approved EA. Additionally, a one-off payment of 0.92% was made upon approval of the new Agreement, in alignment with the offering made to Australian Public Service departments. The EA is available on the Office's website.

No employees received performance pay in 2024–25.

Detailed staffing demographics and the classification range applicable under the EA are provided in Appendix G.

DEVELOPING STAFF

The Office is committed to embedding a learning culture where staff engage in continuous learning through their work and from others, alongside targeted formal learning programs and resources. Employees are supported by their managers and have access to development opportunities that align with individual and organisational capability needs. Promoting this learning culture is a shared responsibility between staff, their direct managers and the Office's leadership.

The Office's mandatory training courses delivered via the Learning Management System were aligned with offerings from the APS Academy, ensuring consistency across the broader public service. Completion of these courses forms part of employees' Annual Performance Agreements.

In addition, the People and Culture branch regularly shares information on new APS Academy courses, relevant online podcasts and webinars, and wellbeing resources, and encourages staff to explore learning and development relevant to their roles.

INCLUSION AND DIVERSITY

The Office supports the Governor-General to ensure we are demonstrating the values that guide her leadership of care, kindness and respect. We build cohesion by supporting the Governor-General's engagement with the community, through the administration of the honours and awards system and by welcoming people to the official residences.

To achieve this effectively, the Office acknowledges the significance of diverse insights, backgrounds and skills. Inclusivity fosters a culture that not only attracts and retains a varied workforce but also empowers our staff to realise their full potential. When our interactions – both internally and with the community we serve – are grounded in empathy, trust and respect, we become a cohesive workforce capable of delivering exceptional results.

The Office's workforce includes employees in a broad variety of roles, from diverse backgrounds and experience. To promote diversity in recruitment processes, the Office has implemented a number of measures to simplify the Office's employment pack, and advertises broadly to attract a more diverse range of applicants.

In 2023–24, the Office introduced the Inclusion and Diversity Strategy for 2024–27. This strategy delineates the Office's principles and its collective dedication to the ongoing enhancement of workplace diversity and the fostering of an inclusive, safe and respectful culture.

Included in the strategy is a 26-point action plan under the pillars:

- a diverse and thriving workforce
- positive employee experience
- inclusive work processes, policy and systems
- improved inclusion and diversity capability
- good governance.

The strategy was formed in collaboration with the Office's Inclusion and Diversity group, which has been instrumental in championing change and tangible results for the Office.

WORKPLACE HEALTH AND SAFETY OVERVIEW

The Office is committed to ensuring the safety of its staff, shared duty holders and other visitors to its worksites, while maintaining compliance with relevant legislation.

The Office has conducted a gap analysis of its safety management system and has implemented an action plan to address identified improvement opportunities, including conducting risk assessments at all locations, improving compliance and risk management processes, and working collaboratively with stakeholders to improve safety outcomes.

The Office also actively promoted awareness and use of the Employee Assistance Program, which is available to employees and their immediate families. This included offering an onsite counselling session to support staff wellbeing.

During the reporting period, the Office responded to 1 proactive Comcare inspection, which resulted in minor administrative improvements. Additionally, 3 notifiable incidents were reported, one of which was related to serious injury, but none of which resulted in enforcement action by the regulator.

DISABILITY REPORTING

Australia's Disability Strategy 2021–2031 is the overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. 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.

The strategy sets out where practical changes will be made to improve the lives of people with disability in Australia. It acts to ensure the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia's policies and programs that affect people with disability, their families and carers. All levels of government have committed to deliver more comprehensive and visible reporting under the strategy.

A range of reports on progress of the strategy's actions and outcome areas will be published and available at www.disabilitygateway.gov.au/ads. Over time the data will form an evidence base to guide decisions on disability changes. Further information can be found at www.dss.gov.au/disability-and-carers/disability-strategy.

Disability reporting is included in the Australian Public Service Commission State of the Service reports and the APS Statistical Bulletin. These reports are available at www.apsc.gov.au.

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 \$221 million (2023–24: \$184.5 million).

As at 30 June 2025, administered non-financial assets comprised:

- \$211.854 million of land and buildings. These relate to the two vice-regal properties: Government House and Admiralty House
- \$1.286 million of property, plant and equipment
- \$5.949 million 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 under the revised Administered Capital Budget 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 2025, Departmental assets comprised:

- \$1.862 million of property, plant and equipment primarily relating to gardening and information technology
- \$0.005 million of intangibles representing ordinary software
- \$0.028 million of inventories.

The Office receives a Department Capital Budget (DCB) to replace assets that 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 the DCB reflects the Office's business requirements.

The management of assets is governed by the Accountable Authority Instructions (AAIs) 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 AAIs 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.

Certain 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 2024–25, 8 new reportable consultancy contracts were entered into involving total actual expenditure of \$290,070. In addition, 5 ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$40,868. 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.

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 2024–25 was \$253,894.

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 2024–25 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 or market research activities in 2024–25.

DISCRETIONARY GRANTS

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

INFORMATION TECHNOLOGY

The Office's Outcomes continue to be underpinned by advances in the security, reliability, mobility and functionality of its information and communications technology (ICT) infrastructure. Notable achievements in 2024–25 included:

- commencement of a program of work to transition ICT support to a shared services arrangement with the Department of Parliamentary Services
- continued enhancements of the 'Cloud Awards' honours and awards management system, to deliver efficiency and capability benefits, and enhanced security features such as implementation of multi-factor authentication
- upgrade of business processes to utilise Microsoft 365 automation tools
- persistent dedication to ICT security governance, aligned with the OOSGG ICT Cyber Security Strategy. This encompasses the ongoing enhancement of security governance policies, standards and procedures
- enhanced monitoring across the cloud and on-premises ICT environment
- exploration and implementation of practical use of artificial intelligence across various business processes
- delivery of a program of ongoing enhancement of the Office's ICT environment with a view to improving technological capabilities and cybersecurity.

As a PGPA Act agency, the Office has actively participated in and benefited from various whole-of-government arrangements. These initiatives have encompassed coordinated telecommunications services, and streamlined software and hardware procurement procedures.

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.

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)).

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 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

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

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 section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*. 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 continues to apply the Sustainability Plan from the Property Service Provider that identifies energy-saving opportunities focusing on reducing energy consumption. All electricity procured in the ACT is from a renewable energy Power Purchase Agreement, which has net zero emissions under a market-based calculation approach.

As part of the Office's Property Works Program, for each project that is undertaken, initiatives and alternative resources are considered that can aid in reducing energy consumption across our sites.

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 has begun investigating electric vehicle use as part of its programmed vehicle fleet turnover and the associated infrastructure to support such changes. This would complement our current use of electric carts by our Horticulture Operations team at Government House.

RESOURCE EFFICIENCY AND WASTE

The Office's ICT processes reduce the requirement for printing across most business programs. The Office recycles printing paper where printer capability allows.

In 2024–25, the Office continued to focus on reducing waste sent to landfill. The Office engaged Waste Options to continue the multi-stream approach, splitting our waste streams into mixed recyclables, 10 cent deposit containers, paper, dry compost, wet compost and landfill. The 10 cent recyclable waste is accumulated and collected by a charity who cashes it in and retains the funds.

The Office further pursues its environmental commitment with other initiatives such as:

- composting of green waste and dry compostable paper products at Admiralty House and Government House
- continuing use of a soil sieve at Government House, to enable onsite manufacture of high-quality compost, with savings on materials, handling and costs
- donating leftover food and flowers to the charities OzHarvest in Sydney and the Yellow Van in Canberra
- migrating from petrol to electric handheld machinery items.

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 water drawn from the lake. During 2024–25, the Office continued to closely manage its water consumption for irrigation within the licensed allotment.

GREENHOUSE GAS EMISSIONS

The Office has published information about greenhouse gas emissions in the Annual Report since 2022–23.

TABLE 7A: GREENHOUSE GAS EMISSIONS INVENTORY
(LOCATION-BASED APPROACH)

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (location-based approach)	N/A	501.01	30.36	531.38
Natural gas	37.47	N/A	9.53	47.00
Solid waste	–	N/A	11.36	11.36
Refrigerants	–	N/A	N/A	–
Fleet and other vehicles	23.10	N/A	5.74	28.84
Domestic commercial flights	N/A	N/A	29.40	29.40
Domestic hire car	N/A	N/A	0.01	0.01
Domestic travel accommodation	N/A	N/A	5.69	5.69
Other energy	0.49	N/A	0.12	0.61
Total t CO₂-e	61.06	501.01	92.21	654.29

Note: The table above presents emissions related to electricity usage using the location-based method.
CO₂-e = Carbon Dioxide Equivalent. N/A = not applicable.

TABLE 7B: 2024–25 ELECTRICITY GREENHOUSE GAS EMISSIONS

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (location-based approach)	501.01	30.36	531.38	759,107.98
Market-based electricity emissions	166.30	22.58	188.89	205,314.52
Total renewable electricity consumed	N/A	N/A	N/A	553,793.46
Renewable Power Percentage ¹	N/A	N/A	N/A	138,119.70
Jurisdictional Renewable Power Percentage ^{2,3}	N/A	N/A	N/A	415,673.77
GreenPower ²	N/A	N/A	N/A	–
Large-scale generation certificates ²	N/A	N/A	N/A	–
Behind the meter solar ⁴	N/A	N/A	N/A	–
Total renewable electricity produced	N/A	N/A	N/A	–
Large-scale generation certificates ²	N/A	N/A	N/A	–
Behind the meter solar ⁴	N/A	N/A	N/A	–

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

- 1 Listed as Mandatory renewables in 2023–24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).
- 2 Listed as Voluntary renewables in 2023–24 Annual Reports.
- 3 The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).
- 4 Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.



CHAPTER 4

FINANCIAL STATEMENTS

“

Underpinning every facet of the Office's responsibility is a commitment to accountability, transparency and good governance in its work

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INDEPENDENT AUDITOR'S REPORT

To the Prime Minister

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 2025:

- (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 2025 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 2025 and for the year then ended:

- Statement by the Official Secretary to the Governor-General and 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 and forming part of the financial statements, comprising material accounting policy information 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 their 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.

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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



Saminda Maddumahewa

Audit Principal

Delegate of the Auditor-General

Canberra

26 September 2025

**Office of the Official Secretary to the Governor-General
Statement by the Official Secretary to the Governor-General
and Chief Financial Officer**

In our opinion, the attached financial statements for the year ended 30 June 2025 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.....
Gerard Martin PSM
Official Secretary to the Governor-General
Office of the Official Secretary to the Governor-General
26 September 2025

Signed.....
Debbie Banerjee
Chief Financial Officer
Office of the Official Secretary to the Governor-General
26 September 2025

Office of the Official Secretary to the Governor-General
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2025

		2025	2024	Original Budget
	Notes	\$	\$	\$
NET COST OF SERVICES				
Expenses				
Employee benefits	1A	11,888,101	10,456,364	10,328,000
Supplier expenses	1B	6,067,929	7,597,677	6,240,000
Depreciation and amortisation	5	505,810	586,905	536,000
Finance costs	1C	-	76	-
Losses from asset write-offs		70,312	1,597	-
Total expenses		18,532,152	18,642,619	17,104,000
Own-source revenue				
Revenue from contracts with customers	2A	291,687	318,305	258,000
Resources received free of charge	2B	185,162	178,052	252,000
Total own-source revenue		476,849	496,357	510,000
Gains				
Gains from sale of assets		25,324	1,396	-
Total Gains		25,324	1,396	-
Net cost of services		(18,029,979)	(18,144,866)	(16,594,000)
Revenue from Government				
Departmental annual appropriations		16,058,000	15,697,000	16,058,000
(Deficit) on continuing operations		(1,971,979)	(2,447,866)	(536,000)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve	5	194,540	(14,555)	-
Total other comprehensive income/(loss)		194,540	(14,555)	-
Total comprehensive (loss)		(1,777,439)	(2,462,421)	(536,000)

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

Office of the Official Secretary to the Governor-General
STATEMENT OF COMPREHENSIVE INCOME Budget Variance Commentary
for the year ended 30 June 2025

Explanation of Major Variances ¹	Affected line item
<u>Employee benefits</u> Employee benefits expenses were over budget by \$1.56m (15.11%). This was primarily due to the finalisation of the enterprise agreement which increased employee expenditure and corresponding employee provisions, included a one off payment of 0.92% of employees salary and an increase to the average staffing level to 89 (2024: 83).	<i>Employee benefits (Statement of Comprehensive Income), Other payable (Statement of Financial Position), Operating cash used - Employees (Cash Flow Statement)</i>
<u>Own source revenue</u> Revenue from contracts with customers was over budget by \$33.7k (13.06%). This was due to the receipt of insurance compensation not budgeted for. Resources received free of charge was under budget by \$67k (26.52%), as there was only one secondment employee for financial year.	<i>Own source income (Statement of Comprehensive Income), Operating cash received – Rendering of services (Cash Flow Statement)</i>
¹ A variation is considered major when the variance between budget and actual is both greater than 10% and greater than 2% of the relevant category (expenses, revenue, assets, liabilities, receipts, or payments). An item below this threshold will be included if considered important for the reader's understanding.	

