



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



Office of the Official Secretary to the Governor-General

2025-2028 Heritage Strategy

Review date: 11 November 2028

Table of Contents

- 1 Introduction
 - 1.1 About the Office of the Official Secretary to the Governor-General
 - 1.2 Legal Obligations for a Heritage Strategy
 - 1.3 The previous Heritage Strategy
 - 1.4 This Heritage Strategy 2025 to 2028
- 2 General Matters
 - 2.1 The Office's objective for managing its heritage places (Schedule 7C Section 1(a))
 - 2.2 How the heritage strategy operates within the corporate planning framework (Section 1(d))
 - 2.3 Key positions with responsibility for heritage matters (Section 1(c))
 - 2.4 Process for consultation and liaison with other government departments and agencies on heritage matters (Section 1(d))
 - 2.5 Process for consultation and liaison with the community on heritage matters, including a process for consultation and liaison with Indigenous stakeholders on Indigenous heritage matters (Section 1(e))
 - 2.6 Process for conflict resolution arising from the assessment and management of Commonwealth Heritage values (Section 1(f))
 - 2.7 Process for monitoring, review and reporting on the implementation of the Strategy (Section 1(g))
- 3 Matters relating to the identification and assessment of Commonwealth Heritage Values
 - 3.1 The process for identifying and assessing the Commonwealth Heritage values of the official properties (Section 2(a))
 - 3.2 Timeframes for the completion of identification and assessments, the Heritage Register and report to the Minister (Section 2(b)(i)-(iii))
- 4 Matters relating to the Management of Commonwealth Heritage Values
 - 4.1 How the Heritage Register will be maintained, updated and made accessible to the public (Section 3(a))
 - 4.2 Timeframe for the preparation of management plans for Commonwealth Heritage places (Section 3(b))
 - 4.3 Outline of the existing use of places with Commonwealth Heritage values (Section 3(c))
 - 4.4 Outline of the current or expected development, works, disposal or other proposals that may affect Commonwealth Heritage values (Section 3 (d))
 - 4.5 Outline of the process to ensure that Commonwealth Heritage values are considered in planning for future development, works, divestment or other proposals (Section 3(e))
 - 4.6 A plan and budget for the maintenance and long-term conservation of Commonwealth Heritage values (Section 3(f))
 - 4.7 Outline of the process by which the success in conserving Commonwealth Heritage values will be monitored and reviewed
- 5 Commonwealth Heritage Training and Promotion Matters

- 5.1 A program for training staff about Commonwealth Heritage obligations and best practice heritage management (Section 4(a))
- 5.2 A program for promoting community awareness of Commonwealth Heritage values (Section 4(b))

APPENDIX A: EPBC Act Compliance Table for Schedule 7C – Heritage Strategies for Commonwealth Agencies (s.341ZA)

APPENDIX B: EPBC Act Compliance Table for Schedule 7B – Commonwealth Heritage Management Principles (s.341y)

APPENDIX C: 2025-2028 Heritage Strategy Actions

APPENDIX D: Requirements for a Heritage Register

1 Introduction

1.1 About the Office of the Official Secretary to the Governor-General

The Office of Governor-General was established by the Constitution of the Commonwealth of Australia in 1901. The Governor-General is the Monarch's representative 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 acts on the advice of the elected Australian Government in all relevant matters and is the Commander-in-Chief of the Australian Defence Force.

Before 1984 the Governor-General's Office was part of the Department of Prime Minister & Cabinet (PM&C). In 1984 the Office of Official Secretary to Governor-General (the Office) was created by an amendment to the Governor-General Act 1971. The role of the Office is to support the Governor-General in the fulfilment of their responsibilities. The Office achieves this via a single program with three components:

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

The two official properties are Government House, Yarralumla in the ACT and Admiralty House, Kirribilli in Sydney. Both properties were inscribed on the inaugural Commonwealth Heritage List in 2004 under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). The Commonwealth Heritage listings for the properties are:

- [Admiralty House and Lodge](#), 109 Kirribilli Av, Kirribilli, NSW, Australia (105398)
- [Admiralty House Garden and Fortifications](#), 109 Kirribilli Av, Kirribilli, NSW, Australia (105399)
- [Yarralumla and Surrounds](#), Dunrossil Dr, Yarralumla, ACT, Australia (105381)

1.2 Legal Obligations for a Heritage Strategy

As a Commonwealth agency, the Office is responsible for the management of the two Commonwealth Heritage Listed properties consistent with the *Environment Protection and Biodiversity Conservation Act 1999* (Act) and Environment Protection and Biodiversity Conservation Regulations 2000 (Regulations).