Office of the Official Secretary to the Governor-General
STATEMENT OF FINANCIAL POSITION
as at 30 June 2025

	Notes	2025 \$	2024 \$	Original Budget \$
ASSETS				
Financial assets				
Cash and cash equivalents		163,195	166,431	161,000
Trade and other receivables	4	840,131	2,219,360	3,343,000
Total financial assets		1,003,326	2,385,791	3,504,000
Non-financial assets				
Property, plant and equipment ¹	5	1,862,230	1,992,072	2,124,000
Intangibles	5	4,969	51,927	78,000
Inventories		28,421	29,517	32,000
Prepayments		313,711	292,757	257,000
Total non-financial assets		2,209,331	2,366,273	2,491,000
Total assets		3,212,657	4,752,064	5,995,000
LIABILITIES				
Payables				
Suppliers	6A	508,543	639,750	1,245,000
Other payables	6B	435,175	590,981	263,000
Leases	6C	-	1,800	3,000
Total payables		943,718	1,232,531	1,511,000
Provisions				
Employee provisions	7	2,768,556	2,666,711	2,766,000
Total provisions		2,768,556	2,666,711	2,766,000
Total liabilities		3,712,274	3,899,242	4,277,000
Net (liabilities)/assets		(499,617)	852,822	1,718,000
EQUITY				
Contributed equity		5,428,665	5,003,665	5,360,000
Asset revaluation reserve		976,631	782,091	797,000
Accumulated deficit		(6,904,913)	(4,932,934)	(4,439,000)
Total equity		(499,617)	852,822	1,718,000

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

¹ Right-of-use assets are included in the property, plant and equipment category of non-financial assets.

Office of the Official Secretary to the Governor-General
STATEMENT OF FINANCIAL POSITION Budget Variance Commentary
as at 30 June 2025

Explanation of Major Variances ¹	Affected line item
<u>Trade and other receivables</u> Trade and other receivables were under budget by \$2.503m (74.87%) due to the timing of receipts, and higher than expected employee expenditure exhausting unspent appropriations.	<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>
<u>Non-financial assets</u> Plant and equipment and intangibles were under budget by \$335k (15.2%) as capital spend is on hold with the transition of ICT shared service providers.	<i>Non-financial assets (Statement of Financial Position), Investing cash used (Cash Flow Statement), Operating cash used (Cash Flow Statement)</i>
<u>Suppliers' payables</u> Suppliers and other payables were under budget by \$564k (37.4%). This was attributed towards efficient management of account payable processes, less contractor suppliers used and cost cutting measures to reduce spend.	<i>Payables (Statement of Financial Position), Operating cash used (Cash Flow Statement)</i>
<u>Asset revaluation reserve</u> An independent revaluation of land, buildings and property, plant and equipment resulted in an increase of \$195k.	<i>Changes in asset revaluation reserve (Statement of Comprehensive Income), Asset revaluation reserve (Statement of Financial Position), Other comprehensive income (Statement of Changes in Equity)</i>
¹ A variation is considered major when the variance between budget and actual is both greater than 10% and greater than 2% of the relevant category (expenses, revenue, assets, liabilities, receipts, or payments). An item below this threshold will be included if considered important for the reader's understanding.	

Office of the Official Secretary to the Governor-General
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2025

	2025 \$	2024 \$	Original Budget \$
CONTRIBUTED EQUITY			
Opening balance			
Balance carried forward from previous period	5,003,665	4,586,665	4,935,000
Transactions with owners			
Departmental capital budget	425,000	417,000	425,000
Total transactions with owners	425,000	417,000	425,000
Closing balance as at 30 June	5,428,665	5,003,665	5,360,000
RETAINED EARNINGS			
Opening balance			
Balance carried forward from previous period	(4,932,934)	(2,485,068)	(3,903,000)
Comprehensive income			
(Deficit) for the period	(1,971,979)	(2,447,866)	(536,000)
Total comprehensive (loss)	(1,971,979)	(2,447,866)	(536,000)
Closing balance as at 30 June	(6,904,913)	(4,932,934)	(4,439,000)
ASSET REVALUATION RESERVE			
Opening balance			
Balance carried forward from previous period	782,091	796,646	797,000
Comprehensive income			
Other comprehensive income/(loss)	194,540	(14,555)	-
Total comprehensive income/(loss)	194,540	(14,555)	-
Closing balance as at 30 June	976,631	782,091	797,000
TOTAL EQUITY			
Opening balance			
Balance carried forward from previous period	852,822	2,898,243	1,829,000
Adjusted opening balance	852,822	2,898,243	1,829,000
Comprehensive income			
(Deficit) for the period	(1,971,979)	(2,447,866)	(536,000)
Other comprehensive income/(loss)	194,540	(14,555)	-
Total comprehensive (loss)	(1,777,439)	(2,462,421)	(536,000)
Contributed equity			
Departmental capital budget	425,000	417,000	425,000
Total contributed equity	425,000	417,000	425,000
Closing balance as at 30 June	(499,617)	852,822	1,718,000

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

Accounting Policy

Equity Injections

Amounts appropriated which are designated as 'equity injections' for a year and Departmental Capital Budgets are recognised directly in contributed equity in that year.

Office of the Official Secretary to the Governor-General
CASH FLOW STATEMENT
for the year ended 30 June 2025

	2025	2024	Original Budget
	\$	\$	\$
OPERATING ACTIVITIES			
Cash received			
Appropriations	18,499,757	18,535,184	16,058,000
Rendering of services	230,623	377,138	258,000
GST received (net)	524,837	868,553	-
Total cash received	19,255,217	19,780,875	16,316,000
Cash used			
Employees	(11,692,558)	(10,342,531)	(10,328,000)
Suppliers	(6,283,336)	(7,912,108)	(5,988,000)
Section 74 receipts transferred to OPA	(1,293,685)	(1,525,350)	-
Interest payments on lease liabilities	-	(76)	-
Total cash used	(19,269,579)	(19,780,065)	(16,316,000)
Net cash (used by)/from operating activities	(14,362)	810	-
INVESTING ACTIVITIES			
Cash received			
Proceeds from sales of property, plant and equipment	18,770	23,243	-
Total cash received	18,770	23,243	-
Cash used			
Purchase of property, plant and equipment	(216,428)	(325,427)	(425,000)
Total cash used	(216,428)	(325,427)	(425,000)
Net cash (used by) investing activities	(197,658)	(302,184)	(425,000)
FINANCING ACTIVITIES			
Cash received			
Contributed equity - DCB	210,584	307,885	425,000
Total cash received	210,584	307,885	425,000
Cash used			
Principal payments of lease liabilities	(1,800)	(1,724)	-
Total cash used	(1,800)	(1,724)	-
Net cash from financing activities	208,784	306,161	425,000
Net (decrease)/increase in cash held	(3,236)	4,787	-
Cash and cash equivalents at the beginning of the reporting period	166,431	161,644	161,000
Cash and cash equivalents at the end of the reporting period	163,195	166,431	161,000

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

Office of the Official Secretary to the Governor-General
ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME
for the year ended 30 June 2025

	Notes	2025 \$	2024 \$	Original Budget \$
NET COST OF SERVICES EXPENSES				
Suppliers	11	2,154,587	2,126,977	2,566,000
Governor-General's salary		709,017	495,000	495,000
Council Member's remuneration		117,980	-	-
Depreciation and amortisation	14	2,574,812	2,219,198	1,639,000
Write-down and impairment of assets	14	84,747	131,137	-
Total expenses		5,641,143	4,972,312	4,700,000
INCOME				
Revenue				
Non-taxation revenue				
Revenue from contracts with customers - sale of goods		41,901	37,959	30,000
Total non-taxation revenue		41,901	37,959	30,000
Total income		41,901	37,959	30,000
Net cost of services		(5,599,242)	(4,934,353)	(4,670,000)
(Deficit) on continuing operations		(5,599,242)	(4,934,353)	(4,670,000)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		37,623,994	3,509,251	-
Total other comprehensive income		37,623,994	3,509,251	-
Total comprehensive income/(loss) attributable to the Australian Government		32,024,752	(1,425,102)	(4,670,000)

The above statement 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 2025

	Notes	2025 \$	2024 \$	Original Budget \$
ASSETS				
Financial assets				
Cash and cash equivalents		919	1,006	1,000
Trade and other receivables	13	100,109	327,409	389,000
Total financial assets		101,028	328,415	390,000
Non-financial assets				
Land and buildings	14	211,853,813	174,967,544	173,282,000
Property, plant and equipment	14	1,285,600	1,328,681	1,475,000
Inventories	15	5,948,610	6,084,905	5,372,000
Total non-financial assets		219,088,023	182,381,130	180,129,000
Total assets administered on behalf of Government		219,189,051	182,709,545	180,519,000
LIABILITIES				
Payables				
Suppliers	16	317,267	1,327,730	390,000
Total payables		317,267	1,327,730	390,000
Total liabilities administered on behalf of Government		317,267	1,327,730	390,000
Net assets		218,871,784	181,381,815	180,129,000

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

Office of the Official Secretary to the Governor-General
SCHEDULE OF ADMINISTERED ITEMS Budget Variance Commentary
for the year ended 30 June 2025

Explanation of Major Variances ¹	Affected line item
<u>Suppliers</u> Suppliers expenses were under budget \$411k (16.03%). This is in-line with prior year and continues to be driven by fewer medals being issued than anticipated. 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. <u>Suppliers' payables</u> Suppliers' payable was under budget by \$73k. This relates to a lower volume of medals purchased in June.	<i>Supplier expense (Administered Schedule of Comprehensive Income), Inventories (Administered Schedule of Assets and Liabilities), Operating cash used (Cash Flow Statement)</i>
<u>Governor-General's salary</u> The Governor-General's salary is determined independent of the Office by Government, and was increased subsequent to the finalisation of the budget process.	<i>Governor-General's salary (Administered Schedule of Comprehensive Income), Operating cash used - Governor-General's salary (Cash Flow Statement)</i>
<u>Council Members Remuneration</u> During the financial year, a Government decision was made through a determination (<i>Remuneration Tribunal Amendment Determination (no. 7) 2024</i>) to remunerate Council Members, with costs to be absorbed by the Office.	<i>Council Member Remuneration (Administered Schedule of Comprehensive Income), Suppliers payable (Administered Schedule of Financial Position)</i>
<u>Depreciation and amortisation</u> Depreciation and amortisation were over budget by \$936k (57.1%). There is increased depreciation and amortisation due to major capital works in the current and prior financial years and overall increase in the prior year to the fair value of asset.	<i>Depreciation and amortisation expense (Administered Schedule of Comprehensive Income), Non-financial assets (Administered Schedule of Assets and Liabilities)</i>
<u>Revenue from contracts with customers - sale of goods</u> Sale of goods were over budget by \$12k (39.67%). This is due to higher-than-expected number of requests for replacement medals.	<i>Revenue from contracts with customers – sale of goods (Administered Schedule of Comprehensive Income)</i>
<u>Other comprehensive income</u> An independent comprehensive valuation of land, buildings and property, plant and equipment resulted in an increase of \$37.6m.	<i>Supplier expense (Administered Schedule of Comprehensive Income), Non-financial assets (Administered Schedule of Assets and Liabilities)</i>
¹ A variation is considered major when the variance between budget and actual is both greater than 10% and greater than 2% of the relevant category (expenses, revenue, assets, liabilities, receipts, or payments). An item below this threshold will be included if considered important for the reader's understanding.	

Office of the Official Secretary to the Governor-General
ADMINISTERED RECONCILIATION SCHEDULE
for the year ended 30 June 2025

	2025	2024
	\$	\$
Opening assets less liabilities as at 1 July	181,381,815	176,579,740
Net cost of services		
Income	41,901	37,959
Expenses		
Payments to entities other than corporate Commonwealth entities	(5,641,143)	(4,972,312)
Other comprehensive income		
Revaluations transferred from reserves	37,623,994	3,509,251
Transfers (to)/from the Australian Government		
Appropriation transfers from the Official Public Account (OPA)		
Annual appropriations	5,940,201	6,487,372
Special appropriations (unlimited)	709,017	495,000
Appropriation transfers to OPA		
Transfers to OPA	(1,184,001)	(755,195)
Closing assets less liabilities as at 30 June	218,871,784	181,381,815

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

Accounting Policy

Administered Cash Transfers to and from the Official Public Account

Revenue collected by the Office for use by the Government rather than the Office is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance. These transfers to 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 year ended 30 June 2025

	2025	2024
	\$	\$
OPERATING ACTIVITIES		
Cash received		
Sales of goods and rendering of services	175,048	188,403
Net GST received	90,351	-
Total cash received	265,399	188,403
Cash used		
Suppliers	(3,142,933)	(1,909,429)
Governor-General's salary	(709,017)	(495,000)
Net GST paid	-	(81,288)
Total cash used	(3,851,950)	(2,485,717)
Net cash (used by) operating activities	(3,586,551)	(2,297,314)
INVESTING ACTIVITIES		
Cash used		
Purchase of plant and equipment	(1,878,753)	(3,929,360)
Total cash used	(1,878,753)	(3,929,360)
Net cash (used by) investing activities	(1,878,753)	(3,929,360)
Cash from Official Public Account		
Appropriations	6,649,218	6,982,372
Total cash from Official Public Account	6,649,218	6,982,372
Cash to Official Public Account		
Appropriations	(1,184,001)	(755,195)
Total cash (to) Official Public Account	(1,184,001)	(755,195)
Net (decrease)/increase in cash held	(87)	503
Cash and cash equivalents at the beginning of the reporting period	1,006	503
Cash and cash equivalents at the end of the reporting period	919	1,006
The above statement should be read in conjunction with the accompanying notes.		

Office of the Official Secretary to the Governor-General

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Overview

1.1 Outcome

The Office of the Official Secretary to the Governor-General (the Office) is an Australian Government controlled Non-Corporate Commonwealth Entity (NCE). 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 three program components:

- Component 1 - Support for the Governor-General.
- Component 2 - Management and maintenance of the official properties.
- Component 3 – 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.
- Pays remuneration to members of the Council for the Order of Australia, Australian Bravery Decorations Council and National Emergency Medal Committee.
- 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.
- Manages and maintains the official household and property.

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.

The financial statements have been prepared on the going concern basis under the Australian Accounting Standards which assumes that the Office will realise assets and settle liabilities in the ordinary course of business, and amounts have been recognised on this basis. The Office is an Australian Government controlled Non-Corporate Commonwealth Entity (NCE) and is a statutory office established under the *Governor-General Act 1974*. It would require legislative change to either cease or wind-up operations.

In 2024-25, the Office recorded a deficit on continuing operations and because of continued accumulated deficits, the Statement of Financial Position shows net liabilities. In the current and prior years, the Office implemented measures to reduce costs and overall spending. Supplier expenses in 2024-25 were reduced by 20% however these savings were largely offset by increased salary expenses. The Office implemented a new Enterprise Agreement (EA) during 2024-25, which contained pay increases in line with the wider Australian Public Service (APS), to enable the Office to attract and retain staff.

Financial reporting processes and budget monitoring mechanisms were a focus in 2024-25 and continue to be a focus. The Office has a Budget Review Sub-committee which meets regularly to review monthly actual financial results, budget variance reports, discuss unfunded budget items and take appropriate corrective action, where required.

Office of the Official Secretary to the Governor-General

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Continued operations at current levels without adjustments will exhaust the Office's cash reserves and appropriations around May 2026. Before this time and in the absence of further funding being received, the Office would determine further cost reductions by limiting operations to ensure liabilities are met as and when they fall due, noting this would further impact on delivery of components of the Office's outcome.

The Office is in discussions with the Department of Prime Minister and Cabinet and the Department of Finance regarding its financial position, and to obtain additional departmental funding before 30 June 2026, to enable operations to continue at current levels. The Office has also requested a reclassification of administered appropriations funding from the Department of Finance, to reduce pressures from departmental property related expenditure.

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 year.

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 standards, interpretations and amending standards that were issued prior to the sign-off date and applicable to the current reporting period did not and are not expected to have a material financial impact on the Office's financial statements.

1.4 Significant Accounting Judgement 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 year.

In accordance with AASB 13 *Fair Value Measurement* 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.

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 receivables 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

Office of the Official Secretary to the Governor-General

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

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 Year

There are no subsequent events occurring after 30 June 2025 that would have a material impact on the financial statements.

1.11 Contingent Assets and Liabilities

The Office is not aware of any material contingent assets or liabilities as at 30 June 2025.

Office of the Official Secretary to the Governor-General

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1. Expenses

	2025	2024
	\$	\$
Note 1A: Employee benefits		
Wages and salaries ¹	9,010,303	7,956,585
Superannuation:		
Defined contribution plans	1,159,295	987,395
Defined benefit plans	420,066	397,256
Leave and other entitlements ¹	1,298,437	1,115,128
Total employee benefits	11,888,101	10,456,364

¹ The presentation of employee benefits has been reclassified to more accurately reflect the nature of the underlying transactions. Comparative figures have been restated accordingly.

Accounting Policy

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

Note 1B: Supplier expenses

Goods and services supplied or rendered

Consultants and contractors ¹	1,131,248	2,711,440
Travel	629,113	392,231
IT services ²	1,352,326	1,355,862
Property maintenance	1,201,043	1,133,063
Professional fees	783,091	759,856
Printing, consumables and general	198,756	270,581
Household and hospitality	392,415	605,976
Other	246,942	249,934
Total goods and services supplied or rendered	5,934,934	7,478,943

Provision of goods	534,743	763,700
Rendering of services	5,400,600	6,715,243
Total goods and services supplied or rendered	5,935,343	7,478,943

Other suppliers

Workers' compensation expenses	132,995	118,734
Total other suppliers	132,995	118,734
Total suppliers	6,067,929	7,597,677

¹ Consultants and contractors is comprised of \$1.071m for contractors and \$0.060m for consultants. The decrease from 2023-24 to 2024-25 in contractor spend is attributed to the commencement of IT shared services arrangements with PM&C, finalisation of the office's ICT modernisation program and vacant staffing positions filled.

² IT services include cloud computing arrangements.

Note 1C: Finance costs

Interest on lease liabilities ¹	-	76
Total finance costs	-	76

¹ Interest component of lease payments for a right of use (ROU) asset recognised under AASB 16.

Office of the Official Secretary to the Governor-General NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

2. Own-Source Revenue

	2025	2024
	\$	\$
Note 2A: Revenue from contracts with customers		
Rendering of services ^{1,2}	231,743	279,108
Miscellaneous receipts ²	59,944	39,197
Total revenue from contracts with customers	291,687	318,305
Disaggregation of revenue from contracts with customers		
Type of customer:		
Service delivery to Australian Government entities	231,743	279,108
Sales to non-Government entities	59,944	39,197
	291,687	318,305

¹ Rendering of services for the current financial year predominantly relates to revenue 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.

² The presentation of revenue from contracts with customers has been reclassified to more accurately reflect the nature of the underlying transactions. Comparative figures have been restated accordingly.

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 Revenue from Contracts with Customers* 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 Revenue from Contracts with Customers* principles to determine the appropriate revenue recognition. If these criteria are not met, the Office shall consider whether *AASB 1058 Income of Not-for-Profit Entities* 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 (2024: 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 year. Allowances are made when collectability of the debt is judged to be less rather than more likely.

Note 2B: Resources received free of charge

Resources received free of charge		
Audit services provided by the Australian National Audit Office	85,000	85,000
Secondment arrangements	100,162	93,052
Resources received free of charge	185,162	178,052

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. Resources received free of charge are recorded as either revenue or gains depending on their nature.

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.

Office of the Official Secretary to the Governor-General
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3. Fair Value Measurement

	Fair value measurements at the end of the reporting period	
	2025	2024
	\$	\$
Note 3: Non-financial assets		
Property, plant and equipment	<u>1,862,230</u>	<u>1,992,072</u>
Total property, plant and equipment	<u>1,862,230</u>	<u>1,992,072</u>
Total fair value measurements	<u>1,862,230</u>	<u>1,992,072</u>

Accounting Policy

In accordance with *AASB 13 Fair Value Measurement* 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.

Comprehensive valuations of property, plant and equipment assets at Government House and Admiralty House were conducted as at 30 June 2025 by an independent valuer, Jones Lang Lasalle (JLL), in accordance with the revaluation policy stated at Note 5. This resulted in an increase of \$194,540 in the fair value of the non-financial property, plant and equipment assets.

The experts provided written assurance that the models developed to value assets are in compliance with accounting and valuation standards. The valuations took into consideration uncertain market conditions which has resulted in a degree of uncertainty on the wider economy and real estate market.

The valuation methodologies used (the market approach and the depreciated replacement cost method) have reflected current market conditions.

Office of the Official Secretary to the Governor-General
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

4. Financial Assets

	2025	2024
	\$	\$
Note 4: Trade and other receivables		
Goods and services receivables		
Other receivables	131,574	55,547
GST receivable from the Australian Taxation Office	3,979	36,114
Total goods and services receivables	135,553	91,661
Appropriation receivables		
Appropriations receivable ¹	704,578	2,127,699
Total appropriation receivables	704,578	2,127,699
Total trade and other receivables (net)	840,131	2,219,360

Credit terms for goods and services were within 30 days (2024: 30 days)

¹ To be read in conjunction with Note 18. Excludes unspent cash of \$163,195.

Accounting Policy

Financial assets

Trade 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.

Office of the Official Secretary to the Governor-General
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

5. Non-Financial Assets

5: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment

	Property, plant and equipment \$	Computer software purchased \$	Total \$
As at 1 July 2024			
Gross book value	2,000,833	1,003,962	3,004,795
Accumulated depreciation, amortisation and impairment	(8,761)	(952,035)	(960,796)
Total as at 1 July 2024	1,992,072	51,927	2,043,999
 Additions	216,428	-	216,428
Revaluations recognised in other comprehensive income	194,540	-	194,540
Depreciation and amortisation	(489,025)	(16,785)	(505,810)
Write-offs	(40,139)	(30,173)	(70,312)
Disposals	(11,646)	-	(11,646)
Total as at 30 June 2025	1,862,230	4,969	1,867,199
 Total as at 30 June 2025 represented by			
Gross book value	1,862,230	973,789	2,836,019
Accumulated depreciation, amortisation and impairment	-	(968,820)	(968,820)
Total as at 30 June 2025	1,862,230	4,969	1,867,199

Office of the Official Secretary to the Governor-General NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Revaluations of non-financial assets

Comprehensive valuation of non-current assets at Government House and Admiralty House were conducted as at 30 June 2025 by an independent valuer, JLL, in accordance with the revaluation policy. This resulted in an increase of \$194,540 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 nil (2024: \$68,478 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.