Under the Act, each agency that owns or controls one or more places with Commonwealth Heritage values must prepare a heritage strategy (Section 341ZA) and provide a copy of the heritage strategy to the Minister (Section 341ZA(1)(b)).

An agency must review its heritage strategy every three years (Section 341ZA (5)) and provide the Minister with a written report of the review (Regulation 10.03F) meeting specific requirements (Appendix C).

If an agency decides to replace its heritage strategy based on new information, new assets, or changes to the legislation or comments from the Minister, the agency must inform the Minister in writing and provide a copy of the amended or replaced Heritage Strategy within 20 days of amendment or replacement (Section 341ZA (2)).

1.3 The previous Heritage Strategy

The Office's previously endorsed heritage strategy (strategy) dates from 2015. This current strategy is a substantial rewrite from that version necessary to meet the needs of the Office for the period 2025 to 2028. A Review Report on the 2015 strategy with reference to this document has been prepared for submission to the Australian Heritage Commission.

1.4 This Heritage Strategy 2025 to 2028

This strategy will assist the Office plan, manage and report on its statutory heritage obligations in relation

to the two official properties. The strategy is structured to follow EPBC Regulation 10.03E Schedule 7C - Heritage Strategies for Commonwealth Agencies (s.341ZA), which sets out the matters that must be included in a heritage strategy:

- General matters, including organisational structure and corporate framework, processes for consultation and conflict resolution; and processes for monitoring, reviewing and implementing a heritage strategy (Section 2),
- Matters relating to the identification and assessment of Commonwealth heritage values (Section 3),
- Matters relating to the management of Commonwealth heritage values (Section 4), and
- Matters relating to Commonwealth heritage training and promotion (Section 5).

In addition, the strategy identifies how the Office complies with EPBC Regulation 10.03D Schedule 7B - Commonwealth Heritage Management Principles (s.341Y) throughout. The seven Commonwealth Heritage Management Principles (Principles) are:

1. The objective in managing Commonwealth Heritage places is to identify, protect, conserve, present and transmit, to all generations, their Commonwealth Heritage values.
2. The management of Commonwealth Heritage places should use the best available knowledge, skills and standards for those places, and include ongoing technical and community input to decisions and actions that may have a significant impact on their Commonwealth Heritage values.
3. The management of Commonwealth Heritage places should respect all heritage values of the place and seek to integrate, where appropriate, and Commonwealth, State, Territory and local government responsibilities for those places.
4. The management of Commonwealth Heritage places should ensure that their use and presentation is consistent with the conservation of their Commonwealth Heritage values.
5. The management of Commonwealth Heritage places should make timely and appropriate provisions for community involvement, especially people who: a) have a particular interest in, or associations with, the place; and b) may be affected by the management of the place.
6. Indigenous people are the primary source of information on the value of their heritage and that the active participation of Indigenous people in identification, assessment and management is integral to the effective protection of Indigenous heritage values.
7. The management of Commonwealth Heritage places should provide for regular monitoring, review and reporting on the conservation of Commonwealth Heritage values.

The strategy has been prepared consistent with [Working Together: Managing Australia's Commonwealth Heritage Places \(2019\)](#). In association with the EPBC Act and Regulations, "Working Together" is the primary reference document for agencies managing Commonwealth heritage places.

Checklists for compliance with Schedule 7C and 7B are included at Appendix A and B respectively.

In addition, this strategy includes 37 actions for guidance during the 2025 to 2028 term of this document.

2 General Matters

2.1 The Office's objective for managing its heritage places (Schedule 7C Section 1(a))

The Office identifies its heritage responsibilities in its 2024 to 2025 Corporate Plan as follows:

Ensure the efficient and effective stewardship of the properties (Government House in Canberra and Admiralty House in Sydney) in accordance with heritage requirements and approved capital works and maintenance programs.

This strategy sits below the corporate plan as the document that enables the Office to meet Commonwealth Heritage Management Principle 1:

The objective in managing Commonwealth Heritage places is to identify, protect, conserve, present and transmit, to all generations, their Commonwealth Heritage values.

The objectives of this strategy are to:

- Ensure compliance with the heritage requirements of the EPBC Act and Regulations,
- Apply due diligence and effectively manage risk regarding heritage values,
- Integrate heritage considerations into the corporate framework,
- Ensure sustainable heritage outcomes are aligned with the broader corporate framework, and
- Provide a list of actions the Office will complete during the three-year term of this heritage strategy.

The Office appreciates that up-to-date Heritage Management Plans (HMPs) are key to the identification, protection, conservation, presentation and transmission of Commonwealth Heritage values. In 2025, the Office is committed to commencing the update of its Government House HMP, and thereafter the Admiralty House HMP. Importantly, updated HMPs will baseline Commonwealth Heritage values enabling their protection, conservation, presentation and transmission.

2.2 How the heritage strategy operates within the corporate planning framework (Section 1(d))

The Property & Projects Branch is the business unit with heritage responsibility consistent with Commonwealth Heritage Management Principles, and the Director, Property & Projects, is the agency lead in such matters. The Director's execution of their duties, as outlined in the next section of this strategy, is key to the incorporation of the heritage strategy within the Office's corporate planning framework.

In addition, the Director oversees implementation of the Property Project Governance Suite (PPGS) which is a structured framework that guides and controls Administered Capital Budget (ACB) projects. In its processes, templates, approvals and reporting, the PPGS ensures the Office meets Strategy objectives through capital works planning and execution. Governance oversight of the PPGS is via the Property Sub Committee (PSC), with the Deputy Official Secretary (DOS) as Chair, and Management Committee (MC), with the Official Secretary (OS) as Chair.

ACTION 1: The Office will maintain and strengthen the PPGS to meet Strategy objectives.

ACTION 2: The Office will maintain an up-to-date strategy and HMPs as essential to meeting its objectives.

ACTION 3: Commencing with the 2025 - 2026 annual report, the Office will include a summary of projects and funding provided for:

- ~ The maintenance and conservation of Commonwealth Heritage values, and
- ~ Heritage studies, management planning and other activities relating to Commonwealth Heritage values.

2.3 Key positions with responsibility for heritage matters (Section 1(c))

The hierarchy of heritage responsibilities within the Office is as follows:

- OS is the Office's Accountable Authority as per the Public Governance, Performance and Accountability Act 2013 and is responsible for the efficient, effective, economical and ethical use of resources and performance.
- DOS, assisted by the Chief Financial Officer and Branch Directors, support OS's overall governance responsibilities by facilitating the development of corporate and business plans; establishing policy

and accountability frameworks; and managing risk, fraud, legal issues, people, budgets, systems, property and information within the Office.

- DOS has a key role in meeting heritage strategy objectives and maintains general oversight of heritage matters as PSC Chair overseeing implementation of the PPGS. In addition, DOS has Executive responsibility for approving planning, works and program budgets and is responsible for mediating conflicts arising between managing for heritage values and management for other purposes.
- The Director, Property & Projects has key responsibility for integrating heritage conservation and management into the Office's corporate frameworks. This includes facilitating OS and DOS compliance with heritage matters at their levels, being responsible for the identifying and managing heritage values, being responsible overall for decisions, approvals and actions, and reviewing and reporting to the Minister on heritage matters.
- Regarding heritage matters, the Director Property and Projects is specifically responsible for:
 - Facilitating implementation of the Strategy and ensuring updates,
 - Ensuring HMP updates,
 - Monitoring the condition of buildings and grounds and the property,
 - Managing the ACB budget and ensuring the PPGS is fit-for-purpose for meeting Strategy objectives,
 - Managing Departmental Capital Budgets (DCB) and ensuring activities completed under it, including those under a Whole of Australian Government (WoAG) agreement do not adversely impact heritage values,
 - Procuring expert heritage advice (Principle 2),
 - Ensuring appropriate liaison with Commonwealth, State and Territory agencies on heritage matters (Principle 3),
 - Ensuring the use and presentation of the properties doesn't have an adverse impact of heritage values (Principle 4)
 - Implementing Community and Indigenous Consultation (Principle 5 & 6)
 - Facilitating the identification and assessment program for heritage places, and reviewing and updating the heritage register (Principle 7)
 - Managing conflicts in relation to heritage values,
 - Delivering heritage training to staff, and
 - Assisting staff with heritage matters in day-to-day work.

ACTION 4: The Office will ensure those occupying key positions of heritage responsibility will be made aware of those responsibilities and are supported to meet them as much as practicable considering budget and resource availability.

ACTION 5: Within the Office, the Director, Property & Projects will be identified as the single initial point of contact on heritage matters.

2.4 Process for consultation and liaison with other government departments and agencies on heritage matters (Section 1(d))

The Office consults in a timely manner with other government agencies regarding heritage matters as required. A key aim of this consultation is to ensure all heritage values are respected, consistent with Principle 3.