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.

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 administered land assets. Independent valuations for 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.

Office of the Official Secretary to the Governor-General

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

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 years, as appropriate.

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

	<u>2025</u>	<u>2024</u>
Buildings on freehold land	1 to 185 years	1 to 125 years
Plant and equipment	1 to 53 years	1 to 53 years
Furniture and fittings, fine arts and antiques	1 to 181 years	1 to 181 years
Motor vehicles	1 to 11 years	1 to 11 years
Ceremonial motor vehicles	31 years	31 years
Computer hardware	1 to 7 years	1 to 7 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 2025. 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 4 years (2024: 4 years). All software assets were assessed for indications of impairment as at 30 June 2025. No indicators of impairment were identified.

Office of the Official Secretary to the Governor-General
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

6. Payables

	2025	2024
	\$	\$
Note 6A: Suppliers		
Trade creditors and accruals	508,543	639,750
Total suppliers	508,543	639,750

Supplier payables are settled within 20 days (2024: 20 days).

Note 6B: Other payables

Salaries and wages	298,441	315,546
Superannuation	48,864	38,223
Other	87,870	237,212
Total other payables	435,175	590,981

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

Note 6C: Leases

Lease liabilities	-	1,800
Total leases	-	1,800

Maturity analysis - contractual undiscounted cash flows

Within 1 year	-	1,800
Total leases	-	1,800

Total cash outflow for leases for the year ended 30 June 2025 was \$1,800 (2024: \$1,800).

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 year 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.

Office of the Official Secretary to the Governor-General
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

7. Employee Provisions

	2025	2024
	\$	\$
Note 7: Employee provisions		
Leave	2,768,556	2,666,711
Total employee provisions	2,768,556	2,666,711

Accounting Policy

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

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 Department of Finance (DoF) Shorthand Model which incorporates the work of an actuary as at 30 June 2025. 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.

Office of the Official Secretary to the Governor-General

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

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.

	2025	2024
	\$	\$
Note 8: Key management personnel remuneration		
Short-term employee benefits	647,598	629,445
Post-employment benefits	93,102	75,973
Other long-term employee benefits ¹	80,259	449
Total key management personnel remuneration expenses	820,959	705,867

The total number of KMP that are included above is 2 (2024: 2).

¹ Other long-term employee benefits (long-service leave) reflects the effect of the current bond rate which decreased to 4.16% (2024: 4.31%).

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 year by the Office, it has been determined that there are no related party transactions to be separately disclosed.

Office of the Official Secretary to the Governor-General

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

10. Financial Instruments

	2025	2024
	\$	\$
Note 10: Categories of financial instruments		
Financial assets		
Financial assets at amortised cost		
Cash and cash equivalents	163,195	166,431
Trade and other receivables (net)	131,574	55,547
Total financial assets at amortised cost	294,769	221,978
Financial liabilities		
Financial liabilities measured at amortised cost		
Trade creditors and accruals	508,543	639,750
Other	87,870	237,212
Total financial liabilities measured at amortised cost	596,413	876,962

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 Liabilities 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 year 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 and other 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'.

Office of the Official Secretary to the Governor-General
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

11. Administered – Expenses

	2025	2024
	\$	\$
Note 11: Suppliers		
Goods and services supplied or rendered		
Cost of medals ¹	1,526,621	1,727,390
Consultants and contractors	341,323	67,356
Travel	139,646	168,357
Other	146,997	163,874
Total good and services supplied or rendered	2,154,587	2,126,977
Provision of goods	1,485,839	1,624,498
Services rendered	668,748	502,479
Total goods and services supplied or rendered	2,154,587	2,126,977

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

12. Administered – Fair Value Measurements

Note 12: Fair value measurement		
	Fair value measurements at the end of the reporting period	
Non-financial assets		
Land	151,000,000	115,000,000
Buildings	60,853,813	59,967,544
Property, plant and equipment	1,285,600	1,328,681
Total non-financial assets	213,139,413	176,296,225
Total fair value measurements of assets in the statement of financial position	213,139,413	176,296,225
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 – <i>Governor-General's Residence (Grant) Act 1945</i>		

Accounting Policy

In accordance with AASB 13 *Fair Value Measurement* 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.

Comprehensive valuations of land, buildings and property, plant and equipment assets at Government House and Admiralty House were conducted as at 30 June 2025 by an independent valuer, JLL, in accordance with the revaluation policy stated at Note 5. This resulted in an increase of \$37.6m in the fair value of the non-financial land, buildings and property, plant and equipment assets.

The experts provided written assurance that the models developed to value assets are in compliance with accounting and valuation standards. The experts provided written assurance that the models developed to value assets are in compliance with accounting and valuation standards. The valuations took into consideration uncertain market conditions which has resulted in a degree of uncertainty on the wider economy and real estate market.

The valuation methodologies used (the market approach and the depreciated replacement cost method) have reflected current market conditions.

Office of the Official Secretary to the Governor-General
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

13. Administered – Financial Assets

	2025	2024
	\$	\$
Note 13: Trade and other receivables		
Goods and services receivables in connection with:		
Trade receivables	100,109	327,409
Total trade and other receivables (net)	100,109	327,409
Credit terms for goods and services were within 30 days (2024: 30 days)		

14. Administered – Non-Financial Assets

Note 14: Reconciliation of land, buildings and property, plant and equipment

	Land	Buildings	Total land and buildings	Property plant and equipment	Total
	\$	\$	\$	\$	\$
As at 1 July 2024					
Gross book value	115,000,000	59,973,839	174,973,839	1,329,640	176,303,479
Accumulated depreciation, amortisation and impairment	-	(6,295)	(6,295)	(959)	(7,254)
Total as at 1 July 2024	115,000,000	59,967,544	174,967,544	1,328,681	176,296,225
Additions	-	1,878,753	1,878,753	-	1,878,753
Revaluations recognised in other comprehensive income	36,000,000	1,549,176	37,549,176	74,818	37,623,994
Depreciation and amortisation	-	(2,463,198)	(2,463,198)	(111,614)	(2,574,812)
Disposals	-	(78,462)	(78,462)	(6,285)	(84,747)
Total as at 30 June 2025	151,000,000	60,853,813	211,853,813	1,285,600	213,139,413
Total as at 30 June 2025 represented by:					
Gross book value	151,000,000	60,853,813	211,853,813	1,285,600	213,139,413
Accumulated depreciation, amortisation and impairment	-	-	-	-	-
Total as at 30 June 2025	151,000,000	60,853,813	211,853,813	1,285,600	213,139,413

Commitments

Contractual commitments relating to non-financial assets amounted to \$67,145 (2024: \$992,736) GST inclusive.

Buildings

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

Office of the Official Secretary to the Governor-General
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

15. Administered – Inventories

	2025	2024
	\$	\$
Note 15: Inventories		
Inventories held for distribution	5,948,610	6,084,905
Total inventories	5,948,610	6,084,905

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 2025, \$1,526,621 of inventory was recognised as an expense when distributed (2024: \$1,727,390)

Accounting Policy

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.

16. Administered – Payables

Note 16: Suppliers		
Trade creditors and accruals	317,267	1,327,730
Total suppliers	317,267	1,327,730

Creditor payables are settled within 20 days (2024: 20 days)

17. Administered – Financial Instruments

Note 17: Categories of Financial Instruments		
Financial assets at amortised cost		
Cash and cash equivalents	919	1,006
Trade and other receivables	100,109	327,409
Total financial assets at amortised cost	101,028	328,415
Total financial assets	101,028	328,415
Financial liabilities		
Financial liabilities measured at amortised cost		
Suppliers	317,267	1,327,730
Total financial liabilities	317,267	1,327,730

Office of the Official Secretary to the Governor-General NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

18. Appropriations

Note 18: Annual Appropriations

	2025 Appropriations					Variance \$
	Appropriation Act	PGPA Act		Total appropriation	Appropriation applied in 2025 (current and prior years)	
	Annual Appropriation	Adjustments to appropriation ^{3,4}				
	\$	\$	\$	\$	\$	
DEPARTMENTAL						
Ordinary annual services ¹	16,058,000	1,293,685		17,351,685	(18,992,459)	(1,640,774)
Capital budget ²	425,000	-		425,000	(210,584)	214,416
Total departmental	16,483,000	1,293,685		17,776,685	(19,203,044)	(1,426,359)
ADMINISTERED						
Ordinary annual services						
Administered items	1,801,000	-		1,801,000	(2,545,062)	(744,062)
Capital budget ²	3,135,000	-		3,135,000	(2,942,471)	192,529
Total administered	4,936,000	-		4,936,000	(5,487,533)	(551,533)

Notes:

¹ Ordinary annual services are appropriated through Appropriation Act 1.

² Departmental Capital Budget (DCB) and Administered Capital Budget (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 Adjustments to appropriations include GST related receipts retained under the section 74 of the Public Governance, Performance and Accountability Act 2013 (PGPA Act). In 2024-25, the Office has changed the presentation of appropriations disclosed in the appropriation note to include GST amounts retained under section 74 of the PGPA Act. In prior years, retainable GST under section 74 of the PGPA Act was excluded from the appropriation note.

**Office of the Official Secretary to the Governor-General
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

18. Appropriations – continued

Note 18: Annual Appropriations (cont'd)

	2024 Appropriations					Variance \$
	Appropriation Act	PGPA Act		Total appropriation	Appropriation applied in 2024 (current and prior years)	
	Annual Appropriation	Adjustments to appropriation ³	\$	\$	\$	
DEPARTMENTAL						
Ordinary annual services ¹	15,697,000	745,668		16,442,668	(18,530,396)	(2,087,728)
Capital budget ²	417,000	-		417,000	(307,885)	109,115
Total departmental	16,114,000	745,668		16,859,668	(18,838,281)	(1,978,613)
ADMINISTERED						
Ordinary annual services						
Administered items	2,920,000	-		2,920,000	(3,306,338)	(386,338)
Capital budget ²	2,924,000	-		2,924,000	(2,643,008)	280,992
Total administered	5,844,000	-		5,844,000	(5,949,346)	(105,346)

Notes:

¹ Ordinary annual services are appropriated through Appropriation Act 1.

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.

Office of the Official Secretary to the Governor-General
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

18. Appropriations – continued

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

	2025	2024
	\$	\$
DEPARTMENTAL		
<i>Appropriation Act (No. 1) 2021-2022 - Capital Budget (DCB) - Non Operating¹</i>	-	5,726,000
<i>Appropriation Act (No. 1) 2023-2024</i>	-	2,002,315
<i>Appropriation Act (No. 1) 2023-2024 - Capital Budget (DCB) - Non Operating</i>	-	125,384
<i>Appropriation Act (No. 1) 2023-2024 Unspent Cash</i>	-	166,431
<i>Appropriation Act (No. 1) 2024-2025</i>	364,778	-
<i>Appropriation Act (No. 1) 2024-2025 - Capital Budget (DCB) - Non Operating</i>	339,800	-
<i>Appropriation Act (No. 1) 2024-2025 Unspent Cash</i>	163,195	-
Total	867,773	8,020,130
ADMINISTERED		
<i>Appropriation Act (No. 3) 2022-2023</i>	-	335,735
<i>Appropriation Act (No. 3) 2022-2023 - Capital Budget (DCB) - Non Operating</i>	-	286,455
<i>Appropriation Act (No. 1) 2023-2024</i>	-	1,341,995
<i>Appropriation Act (No. 1) 2023-2024 - Capital Budget (DCB) - Non Operating</i>	-	1,382,464
<i>Appropriation Act (No. 1) 2023-2024 Unspent Cash</i>	-	1,006
<i>Appropriation Act (No. 1) 2024-2025</i>	933,755	-
<i>Appropriation Act (No. 1) 2024-2025 - Capital Budget (DCB) - Non Operating</i>	1,861,448	-
<i>Appropriation Act (No. 1) 2024-2025 Unspent Cash</i>	500	-
Total	2,795,703	3,347,655

¹ 2021-22 DCB in FY2023-24 includes section 51 quarantine of \$5.73m. As per section 39, these quarantined funds lapsed on 1 July 2024.