For both properties, the Office liaises formally and informally with the Department of Climate Change, Energy, the Environment and Water (DCCEEW) as the Department administering the EPBC Act and

Regulations. Liaison is for matters associated with heritage strategies, HMPs, heritage values and activities referrals.

Government House in Canberra falls within the National Capital Authority (NCA) Lake Burley Griffin and Foreshores Designated Area, which forms part of the National Capital Open Space System. The NCA administers these areas in accordance with the ACT (Planning and Land Management) Act 1988 (Cth) (PALM Act). The Office liaises with the NCA on external works that impact heritage values.

Admiralty House in Sydney is adjacent the Prime Minister's residence at Kirribilli House. Both properties share a landscape heritage listing and similar operational objectives. The Office routinely engages with the Department of Prime Minister & Cabinet on heritage and operational matters.

While North Sydney Council doesn't have jurisdiction over the grounds of Admiralty House, the Office liaises with them regarding activities as required. The Office liaises with Transport for NSW on the basis that the wharf at Admiralty House is leased from them. The Office also liaises with Transport for NSW for works that may impact on adjacent waterways, transport corridors and harbor curtilage.

At both properties, the Office routinely liaises with Home Affairs and the Australian Federal Police, as these agencies occupy heritage buildings at both sites. At times, the requirements of these agencies can change, triggering maintenance or capital works projects that may impact heritage values.

ACTION 6: The Office will continue to consult with DCCEEW and NCA consistent with legislation. PPGS templates will continue to include a checklist for when the Office must consult with DCCEEW and NCA regarding activities.

ACTION 7: The Office will continue to engage with other government agencies on heritage matters as required.

2.5 Process for consultation and liaison with the community on heritage matters, including a process for consultation and liaison with Indigenous stakeholders on Indigenous heritage matters (Section 1(e))

The Office has had recent success with community and Indigenous consultation. In 2023, in anticipation of a Government House HMP update, the Office engaged heritage experts to undertake community and Indigenous consultation for a heritage values identification and assessment process.

This consultation was completed consistent with Commonwealth Heritage Management Principles, [Ask First: a guide to respecting Indigenous heritage places and values](#) (Ask First Guidelines), prepared by the Australian Heritage Commission (2002), Article 26.3 of the Burra Charter (Australia ICOMOS 2013) for cultural heritage places including for Indigenous and historic places, and s14 (8) of the ACT Heritage Act 2004 which identifies the four Registered Aboriginal Organisations (RAOs) as the representative bodies for matters concerning them in the ACT.

ACTION 8: During its forthcoming HMP updates the Office will engage with affected communities consistent with sections 341S (3) and (6(b)) of the EPBC Act.

ACTION 9: The Office appreciates community and Indigenous consultation must be undertaken in keeping with the process identified above, and consistent with principles 3, 5 and 6. The updated HMPs will include policies that outline future consultation requirements.

2.6 Process for conflict resolution arising from the assessment and management of Commonwealth Heritage values (Section 1(f))

The Office is aware that conflicts can arise when managing heritage values. For example, conflicts can occur when determining whether a heritage value exists or not and when deciding how different and possibly conflicting heritage values should be managed. In addition, conflicts can arise between managing for heritage values and management for other purposes (for example security requirements).

ACTION 10: Where conflict arises, obligations under the EPBC Act and HMPs will be considered and weighed up against other management obligations and legislative requirements. If conflict of sufficient complexity arises, The Director, Property & Projects will seek expert advice. DOS has final responsibility for mediating conflicts arising between managing for heritage values and management for other purposes.

2.7 Process for monitoring, review and reporting on the implementation of the Strategy (Section 1(g))

The Director, Property & Projects has key responsibility for monitoring, reviewing and reporting on Strategy implementation. Implementation of the Strategy will be monitored annually via analysis of the PPGS and in accordance with the actions outlined in this Strategy.

ACTION 11: Every three years, the Director, Property & Projects will complete a review of the Strategy and provide a written report to the Minister (section 341ZA (6)) that addresses the items in Regulation 10.03F (Appendix C).

ACTION 12: Consistent with principle 7 the Office will maintain and strengthen the PPGS framework to ensure it is fit for purpose to monitor, review and report on Strategy objectives. The Office will review the PPGS and implementation of strategy actions regularly.

3 Matters relating to the identification and assessment of Commonwealth Heritage Values

3.1 The process for identifying and assessing the Commonwealth Heritage values of the official properties (Section 2(a))

The Office's properties with Commonwealth Heritage values are the two official properties only and this is unlikely to change within the term of this Strategy. The Commonwealth Heritage values of the properties are identified in their HMPs, which are due for update. In 2023 the Office completed a heritage values assessment for Government House whereby additional new heritage values were identified. The Office followed the requirements for identification consistent with the EPBC Act, Section 341zB and Regulation 10.03G, and best practice and standards, as below:

EPBC Act, Section 341zB and Regulation 10.03G:

- Consider natural and cultural values,
- Recognise Indigenous people as the primary source of information on the significance of their heritage and their participation as necessary to identify and assess Indigenous heritage values,
- Identify values against the Commonwealth Heritage criteria,
- Use expert heritage advice to ensure that levels of documentary and field research as appropriate to best practice assessment and management of heritage values,
- Use a comparative and thematic approach, and
- Consult, as appropriate, with other government agencies, site stakeholders and the local community.

Best practice and standards:

- The Burra Charter. The Australia ICOMOS Charter for Places of Cultural Significance, Australia ICOMOS (2013),
- Australian Natural Heritage Charter for the Conservation of Places of Natural Heritage Significance, Australian Heritage Commission (2022),
- Developing Management Plans, DCCEEW (undated),

- Engage Early: Guidance for proponents on best practice Indigenous engagement for environmental assessments under the EPBC Act, DCCEEW (2016),
- Heritage Criteria and Commonwealth Heritage Management Principles,
- Identifying Commonwealth Heritage Values and Establishing a Heritage Register: A guide for Commonwealth Agencies, Australian Heritage Council (2010), and
- Working Together Managing Commonwealth Heritage Places: A guide for Commonwealth Agencies, Commonwealth of Australia (2019).

ACTION 13: The Office will identify and assess Commonwealth Heritage values consistent with Regulation 10.03G and best practice and standards.

ACTION 14: The Office will incorporate the additional new values identified for Government House in its HMP update and may add the requirement to undertake new heritage values identification and assessment as part of the Admiralty House HMP update. The Office will utilise values information in its HMPs to meet Strategy objectives.

ACTION 15: The Office will update its Heritage Register where additional new Commonwealth or other heritage values are identified.

3.2 Timeframes for the completion of identification and assessments, the Heritage Register and report to the Minister (Section 2(b)(i)-(iii))

The Office will incorporate new values for Government House in its 2025 HMP update for that property and the Office will add the requirement for heritage values identification and assessment into the 2026 HMP update for Admiralty House.

The Office does not have a Heritage Register. Presently, the Office provides links to its Commonwealth Heritage listings on its website. When the Office completes a Heritage Register, it will add information from the Heritage Register to the website, as required.

ACTION 16: A heritage values identification and assessment process for new values may be undertaken as HMPs are completed. HMP policies will outline requirements for future identification and assessment processes.

ACTION 17: The Office will create a Heritage Register consistent with EPBC Act Regulations 10.03G (2) and provide a report to the Minister including the program by which the register will be maintained, updated and made public. Appendix D outlines requirements for a Heritage Register.

4 Matters relating to the Management of Commonwealth Heritage Values

4.1 How the Heritage Register will be maintained, updated and made accessible to the public (Section 3(a))

ACTION 18: Once implemented, the Heritage Register will be updated regularly under the direction of the Director Property and Projects.

4.2 Timeframe for the preparation of management plans for Commonwealth Heritage places (Section 3(b))

Existing HMPs are Government House HMP (2009) by Lovell Chen Architects and Admiralty House HMP (2010) by Tanner Architects. Under the EPBC Act, HMPs require an update every 5 years. The Office has committed funds and resources to the update of its two during the term of this strategy.

The EPBC Act requires public notification of draft HMPs for comment from members of the public, Indigenous people with interests in the place and other government agencies with interests in the sites. To maintain security requirements, the Office may prepare a public version of its HMPs for comment.

ACTION 19: The Office will update its HMPs during the term of this strategy.

ACTION 20: The Office will continue informal and formal engagement with DCCEW throughout HMP updates to ensure EPBC Act requirements are met.

4.3 Outline of the existing use of places with Commonwealth Heritage values (Section 3(c))

The official properties are large estates in impressive and prominent settings. Both properties pre-date Federation and were modified in 1926/27 to prepare them for ongoing vice-regal use. The properties serve as the private residence for the Governor-General in Canberra and Sydney and they support the official functions of the Governor-General.