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

Authority	Type		Appropriation applied	
			2025	2024
			\$	\$
<i>Governor-General Act 1974 - s3 Salary of Governor-General</i>	Limited	Governor-General Salary	709,017	495,000
Total special appropriations applied			709,017	495,000

Office of the Official Secretary to the Governor-General
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

19. Net Cash Appropriation Arrangements

	2025	2024
	\$	\$
Note 19: Net Cash Appropriation Arrangements		
Total comprehensive (loss) - as per the Statement of Comprehensive Income	(1,777,439)	(2,462,421)
Plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections) ^{1,2}	504,085	585,180
Plus: depreciation of right-of-use assets funded through appropriations ²	1,725	1,725
Less: lease principal repayments funded through appropriations ²	(1,800)	(1,724)
Net Cash Operating (Deficit)	(1,273,429)	(1,877,240)

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 year 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.

Office of the Official Secretary to the Governor-General
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

20. Current/Non-current Distinction for Assets and Liabilities

	2025	2024
	\$	\$
Note 20A: Departmental - Aggregate Assets and Liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	163,195	166,431
Trade and other receivables	840,131	2,219,360
Prepayments	263,017	257,655
Inventories	28,421	29,517
Total no more than 12 months	1,294,764	2,672,963
More than 12 months		
Property, plant and equipment	1,862,230	1,992,072
Intangibles	4,969	51,927
Prepayments	50,694	35,102
Total more than 12 months	1,917,893	2,079,101
Total assets	3,212,657	4,752,064
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	508,543	639,750
Other payables	435,175	590,981
Leases	-	1,800
Employee provisions	1,009,862	1,094,823
Total no more than 12 months	1,953,580	2,327,354
More than 12 months		
Employee provisions	1,758,694	1,571,888
Total more than 12 months	1,758,694	1,571,888
Total liabilities	3,712,274	3,899,242

Office of the Official Secretary to the Governor-General
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

	2025	2024
	\$	\$
Note 20B: Administered - Aggregate Assets and Liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	919	1,006
Trade and other receivables	100,109	327,409
Inventories	5,948,610	6,084,905
Total no more than 12 months	6,049,638	6,413,320
More than 12 months		
Land and buildings	211,853,813	174,967,544
Property, plant and equipment	1,285,600	1,328,681
Total more than 12 months	213,139,413	176,296,225
Total assets	219,189,051	182,709,545
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	317,267	1,327,730
Total no more than 12 months	317,267	1,327,730
Total liabilities	317,267	1,327,730



CHAPTER 5

APPENDICES

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The Office supports the Governor-General in fulfilling her aspiration to be modern, optimistic and visible, committed to the service and contribution that all Australians expect and deserve

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 2025

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

CHANCELLOR OF THE ORDER

Her Excellency the Honourable Ms Sam Mostyn AC Governor-General of the Commonwealth of Australia.

SECRETARY OF THE ORDER

Mr Gerard Martin PSM
Official Secretary to the Governor-General

COUNCIL FOR THE ORDER OF AUSTRALIA

MEMBERS – NOMINATED BY THE AUSTRALIAN GOVERNMENT

Ms Shelley Reys AO (Chair)

Ms Robyn Kruk AO

Mr Rupert Myer AO

Ms Ellie Cole AM

Professor Helen Milroy AM

Professor Samina Yasmeen AM

Ms Annie Butler

Mr Malcolm McMillan

MEMBERS – NOMINATED BY STATE AND TERRITORY GOVERNMENTS

Colonel Michael Miller LVO RFD (New South Wales)

Mr Joshua Puls MVO (Victoria)

Ms Filomena (Filly) Morgan PSM (Queensland)

Mr Rik Morris (South Australia)

Ms Kaylene Gulich PSM (Western Australia)

Ms Katherine Morgan-Wicks PSM (Tasmania)

Ms Teresa (Terri) Hart PSM (Northern Territory)

Ms Kathy Leigh (Australian Capital Territory)

MEMBERS – EX OFFICIO

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

Admiral David Johnston AC RAN
Chief of the Defence Force

Mr Martin Hehir PSM
Deputy Secretary Governance
Department of the Prime Minister and Cabinet

COUNCIL FOR THE ORDER OF AUSTRALIA ATTENDANCE

THE AUSTRALIA DAY 2025 HONOURS LIST MEETING – 28 TO 29 AUGUST 2024

Ms Shelley Reys AO (Chair)

Ms Robyn Kruk AO

Mr Rupert Myer AO

Professor Helen Milroy AM

Professor Samina Yasmeen AM

Ms Annie Butler

Mr Malcolm McMillan

Colonel Michael Miller LVO RFD (New South Wales)

Mr Joshua Puls MVO (Victoria) (Deputy)

Ms Filomena (Filly) Morgan PSM (Queensland)

Mr Rik Morris (South Australia)

Ms Kaylene Gulich PSM (Western Australia)

Ms Deanna Turnbull (Tasmania) (Deputy)

Mr Craig Kitchen MVO (Northern Territory)

Ms Kathy Leigh (Australian Capital Territory)

The Honourable Patrick Gorman MP (Deputy)

Admiral David Johnston AC RAN

Mr Andrew Walter (Deputy)

COUNCIL FOR THE ORDER OF AUSTRALIA ATTENDANCE

AUSTRALIA DAY OUT OF SESSION MEETING – 26 NOVEMBER 2024 (VIRTUAL)

Ms Shelley Reys AO (Chair)

Mr Rupert Myer AO

Professor Samina Yasmeen AM

Mr Malcolm McMillan

Mr Joshua Puls MVO (Victoria) (Deputy)

Ms Filomena (Filly) Morgan PSM (Queensland)

Mr Rik Morris (South Australia)

Ms Kaylene Gulich PSM (Western Australia)

Ms Courtney Ingham (Tasmania) (Deputy)

Mr Craig Kitchen MVO (Northern Territory)

Ms Kathy Leigh (Australian Capital Territory)

Mr Andrew Walter (Deputy)

COUNCIL FOR THE ORDER OF AUSTRALIA ATTENDANCE

THE KING'S BIRTHDAY 2025 HONOURS LIST MEETING – 25 TO 26 FEBRUARY 2025

Ms Shelley Reys AO (Chair)

Ms Robyn Kruk AO

Mr Rupert Myer AO

Ms Ellie Cole AM

Professor Samina Yasmeen AM

Ms Annie Butler

Mr Malcolm McMillan

Colonel Michael Miller LVO RFD (New South Wales)

Mr Joshua Puls MVO (Victoria)

Ms Filomena (Filly) Morgan PSM (Queensland)

Mr Rik Morris (South Australia)

Ms Kaylene Gulich PSM (Western Australia)

Ms Deanna Turnbull (Tasmania) (Deputy)

Mr Craig Kitchen MVO (Northern Territory)

Ms Kathy Leigh (Australian Capital Territory)

The Honourable Patrick Gorman MP (Deputy)

Mr Andrew Walter (Deputy)

Ms Allison Augustine (Deputy)

AUSTRALIAN BRAVERY DECORATIONS

AS AT 30 JUNE 2025

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

SECRETARY

Mr Gerard Martin PSM

Official Secretary to the Governor-General

AUSTRALIAN BRAVERY DECORATIONS COUNCIL

MEMBERS – NOMINATED BY THE AUSTRALIAN GOVERNMENT

Ms Georgie Cornish (Chair)

Dr Craig Challen SC OAM

Ms Heidi Gan

Mr Rob Webb

MEMBERS – NOMINATED BY STATE AND TERRITORY GOVERNMENTS

Mr Shane Fitzsimmons AO AFSM (New South Wales)

Vacant (Victoria)

Ms Filomena (Filly) Morgan PSM (Queensland)

Mr Rik Morris (South Australia)

Ms Elenna Dionisio (Western Australia)

Ms Courtney Ingham (Tasmania)

Commander Hege Ronning-Burns APM (Northern Territory)

Commissioner Wayne Phillips (Australian Capital Territory)

MEMBERS – EX OFFICIO

Ms Cassie Haynes
Acting First Assistant Secretary People Services
Department of Defence

Mr Andrew Walter
First Assistant Secretary Government Division
Department of the Prime Minister and Cabinet

AUSTRALIAN BRAVERY DECORATIONS COUNCIL ATTENDANCE

AUSTRALIAN BRAVERY DECORATIONS COUNCIL MEETING – 13 NOVEMBER 2024

Ms Georgie Cornish (Chair)

Dr Craig Challen SC OAM

Ms Heidi Gan

Mr Rob Webb

Mr Shane Fitzsimmons AO AFSM (New South Wales)

Mr Fin Bird (Victoria)

Ms Julia Sheedy (Queensland) (Deputy)

Mr Rik Morris (South Australia)

Ms Elenna Dionisio (Western Australia)

Ms Courtney Ingham (Tasmania)

Commander Hege Ronning-Burns APM (Northern Territory)

Commissioner Wayne Phillips (Australian Capital Territory)

Mr Andrew Walter

AUSTRALIAN BRAVERY DECORATIONS COUNCIL MEETING – 22 MAY 2025

Ms Georgie Cornish (Chair)

Dr Craig Challen SC OAM

Mr Rob Webb

Ms Leanne Byrne PSM (New South Wales) (Deputy)

Ms Melissa Beukes (Victoria) (Deputy)

Ms Julia Sheedy (Queensland) (Deputy)

Mr Rik Morris (South Australia)

Ms Elenna Dionisio (Western Australia)

Mr Simon Hiscock (Tasmania) (Deputy)

Commander Hege Ronning-Burns APM (Northern Territory)

Commissioner Wayne Phillips (Australian Capital Territory)

Ms Cassie Haynes

Mr Andrew Walter

NATIONAL EMERGENCY MEDAL COMMITTEE

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

MEMBERS – NOMINATED BY THE AUSTRALIAN GOVERNMENT

Mr Shane Fitzsimmons AO AFSM (Chair)

Mr Robert Cameron OAM

Ms Quinn Cramer

MEMBERS – EX OFFICIO

Ms Justine Saunders APM

Deputy Secretary Biosecurity, Operations and Compliance Group

Department of Agriculture, Fisheries and Forestry

Mr Andrew Walter

First Assistant Secretary Government Division

Department of the Prime Minister and Cabinet

NATIONAL EMERGENCY MEDAL COMMITTEE ATTENDANCE

NATIONAL EMERGENCY MEETING – 12 NOVEMBER 2024

Mr Shane Fitzsimmons AO AFSM (Chair)

Mr Robert Cameron OAM

Ms Quinn Cramer

Ms Justine Saunders APM

Mr Andrew Walter

APPENDIX B: ORDER OF AUSTRALIA AWARDS

TABLE B1: THE ORDER OF AUSTRALIA AWARDS (GENERAL DIVISION), AUSTRALIA DAY 2025 AND THE KING’S BIRTHDAY 2025

Categories	Number of nominations considered	Total awarded	% awarded	AC	AO	AM	OAM
Architecture							
M	10	8	80.0	0	1	4	3
F	1	1	100.0	0	0	0	1
Arts							
M	43	36	83.7	1	2	10	23
F	35	22	62.9	1	0	5	16
X	2	1	50.0	0	0	0	1
Building and Construction							
M	5	2	40.0	0	0	0	2
F	0	0	0.0	0	0	0	0
Business and Commerce							
M	43	21	48.8	0	0	8	13
F	47	19	40.4	2	1	8	8
Community							
M	383	238	62.1	1	2	27	208
F	310	197	63.5	2	4	31	160
X	2	0	0.0	0	0	0	0
Conservation and the Environment							
M	26	20	76.9	2	3	3	12
F	15	8	53.3	0	0	3	5
Dentistry							
M	7	4	57.1	0	0	2	2
F	1	0	0.0	0	0	0	0
Disabled Welfare							
M	11	10	90.9	0	1	1	8
F	19	11	57.9	0	1	4	6

Categories	Number of nominations considered	Total awarded	% awarded	AC	AO	AM	OAM
Education							
M	27	20	74.1	0	1	9	10
F	29	14	48.3	0	2	3	9
Engineering							
M	14	11	78.6	0	2	4	5
F	3	3	100.0	0	1	2	0
Industrial Relations							
M	2	2	100.0	0	0	1	1
F	1	0	0.0	0	0	0	0
Information Technology							
M	6	1	16.7	0	0	0	1
F	6	1	16.7	0	0	0	1
International Relations							
M	6	3	50.0	0	1	0	2
F	2	0	0.0	0	0	0	0
Law							
M	19	16	84.2	3	4	8	1
F	8	6	75.0	1	1	4	0
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	7	5	71.4	0	0	0	5
F	5	1	20.0	0	0	0	1
Media							
M	16	11	68.8	2	2	3	4
F	12	6	50.0	1	0	1	4
Medicine							
M	83	55	66.3	2	7	29	17
F	70	43	61.4	0	4	20	19
Mining							
M	4	3	75.0	0	0	1	2
F	3	1	33.3	0	0	1	0

Categories	Number of nominations considered	Total awarded	% awarded	AC	AO	AM	OAM
Multicultural Affairs							
M	16	9	56.3	0	0	0	9
F	25	18	72.0	0	0	0	18
Parliament and Politics							
M	19	12	63.2	1	1	5	5
F	4	2	50.0	0	1	0	1
Primary Industry							
M	18	13	72.2	0	0	6	7
F	4	2	50.0	0	0	1	1
Public Service							
M	8	3	37.5	0	1	1	1
F	8	2	25.0	0	0	0	2
Religion							
M	8	5	62.5	0	0	1	4
F	5	5	100.0	0	0	1	4
Science, Technological Developments, Research & Development							
M	19	17	89.5	1	7	4	5
F	9	3	33.3	0	2	0	1
Sport and Leisure							
M	101	79	78.2	0	1	7	71
F	51	49	96.1	0	1	6	42
Surveying and Mapping							
M	3	2	66.7	0	0	1	1
F	0	0	0.0	0	0	0	0
Tourism and Hospitality							
M	6	5	83.3	0	0	1	4
F	2	1	50.0	0	0	0	1
Transport							
M	9	6	66.7	0	0	2	4
F	1	0	0.0	0	0	0	0

Categories	Number of nominations considered	Total awarded	% awarded	AC	AO	AM	OAM
Veterinary Science							
M	4	4	100.0	0	0	2	2
F	2	0	0.0	0	0	0	0
TOTAL							
M	923	621	67.3	13	36	140	432
F	680	416	61.2	7	18	91	300
X	4	1	25.0	0	0	0	1
	1607	1038	64.6	20	54	231	733

Note: includes nominations deferred to future meetings. Anomalies may occur when comparing to previous years, possibly due to the deferral of promulgation, terminations, cancellations or resignations from 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;

X = Non-binary gender specified, or gender unspecified

**TABLE B2: THE ORDER OF AUSTRALIA AWARDS
(GENERAL DIVISION), THE QUEEN'S BIRTHDAY 1975
TO THE KING'S BIRTHDAY 2025**

	Number of nominations considered	Total awarded	% awarded	AK*	AD*	AC	AO	AM	OAM
Architecture									
M	304	202	66.4	0	0	3	36	115	48
F	38	28	73.7	0	0	0	2	21	5
Arts									
M	2243	1454	64.8	0	0	31	164	547	712
F	1598	1107	69.3	0	1	15	76	346	669
X	2	1	50.0	0	0	0	0	0	1
Building and Construction									
M	269	160	59.5	0	0	2	8	81	69
F	12	10	83.3	0	0	0	2	5	3
Business and Commerce									
M	2558	1443	56.4	2	0	45	283	728	385
F	477	297	62.3	0	0	8	46	156	87
Community									
M	21918	11386	51.9	1	0	42	246	1582	9515
F	13119	7926	60.4	0	0	24	189	1065	6648
X	5	2	40.0	0	0	0	0	0	2
Conservation and the Environment									
M	890	641	72.0	0	0	3	44	204	390
F	535	359	67.1	0	0	1	16	78	264
Dentistry									
M	309	185	59.9	0	0	0	14	108	63
F	34	24	70.6	0	0	0	3	13	8
Disabled Welfare									
M	728	464	63.7	0	0	0	8	118	338
F	776	516	66.5	0	0	0	12	91	413
Education									
M	2274	1361	59.9	1	0	30	194	592	544
F	1359	885	65.1	0	0	10	73	354	448

	Number of nominations considered	Total awarded	% awarded	AK*	AD*	AC	AO	AM	OAM
Engineering									
M	461	294	63.8	0	0	4	45	159	86
F	21	18	85.7	0	0	1	3	10	4
Industrial Relations									
M	366	233	63.7	0	0	5	22	116	90
F	35	26	74.3	0	0	1	3	10	12
Information Technology									
M	61	28	45.	0	0	0	5	15	8
F	28	14	50.0	0	0	0	1	6	7
International Relations									
M	483	250	51.8	0	0	3	41	99	107
F	305	180	59.0	0	0	2	22	61	95
Law									
M	1018	615	60.4	1	0	59	147	308	100
F	228	165	72.4	0	0	14	35	75	41
Library and Related Occupations									
M	40	26	65.0	0	0	0	3	13	10
F	66	43	65.2	0	0	0	1	20	22
Local Government									
M	1835	950	51.8	0	0	1	7	170	772
F	391	229	58.6	0	0	0	5	42	182
Media									
M	779	444	57.0	0	0	7	38	170	229
F	202	131	64.9	0	0	2	12	52	65
Medicine									
M	4467	2633	58.9	0	0	53	397	1271	912
F	1785	1209	67.7	0	0	19	132	515	543
Mining									
M	184	113	61.4	0	0	4	25	53	31
F	21	13	61.9	0	0	0	2	9	2
Multicultural Affairs									
M	1580	789	49.9	0	0	0	20	109	660
F	597	366	61.3	0	0	0	0	37	329

	Number of nominations considered	Total awarded	% awarded	AK*	AD*	AC	AO	AM	OAM
Parliament and Politics									
M	738	433	58.7	2	0	46	120	171	94
F	151	102	67.5	0	1	5	26	45	25
Primary Industry									
M	1341	884	65.9	0	0	2	52	352	478
F	117	86	73.5	0	0	0	2	21	63
Public Service									
M	2136	998	46.7	7	0	64	269	391	267
F	410	194	47.3	0	2	14	29	64	85
Religion									
M	753	408	54.2	0	0	8	21	127	252
F	147	94	63.9	0	0	0	2	21	71
Science, Technological Developments, Research & Development									
M	963	638	66.3	1	0	45	175	317	100
F	214	151	70.6	0	0	12	45	65	29
Sport and Leisure									
M	4302	2633	61.2	0	0	6	53	390	2184
F	1422	1033	72.6	0	0	4	18	131	880
Surveying and Mapping									
M	52	33	63.5	0	0	0	2	11	20
F	1	1	100.0	0	0	0	0	0	1
Tourism and Hospitality									
M	293	177	60.4	0	0	0	13	65	99
F	74	47	63.5	0	0	0	2	18	27
Transport									
M	505	258	51.1	0	0	5	27	92	134
F	34	21	61.8	0	0	0	2	7	12

	Number of nominations considered	Total awarded	% awarded	AK*	AD*	AC	AO	AM	OAM
Veterinary Science									
M	133	95	71.4	0	0	0	10	45	40
F	24	16	66.7	0	0	0	2	9	5
TOTAL									
M	53983	30228	56.0	15	0	468	2489	8519	18737
F	24221	15291	63.1	0	4	132	763	3347	11045
X	7	3	42.9	0	0	0	0	0	3
	78211	45522	58.2	15	4	600	3252	11866	29785

Note: includes nominations deferred to future meetings. Anomalies may occur when comparing to previous years, possibly due to the deferral of promulgation, terminations, cancellations or resignations from 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;

X = Non-binary gender specified, or gender unspecified

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

APPENDIX C: AUSTRALIAN BRAVERY DECORATIONS

TABLE C1: AUSTRALIAN BRAVERY DECORATIONS 2024-25

Category	Number of nominations considered	Awarded	Total % awarded	Award levels				
				CV	SC	BM	CBC	GBC
Interception of armed offender	51	9	17.6	0	0	0	3	6*
Rescue from animal attacks	2	1	50.0	0	0	0	1	0
Rescue from armed offender	22	4	18.2	0	0	1	3	0
Rescue from explosive hazard	18	0	0.0	0	0	0	0	0
Rescue from fire – building	23	9	39.1	0	0	2	7	0
Rescue from fire – bushfire	26	0	0.0	0	0	0	0	0
Rescue from fire – motor vehicle	17	5	29.4	0	0	0	5	0
Rescue from fire – other	2	0	0.0	0	0	0	0	0
Rescue from heights, cliffs	9	2	22.2	0	0	1	1	0
Rescue from inland waters	13	6	46.2	0	0	1	2	3
Rescue from other situation	54	12	22.2	0	0	1	10	1*
Rescue from path of oncoming vehicle	2	1	50.0	0	0	1	0	0
Rescue from water – other	417	1	0.2	0	0	0	1	0
Rescue from water – sea	40	12	30.0	0	0	3	6	3

Category	Number of nominations considered	Awarded	Total % awarded	Award levels				
				CV	SC	BM	CBC	GBC
Rescue from water – submerged vehicle	16	2	12.5	0	0	1	1	0
TOTAL	712	64	9.0	0	0	11	40	3(13)

CV = Cross of Valour;

SC = Star of Courage;

BM = Bravery Medal;

CBC = Commendation for Brave Conduct;

GBC = Group Bravery Citation

* Indicates that an individual was added to a previously awarded Group Bravery Citation.

Brackets indicate the number of total people recognised within the Group Bravery Citations.