In Canberra, Government House is the primary built heritage asset and is used to support official functions including:

- Meetings of the Federal Executive Council,
- Presentations of Australian Honours and Awards,
- Receiving Heads of State, dignitaries and Heads of Mission to Australia,
- Accommodating the Monarch and other Heads of State and dignitaries visiting Canberra, and
- Hosting a substantial number of functions, receptions and events.
- In addition to Government House, the grounds of the property include formal and informal gardens and multiple administrative buildings:
- The Chancery houses the Governor-General and spouses main working offices and is where many visits are received. In addition, the Chancery serves as office for the agency's Executive and many administrative staff,
- The Honours building houses the Honours and Awards Branch, which supports the Governor-General with the independent administration of the Australian honours and awards system,
- The Sir David Smith building is used for meetings of the Order of Australia, the National Emergency Medal Committee, and the Australian Bravery Decorations Council,
- Multiple other small buildings constructed between 1860 and 1940 accommodate staff and the AFP,

- A large gardening depot and numerous sheds support grounds maintenance and functions.

In Sydney, Admiralty House is located adjacent the Prime Minister's residence at Kirribilli House. Admiralty House is used for receiving Heads of State and dignitaries and for accommodating the Monarch, Heads of State and dignitaries visiting Sydney. As with Government House, Admiralty House hosts a substantial number of annual functions, receptions and events.

The gardens and grounds of both properties support the Governor-General's official program and have zones within them of varying degrees of usage and significance.

ACTION 21: In keeping with principle 4, the Office will continue to use and present the properties in a manner consistent with the conservation of their Commonwealth Heritage values.

ACTION 22: Where there are conflicts between managing heritage values and managing for other purposes, the Office will implement the conflict resolution process included in the strategy.

4.4 Outline of the current or expected development, works, disposal or other proposals that may affect Commonwealth Heritage values (Section 3 (d))

The Office undertakes regular work on the properties as part of its ongoing responsibilities. These include buildings and grounds maintenance, tree removal and planting, repairs to building fabric, conservation works and capital works projects. These works are ongoing, and at times may affect Commonwealth Heritage values. In the final quarter of 2024, the Office commenced planning the following projects:

Government House

- Public accessibility and visitor experience improvements to Main House, Government House Cottage and grounds,
- Main House ground floor and accommodation areas accessibility and decorative refresh,
- Main House services upgrades including fire system,
- New gate house at front entrance plus associated precinct works, and
- Conservation works to the former stables building.

Admiralty House

- Complete conservation works to Admirals Steps, and
- Stabilise the foreshore.

The Office has no plans to acquire or divest any assets during the term of this Strategy.

ACTION 23: The Office will draw on its HMPs and its PPGS to determine whether activities impact Commonwealth Heritage values. Where activities are likely to impact Commonwealth Heritage values the Office will commence liaison with DCCEEW via informal channels and progress to a formal referral process if required.

4.5 Outline of the process to ensure that Commonwealth Heritage values are considered in planning for future development, works, divestment or other proposals (Section 3(e))

The Office works according to the Strategy, the EPBC Act and Regulations and the PPGS to ensure consideration of Commonwealth Heritage values when planning for future development, works, divestment and other proposals.

For proposed works and other proposals, the Office refers to its HMPs in the first instance. If required, advice from appropriately qualified heritage practitioners is obtained, Heritage Impact Assessments are completed and referrals to the Minister of DCCEEW are made. Where known future developments are planned, they will be accounted for in HMP updates. In the unlikely event that a proposal triggers a HMP

update, the Office will do this.

ACTION 24: The HMP and any revisions will consider Commonwealth Heritage values in planning for future development, works, divestment or other proposals.

ACTION 25: The Office will use this strategy, HMPs and the PPGS as key mechanisms to ensure the protection of Commonwealth Heritage values.

ACTION 26: All major projects will be subject to Heritage Impact Assessments by relevant heritage experts and minor works will be assessed to identify potential impacts to heritage values.

ACTION 27: The Office will take no action that has an adverse impact on the place's heritage values unless there is no feasible and prudent alternative, and all reasonable steps are taken to minimize the adverse impact in accordance with s.341ZC of the EPBC Act. This includes working through the conflict management process in this strategy.

ACTION 28: If future development, works, divestment or other proposals arise and the HMP provides insufficient guidance, the existing plan will be reviewed and updated to guide the proposal. Where the timeframe for the action precludes preparation / revision of the plan (as in the case of emergency works), the Office will seek advice from relevant heritage experts and / or DCCEEW.

ACTION 29: In the unlikely event that the Office disposes of a Commonwealth Heritage place it owns by sale or lease, it will take action to ensure future conservation of heritage values of the place by covenant or other means, as required in s.341ZE of the EPBC Act.

4.6 A plan and budget for the maintenance and long-term conservation of Commonwealth Heritage values (Section 3(f))

Works to maintain the heritage assets are funded via administered and departmental budgets appropriated from Parliament in the annual budget, as per [Portfolio Budget Statements 2024-25 - OOSGG](#). ACB funding is used for capital works and a portion of DCB funds are used for programmed maintenance activities supported by a WoAG Property Services arrangement established by the Department of Finance. The remainder of DCB funding is used for reactive maintenance. In the execution of their duties, the Director Property & Projects ensures DCB expenditure provides for the maintenance and long-term conservation of Commonwealth Heritage values.

The administration of ACB funding is via the PPGS which encompasses a range of ongoing projects designed to address various conservation and restoration, refurbishment, upgrade and improvement needs.

Although the PPGS is executed continuously throughout the year, it is managed and assessed on an annual financial year basis. This approach allows for systematic planning, budgeting, and evaluation, ensuring that resources are allocated efficiently and that projects align with broader organisational goals. The PPGS ensures strong governance and oversight of ACB expenditure and includes mechanisms providing for the maintenance and long-term conservation of Commonwealth Heritage values.

ACTION 1 applies here.

4.7 Outline of the process by which the success in conserving Commonwealth Heritage values will be monitored and reviewed (Section 3 (g))

The mechanisms in place for the Office to monitor and review the success of conservation of Commonwealth Heritage values is:

- Identification and assessment of heritage values in HMP updates,
- Annual Heritage Register review, and
- Annual Strategy and PPGS review.

ACTION 30: The results of the HMP and Strategy reviews will be provided to the Minister DCCEEW,

consistent with the Act.

5 Commonwealth Heritage Training and Promotion Matters

5.1 A program for training staff about Commonwealth Heritage obligations and best practice heritage management (Section 4(a))

The Office will provide staff with appropriate training in heritage awareness and responsibilities by introducing a program for heritage awareness and information.

ACTION 31: As the Office is a small agency, training and educational material for key staff will be built iteratively over time. The Office will use its strategy and HMP update processes to build capability.

ACTION 32: The Office will use its membership on the Commonwealth Heritage Place Managers Network to build capability for key staff.

ACTION 33: A new interpretive route at Government House will be used as one aspect for staff training in Commonwealth Heritage obligations, best practice heritage management and heritage values.

ACTION 34: Training and educational material once established will be rolled out for select staff across Canberra and Sydney sites.

5.2 A program for promoting community awareness of Commonwealth Heritage values (Section 4(b))

The official properties are secure properties with highly regulated access required to protect senior Government officials and visiting Heads of State. While any public access to the properties must take this reality into account, the Office is committed to providing community awareness and access to Government House and Admiralty House. For several decades, the Office has delivered property open days (two per year at Government House and one per annum at Admiralty House).

Open days provide a unique opportunity for the public to have broad access to Government House and Admiralty House where they can:

- Explore the official properties of the Governor-General, two of the most historic properties in the country,
- Take tours through the gardens,
- Meet the Governor-General and spouse (or family), and
- Meet and learn about the work of the charities and community groups that the Governor-General and spouse are Patrons of.

Very importantly, Government House hosts school tours for around 25,000 primary and secondary students annually. During these tours, students access some of the most important rooms on the ground floor of Government House, take a tour of the gardens, and view the stables building which is one of the oldest buildings on the site.

The Office acknowledges its properties form part of the national estate of all Australians. For this reason, the Office has a strong desire to increase and diversify its visitor offering, at Government House in particular. This means more opportunities for public engagement and access to more buildings and grounds.

ACTION 35: The interpretive route mentioned in section 5.1 will be available to use in addition to the

current school group tour routes and will be focused on communicating the heritage values of Government House to school children.

ACTION 36: The Office plans to enhance its visitor offering through a refreshed approach to open days and school tours with the addition of more opportunities for tours and exhibitions, events and public programs and other interpretation, including on its website.

ACTION 37: The 2026/27 the centenary of Government House will be a key driver for public programming. Where possible, opportunities for promoting community awareness of Commonwealth Heritage values will be included in programming.

For information, the Office's website includes historical information about Government House and Admiralty House, provides links to the Commonwealth Heritage List citations for the properties and describes the functions and roles of each site. The Annual Report, Corporate Plan and Heritage Strategy are also posted on the website.