TABLE C2: AUSTRALIAN BRAVERY DECORATIONS 1975 TO 30 JUNE 2025

Category	Number of nominations considered	Awarded	Total % awarded	Award levels				
				CV	SC	BM	CBC	GBC
Interception of armed offender	1,350	628	46.5	1	15	189	283	140
Rescue from animal attacks	265	158	59.6	0	16	67	57	18
Rescue from armed offender	1,069	561	52.5	0	44	201	199	117
Rescue from electrical hazard	110	38	34.5	1	1	13	23	0
Rescue from explosive hazard	418	304	72.7	2	18	72	66	146
Rescue from fire – aircraft	95	46	48.4	0	3	33	10	0
Rescue from fire – building	1,424	719	50.5	0	12	216	412	79
Rescue from fire – bushfire	615	179	29.1	0	3	24	41	111

Category	Number of nominations considered	Awarded	Total % awarded	Award levels				
				CV	SC	BM	CBC	GBC
Rescue from fire – motor vehicle	1,048	669	63.8	0	27	215	314	113
Rescue from fire – other	136	94	69.1	0	8	36	21	29
Rescue from gases, toxic fumes etc.	55	32	58.2	0	2	20	10	0
Rescue from heights, cliffs	237	96	40.5	0	4	30	45	17
Rescue from holes, wells or mines	188	125	66.5	1	4	31	15	74
Rescue from inland waters	1,141	538	47.2	0	1	102	243	192
Rescue from other situation	1,261	226	17.9	0	3	41	119	63
Rescue from path of oncoming vehicle	145	67	46.2	0	1	33	33	0
Rescue from water – other	527	23	4.4	0	0	2	14	7
Rescue from water – sea	1,903	922	48.4	0	20	237	427	238
Rescue from water – submerged vehicle	260	114	43.8	0	0	10	75	29
TOTAL	12,247	5,539	45.2	5	182	1,572	2,407	1,373

CV = Cross of Valour;

SC = Star of Courage;

BM = Bravery Medal;

CBC = Commendation for Brave Conduct;

GBC = Group Bravery Citation

APPENDIX D: DEFENCE, MERITORIOUS AND LONG SERVICE AWARDS

TABLE D1: DEFENCE, MERITORIOUS AND LONG SERVICE AWARDS APPROVED IN 2024-25 AND TOTAL AWARDS APPROVED SINCE 1975

Award	Awards approved 1 July 2024 – 30 June 2025	Total awards approved to 30 June 2025
Victoria Cross for Australia	1	6
Companion of the Order of Australia (Military Division)	0	26
Officer of the Order of Australia (Military Division)	4	300
Member of the Order of Australia (Military Division)	22	1,382
Medal of the Order of Australia (Military Division)	36	1,455
Star of Gallantry	0	8
Medal for Gallantry	3	85
Commendation for Gallantry	3	117
Unit Citation for Gallantry	0	6
Distinguished Service Cross	3	113
Distinguished Service Medal	2	221
Commendations for Distinguished Service	7	532
Meritorious Unit Citation	0	27*
Conspicuous Service Cross	44	1,466
Conspicuous Service Medal	68	1,684
Nursing Service Cross	0	28
Public Service Medal	109	3,225
Australian Police Medal	66	2,361
Australian Fire Service Medal	70	1,882
Ambulance Service Medal	28	601
Emergency Services Medal	35	698

Award	Awards approved 1 July 2024 – 30 June 2025	Total awards approved to 30 June 2025
Australian Corrections Medal	32	255
Australian Intelligence Medal	6	39**
Australian Antarctic Medal	2	112
Civilian Service Medal 1939–1945	3	7,128
Police Overseas Service Medal/Clasp	21	6,608
Humanitarian Overseas Service Medal/Clasp	3	4,722
National Police Service Medal	2,191	54,421
National Emergency Medal/Clasp	10,734	89,373
Champion Shots Medal	0	87
National Medal/Clasp	11,351	304,859
80th Anniversary Armistice Remembrance Medal	0	71
Australian Sports Medal	51	20,196
Centenary Medal	0	15,845
Total	24,895	519,939

Note:

372,956 awards in other categories were approved between 1975 and 30 June 2004, bringing the total number of awards approved to **892,895**. 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.

Meritorious Unit Citation: * indicates the number of unit citations awarded, not individuals included.

Australian Intelligence Medal: **1 x AIM recipient will remain unpublished.

APPENDIX E: EXECUTIVE REMUNERATION

During the reporting period ended 30 June 2025, the Office had 2 executives who met the definition of key management personnel (KMP). Their names and length of term as KMP are summarised below.

Name	Position	Term as KMP
Gerard Martin	Official Secretary	Full year
Jeffrey Barnes	Deputy Official Secretary	Full year

TABLE E1: REMUNERATION FOR KEY MANAGEMENT PERSONNEL (2024-25)

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		
Gerard Martin	Official Secretary	374,690	–	9,385	58,365	62,725	–	–	508,165
Jeffrey Barnes	Deputy Official Secretary	263,354	–	169	34,737	14,534	–	–	312,794
Total		638,044	–	9,554	93,102	80,259	–	–	820,959

APPENDIX F: ACCOUNTABLE AUTHORITY

TABLE F1: DETAILS OF ACCOUNTABLE AUTHORITY (2024-25)

Name	Position/title held	Period as the accountable authority or member	
		Date of commencement	Date of cessation
Gerard Martin PSM	Official Secretary to the Governor-General	1 July 2024	30 June 2025

APPENDIX G: STAFFING OVERVIEW

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

TABLE G1: ALL ONGOING EMPLOYEES, BY LOCATION (2024-25)

	Male			Female			Non-binary			Prefers not to answer			Uses a different term		
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
NSW	2	–	2	1	–	1	–	–	–	–	–	–	–	–	–
Qld	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
SA	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Tas	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vic	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
WA	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
ACT	30	1	31	40	8	48	–	–	–	–	–	–	–	–	–
NT	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
External Territories	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Overseas	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total	32	1	33	41	8	49	–	–	–	–	–	–	–	–	–

TABLE G2: ALL NON-ONGOING EMPLOYEES, BY LOCATION (2024-25)

	Male			Female			Non-binary			Prefers not to answer			Uses a different term		
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
NSW	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Qld	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
SA	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Tas	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vic	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
WA	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
ACT	3	1	4	5	11	16	–	–	–	–	–	–	–	–	–
NT	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
External Territories	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Overseas	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total	3	1	4	5	11	16	–	–	–	–	–	–	–	–	–

TABLE G3: ALL ONGOING EMPLOYEES, BY LOCATION (2023-24)

	Male			Female			Non-binary			Prefers not to answer			Uses a different term		
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
NSW	2	–	2	1	–	1	–	–	–	–	–	–	–	–	–
Qld	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
SA	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Tas	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vic	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
WA	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
ACT	32	1	33	37	6	43	–	–	–	–	–	–	–	–	–
NT	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
External Territories	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Overseas	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total	34	1	35	38	6	44	–	–	–	–	–	–	–	–	–

TABLE G4: ALL NON-ONGOING EMPLOYEES, BY LOCATION (2023-24)

	Male			Female			Non-binary			Prefers not to answer			Uses a different term		
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
NSW	1	–	1	–	1	1	–	–	–	–	–	–	–	–	–
Qld	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
SA	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Tas	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vic	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
WA	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
ACT	2	1	3	2	4	6	–	–	–	–	–	–	–	–	–
NT	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
External Territories	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Overseas	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total	3	1	4	2	5	7	–	–	–	–	–	–	–	–	–

TABLE G5: ONGOING EMPLOYEES, BY LEVEL (2024-25)

	Male			Female			Non-binary			Prefers not to answer			Uses a different term		
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
Statutory Officer	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
SES Equivalent Officer	1	–	1	–	–	–	–	–	–	–	–	–	–	–	–
EL 2	1	–	1	4	–	4	–	–	–	–	–	–	–	–	–
EL 1	6	–	6	8	–	8	–	–	–	–	–	–	–	–	–
GHO 6	9	–	9	8	–	8	–	–	–	–	–	–	–	–	–
GHO 5	3	–	3	8	3	11	–	–	–	–	–	–	–	–	–
GHO 4	3	1	4	8	3	11	–	–	–	–	–	–	–	–	–
GHO 3	8	–	8	4	2	6	–	–	–	–	–	–	–	–	–
GHO 2	1	–	1	–	–	–	–	–	–	–	–	–	–	–	–
GHO 1	–	–	–	1	–	1	–	–	–	–	–	–	–	–	–
Total	32	1	33	41	8	49	–	–	–	–	–	–	–	–	–

TABLE G6: NON-ONGOING EMPLOYEES, BY LEVEL (2024-25)

	Male			Female			Non-binary			Prefers not to answer			Uses a different term		
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
Statutory Officer	1	–	1	–	–	–	–	–	–	–	–	–	–	–	–
SES Equivalent Officer	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
EL 2	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
EL 1	–	–	–	3	4	7	–	–	–	–	–	–	–	–	–
GHO 6	–	–	–	–	1	1	–	–	–	–	–	–	–	–	–
GHO 5	–	–	–	1	–	1	–	–	–	–	–	–	–	–	–
GHO 4	–	–	–	–	1	1	–	–	–	–	–	–	–	–	–
GHO 3	1	–	1	1	3	4	–	–	–	–	–	–	–	–	–
GHO 2	1	1	2	–	–	–	–	–	–	–	–	–	–	–	–
GHO 1	–	–	–	–	2	2	–	–	–	–	–	–	–	–	–
Total	3	1	4	5	11	16	–	–	–	–	–	–	–	–	–

TABLE G7: ONGOING EMPLOYEES, BY LEVEL (2023-24)

	Male			Female			Non-binary			Prefers not to answer			Uses a different term		
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
Statutory Officer	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
SES Equivalent Officer	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
GHO 8	3	–	3	4	–	4	–	–	–	–	–	–	–	–	–
GHO 7	8	–	8	6	–	6	–	–	–	–	–	–	–	–	–
GHO 6	8	1	9	6	–	6	–	–	–	–	–	–	–	–	–
GHO 5	5	–	5	6	3	9	–	–	–	–	–	–	–	–	–
GHO 4	2	–	2	11	2	13	–	–	–	–	–	–	–	–	–
GHO 3	7	–	7	4	–	4	–	–	–	–	–	–	–	–	–
GHO 2	1	–	1	–	–	–	–	–	–	–	–	–	–	–	–
GHO 1	–	–	–	1	1	2	–	–	–	–	–	–	–	–	–
Total	34	1	35	38	6	44	–	–	–	–	–	–	–	–	–

TABLE G8: NON-ONGOING EMPLOYEES, BY LEVEL (2023-24)

	Male			Female			Non-binary			Prefers not to answer			Uses a different term		
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
Statutory Officer	1	–	1	–	1	1	–	–	–	–	–	–	–	–	–
SES Equivalent Officer	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
GHO 8	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
GHO 7	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
GHO 6	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
GHO 5	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
GHO 4	2	1	3	2	4	6	–	–	–	–	–	–	–	–	–
GHO 3	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
GHO 2	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
GHO 1	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total	3	1	4	2	5	7	–	–	–	–	–	–	–	–	–

TABLE G9: EMPLOYEES BY FULL-TIME AND PART-TIME STATUS (2024-25)

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
Statutory Officer	–	–	–	1	–	1	1
SES Equivalent Officer	1	–	1	–	–	–	1
EL 2	5	–	5	–	–	–	5
EL 1	14	–	14	3	4	7	21
GHO 6	17	–	17	–	1	1	18
GHO 5	11	3	14	1	–	1	15
GHO 4	11	4	15	–	1	1	16
GHO 3	12	2	14	2	3	5	19
GHO 2	1	–	1	1	1	2	3
GHO 1	1	–	1	–	2	2	3
Total	73	9	82	8	12	20	102

TABLE G10: EMPLOYEES BY FULL-TIME AND PART-TIME STATUS (2023-24)

	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
Statutory Officer	–	–	–	1	–	1	1
SES Equivalent Officer	–	–	–	1	–	1	1
GHO 8	7	–	7	–	–	–	7
GHO 7	14	–	14	–	–	–	14
GHO 6	14	1	15	–	–	–	15
GHO 5	11	3	14	2	1	3	17
GHO 4	13	2	15	1	–	1	16
GHO 3	11	–	11	–	–	–	11
GHO 2	1	–	1	–	1	1	2
GHO 1	1	1	2	–	4	4	6
Total	72	7	79	5	6	11	90

TABLE G11: EMPLOYMENT TYPE BY LOCATION (2024-25)

	Ongoing	Non-ongoing	Total
NSW	3	–	3
Qld	–	–	–
SA	–	–	–
Tas	–	–	–
Vic	–	–	–
WA	–	–	–
ACT	79	20	99
NT	–	–	–
External Territories	–	–	–
Overseas	–	–	–
Total	82	20	102

TABLE G12: EMPLOYMENT TYPE BY LOCATION (2023-24)

	Ongoing	Non-ongoing	Total
NSW	3	2	5
Qld	–	–	–
SA	–	–	–
Tas	–	–	–
Vic	–	–	–
WA	–	–	–
ACT	76	9	85
NT	–	–	–
External Territories	–	–	–
Overseas	–	–	–
Total	79	11	90

TABLE G13: INDIGENOUS EMPLOYMENT (2024-25)

	Total
Ongoing	–
Non-ongoing	–
Total	0

TABLE G14: INDIGENOUS EMPLOYMENT (2023-24)

	Total
Ongoing	1
Non-ongoing	–
Total	1

TABLE G15: EMPLOYMENT ARRANGEMENTS (2024-25)

	SES	Non-SES	Total
Enterprise Agreement	–	96	96
Individual Flexibility Arrangement	–	4	4
Individual SES contract	1	–	1
Remuneration Tribunal	1	–	1
Total	2	100	102

TABLE G16: EMPLOYMENT SALARY RANGES BY CLASSIFICATION LEVEL (MINIMUM/MAXIMUM) (2024-25)

	Minimum salary	Maximum salary
EL 2	\$137,982	\$156,424
EL 1	\$119,751	\$129,291
GHO 6	\$93,707	\$107,574
GHO 5	\$86,761	\$91,974
GHO 4	\$77,784	\$84,426
GHO 3	\$68,814	\$75,292
GHO 2	\$60,868	\$67,914
GHO 1	\$54,118	\$60,118

APPENDIX H: REPORTABLE CONSULTANCY AND NON-CONSULTANCY CONTRACTS

TABLE H1: REPORTABLE CONSULTANCY CONTRACTS

Reportable consultancy contracts 2024–25	Number	Expenditure \$
New contracts entered into during the reporting period	8	290,070
Ongoing contracts entered into during a previous reporting period	5	40,868
Total	13	330,938

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

Organisation receiving a share of reportable consultancy contract expenditure 2024–25	ABN	Expenditure \$
Clayton Utz	35 740 217 343	175,237
Australian Government Solicitor	69 405 937 639	61,233
DJAS Architecture Pty Ltd	83 008 620 504	34,368
Tanner Kibble Denton Architects Pty Ltd	77 001 209 392	27,800
Rosemary Lucas Interior Design	12 003 778 032	15,000

TABLE H3: REPORTABLE NON-CONSULTANCY CONTRACTS

Reportable non-consultancy contracts 2024–25	Number	Expenditure \$
New contracts entered into during the reporting period	88	2,029,451
Ongoing contracts entered into during a previous reporting period	81	5,910,835
Total	169	7,940,286

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

Organisation receiving a share of reportable non-consultancy contract expenditure 2024–25	ABN	Expenditure \$
Projex Building Group Pty Ltd	77 109 570 863	1,384,838
Jones Lang LaSalle (ACT) Pty Ltd	69 008 585 260	1,174,161
T&S Signcraft Pty Ltd	29 003 712 098	1,090,115
COMCAR	61 970 632 495	372,815
Macquarie Technology Operations Pty Ltd	21 082 930 916	326,428

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 (2024–25)

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: AGENCY RESOURCE STATEMENT

TABLE J1: AGENCY RESOURCE STATEMENT 2024–25

	Available for 2024–25 \$'000 (a)	Payments made 2024–25 \$'000 (b)	Balance remaining 2024–25 \$'000 (a) – (b)
Departmental			
Annual appropriations – ordinary annual services ^{1,2}	20,071	19,203	868
Total departmental annual appropriations	20,071	19,203	868
Total departmental resourcing	20,071	19,203	868
Administered			
Annual appropriations - ordinary annual services ^{1,3}	8,283	5,487	2,796
Total administered annual appropriations	8,283	5,487	2,796
Administered special appropriations	709	709	–
Total administered special appropriations	709	709	–
Total administered resourcing	8,992	6,196	2,796
Total resourcing and payments for Office of the Official Secretary to the Governor-General	29,063	25,399	3,664

- 1 Appropriation Act (No. 1) 2024–25. This may also include prior-year departmental appropriation and section 74 retained revenue receipts.
- 2 Includes an amount of \$0.425m in 2024–25 for the departmental capital budget. For accounting purposes, this amount has been designated as 'contributions by owners'
- 3 Includes an amount of \$3.135m in 2024–25 for the administered capital budget. For accounting purposes, this amount has been designated as 'contributions by owners'

TABLE J2: 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 and Awards system.

	Budget* 2024–25 \$'000 (a)	Actual expenses 2024–25 \$'000 (b)	Variation 2024–25 \$'000 (a) – (b)
Program 1: Support for the Governor-General and Official Activities			
Administered expenses			
Ordinary annual services (Appropriation Act No. 1)	2,566	2,273	293
Special appropriation Governor-General	495	709	(214)
Expenses not requiring appropriation in the Budget year ¹	1,639	2,660	(1,021)
Administered total	4,700	5,641	(941)
Departmental expenses			
Departmental appropriation	16,058	16,478	(420)
s74 External Revenue ²	258	1,294	(1,036)
Expenses not requiring appropriation in the Budget year ¹	788	761	27
Departmental total	17,104	18,533	(1,429)
Total expenses for Program 1	21,804	24,174	(2,370)
Average staffing level (number)			
	96	89	7

* Full year budget, including any subsequent adjustments made in 2024–25 at additional estimates.

¹ Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, audit fees, secondment staff and losses from asset write-offs..

² Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act 2013.

APPENDIX K: AUDIT COMMITTEE DETAILS

The audit committee charter can be found at 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
Elizabeth Montano (Chair)	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 20 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 financial services specialist with King & Wood Mallesons.	4/4	\$16,962.55
Maria Storti (Independent member)	Ms Storti specialises in financial management, governance and risk management. Ms Storti holds the degrees of Master of Business Administration and Bachelor of Economics, 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. She is a former EY advisory partner and has worked with professional services firms 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.	4/4	\$8,207.68

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended / total number of meetings	Total annual remuneration
David Bryant (Independent member)	Dr Bryant specialises in information technology systems and controls, project management, governance and risk management. Dr Bryant holds the degrees of Bachelor of Information Technology, MBA in Technology Management and Doctor of Philosophy in Management Information Systems. He is also an Australian Computer Society Certified Professional and Certified Practising Project Director (Australian Institute of Project Management). He has significant experience in the ICT sector, including ICT governance, risk management, ICT projects and services delivery in the public sector, and is an independent member of several Commonwealth department and agency audit committees.	4/4	\$9,254.75



CHAPTER 6

INDEXES

“

Care has a deep and resonant place in our Australian identity. Care is the gentle thought and the outstretched hand that Australians have always been ready to share when great challenges present themselves.

- Governor-General Mostyn in her swearing-in speech

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
Agency	A Department of State, Department of Parliament or prescribed agency under the <i>Public Governance, Performance and Accountability Act 2013</i> (PGPA Act)
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
Budget	The announced fiscal and economic outlook for Australia for a financial year. It includes expenditure and revenue estimates for the current financial year, the Budget year and the 3 forward financial years
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
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; statements that explain where appropriated funds are to be spent for a portfolio
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
Retd	Retired (used after the name of a retired armed forces officer)
SES	Senior Executive Service
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>

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)	2–4	Table of contents (print only).	Mandatory
I7AJ(b)	148–158	Alphabetical index (print only).	Mandatory
I7AJ(c)	138–140	Glossary of abbreviations and acronyms.	Mandatory
I7AJ(d)	141–147	List of requirements.	Mandatory
I7AJ(e)	132	Details of contact officer.	Mandatory
I7AJ(f)	132	Entity's website address.	Mandatory
I7AJ(g)	inside front cover	Electronic address of report.	Mandatory
I7AD(a)	Review by accountable authority		
I7AD(a)	6–10	A review by the accountable authority of the entity.	Mandatory
I7AD(b)	Overview of the entity		
I7AE(1)(a)(i)	8–10	A description of the role and functions of the entity.	Mandatory
I7AE(1)(a)(ii)	8–10	A description of the organisational structure of the entity.	Mandatory
I7AE(1)(a)(iii)	9	A description of the outcomes and programmes administered by the entity.	Mandatory
I7AE(1)(a)(iv)	12	A description of the purposes of the entity as included in corporate plan.	Mandatory
I7AE(1)(aa)(i)	8, 123	Name of the accountable authority or each member of the accountable authority	Mandatory
I7AE(1)(aa)(ii)	8, 123	Position title of the accountable authority or each member of the accountable authority	Mandatory
I7AE(1)(aa)(iii)	123	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory
I7AE(1)(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		
	<i>Annual performance Statements</i>		
I7AD(c)(i); I6F	I2–I5	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)	I9–I20	A discussion and analysis of the entity's financial performance.	Mandatory
I7AF(1)(b)	I33–I34	A table summarising the total resources and total payments of the entity.	Mandatory
I7AF(2)	N/A	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		
	<i>Corporate Governance</i>		
I7AG(2)(a)	I, 44	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)	40–45	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
17AG(2)(d) – (e)	N/A	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to noncompliance with Finance law and action taken to remedy noncompliance.	If applicable, Mandatory
<i>Audit Committee</i>			
17AG(2A)(a)	135	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory
17AG(2A)(b)	135–136	The name of each member of the entity's audit committee.	Mandatory
17AG(2A)(c)	135–136	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory
17AG(2A)(d)	135–136	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory
17AG(2A)(e)	135–136	The remuneration of each member of the entity's audit committee.	Mandatory
<i>External Scrutiny</i>			
17AG(3)	45	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory
17AG(3)(a)	N/A	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
17AG(3)(b)	N/A	Information on any reports on operations of the entity by the AuditorGeneral (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, Mandatory
17AG(3)(c)	N/A	Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory
<i>Management of Human Resources</i>			
17AG(4)(a)	46–50	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory
17AG(4)(aa)	124–130	Statistics on the entity's employees on an ongoing and nonongoing basis, including the following: (a) statistics on fulltime employees; (b) statistics on parttime employees; (c) statistics on gender; (d) statistics on staff location.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
I7AG(4)(b)	124–130	Statistics on the entity's APS employees on an ongoing and nonongoing basis; including the following: • Statistics on staffing classification level; • Statistics on fulltime employees; • Statistics on parttime employees; • Statistics on gender; • Statistics on staff location; • Statistics on employees who identify as Indigenous.	Mandatory
I7AG(4)(c)	47, 130	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
I7AG(4)(c)(i)	130	Information on the number of SES and nonSES employees covered by agreements etc identified in paragraph I7AG(4)(c).	Mandatory
I7AG(4)(c)(ii)	130	The salary ranges available for APS employees by classification level.	Mandatory
I7AG(4)(c)(iii)	48–49	A description of nonsalary benefits provided to employees.	Mandatory
I7AG(4)(d)(i)	47	Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory
I7AG(4)(d)(ii)	N/A	Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory
I7AG(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
I7AG(4)(d)(iv)	N/A	Information on aggregate amount of performance payments.	If applicable, Mandatory
Assets Management			
I7AG(5)	50–51	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, mandatory
Purchasing			
I7AG(6)	51–53	An assessment of entity performance against the Commonwealth Procurement Rules.	Mandatory
Reportable consultancy contracts			

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(7)(a)	52	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)	52	A statement that “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]”.	Mandatory
17AG(7)(c)	52	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)	52	A statement that “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.”	Mandatory
<i>Reportable non-consultancy contracts</i>			
17AG(7A)(a)	131–132	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)	132	A statement that “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.”	Mandatory
17AD(daa)	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts		
17AGA	131–132	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
<i>Australian National Audit Office Access Clauses</i>			
17AG(8)	53	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
<i>Exempt contracts</i>			
17AG(9)	53	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
<i>Small business</i>			
17AG(10)(a)	52	A statement that "[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."	Mandatory
17AG(10)(b)	51–52	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 "[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."	If applicable, Mandatory
<i>Financial Statements</i>			
17AD(e)	61–99	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory
<i>Executive Remuneration</i>			
17AD(da)	47, 123	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the Rule.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
I7AD(f)	Other Mandatory Information		
I7AH(1)(a)(i)	N/A	If the entity conducted advertising campaigns, a statement that "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."	If applicable, Mandatory
I7AH(1)(a)(ii)	53	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory
I7AH(1)(b)	53	A statement that "Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website]."	If applicable, Mandatory
I7AH(1)(c)	50	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory
I7AH(1)(d)	55	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)	14	Correction of material errors in previous annual report	If applicable, mandatory
I7AH(2)	55–59	Information required by other legislation	Mandatory

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