APPENDIX A: EPBC Act Compliance Table for Schedule 7C – Heritage Strategies for Commonwealth Agencies (s.341ZA)

This is a compliance table demonstrating where this Heritage Strategy addresses Schedule 7C requirements.

#	Item	Strategy Section	Page #
1.	A strategy must include general matters, including the following:	2	4
1.a	a statement of the agency's objective for management of its heritage places;	2.1	4
1.b	a description of how the heritage strategy operates within the agency's corporate planning framework;	2.2	5
1.c	a list of key positions within the agency, the holders of which are responsible for heritage matters;	2.3	5
1.d	an outline of a process for consultation and liaison with other government agencies on heritage matters	2.4	6
1.e	an outline of a process for consultation and liaison with the community on heritage matters, including, in particular, a process for consultation and liaison with indigenous stakeholders on indigenous heritage matters;	2.5	7
1.f	an outline of a process for resolution of conflict arising from the assessment and management of Commonwealth Heritage values;	2.6	7
1.g	an outline of processes for monitoring, reviewing and reporting on the implementation of an agency's heritage strategy.	2.7	8
2.	A strategy must include matters relating to the identification and assessment of Commonwealth Heritage values, including the following:	3	8
2.a	an outline of the process for identifying and assessing the Commonwealth Heritage values of all agency property;	3.1	8
2.b	a statement of the timeframes for the completion of:	3.2	9
2.b	i) the agency's heritage identification and assessment program,	3.2	9
2.b	ii) the agency's register of places and their Commonwealth Heritage values, and	3.2	9
2.b.	iii) the agency's report to the Minister, that includes details of the program and a copy of the register.	3.2	9
3.	A strategy must include matters relating to the management of Commonwealth Heritage values, including the following:	4	9

3.a	a description of how the agency's heritage places register will be maintained, updated and made accessible to the public,	4.1	9
3.b	a statement of the time frame for the preparation of management plans for the agency's Commonwealth Heritage places,	4.2	9
3.c	an outline of the existing use, by the agency, of places with Commonwealth Heritage values,	4.3	10
3.d	an outline of current or expected development, works, disposal or other proposals that may affect Commonwealth Heritage values,	4.4	10
3.e	an outline of the process to ensure that Commonwealth Heritage values are considered in the agency's planning for future development, works, divestment or other proposals;	4.5	11
3.f	a plan and budget for the maintenance and long-term conservation of Commonwealth Heritage values;	4.6	12
3.g	an outline of the process by which the success of the agency in conserving Commonwealth Heritage values will be monitored and reviewed.	4.7	12
4.	A strategy must include matters relating to Commonwealth Heritage training and promotion, including the following:	5	12
4.a	a program for the training of agency staff about Commonwealth heritage obligations and best practice heritage management;	5.1	12
4.b	a program for promoting community awareness of Commonwealth Heritage values, as appropriate.	5.2	13

APPENDIX B: EPBC Act Compliance Table for Schedule 7B – Commonwealth Heritage Management Principles (s.341y)

This is a compliance table demonstrating where this Heritage Strategy meets Schedule 7B requirements.

Item	Strategy Section	Page #
1. The objective in managing Commonwealth Heritage places is to identify, protect, conserve, present and transmit, to all generations, their Commonwealth Heritage values.	2.1 Statement of Management Objectives	4
2. The management of Commonwealth Heritage places should use the best available knowledge, skills and standards for those places, and include ongoing technical and community input to decisions and actions that may have a significant impact on their Commonwealth Heritage values.	2.5 Community and Indigenous Consultation 4.5 Process to Ensure Heritage Values are Protected	7 & 11
3. The management of Commonwealth Heritage places should respect all heritage values of the place and seek to integrate, where appropriate, Commonwealth, State, Territory and local government responsibilities for those places.	2.4 Government Consultation 2.5 Community and Indigenous Consultation	6 & 7
4. The management of Commonwealth Heritage places should ensure that their use and presentation is consistent with the conservation of their Commonwealth Heritage values.	4.3 Existing Use of Places	10
5. The management of Commonwealth Heritage places should make timely and appropriate provisions for community involvement, especially people who: – have a particular interest in, or associations with, the place; and – may be affected by the management of the place.	2.5 Community and Indigenous Consultation	7
6. Indigenous people are the primary source of information on the value of their heritage and that the active participation of Indigenous people in identification, assessment and management is integral to the effective protection of Indigenous heritage values.	2.5 Community and Indigenous Consultation	7
7. The management of Commonwealth Heritage places should provide for regular monitoring, review and reporting on the conservation of Commonwealth Heritage values.	2.7 Monitoring, Review and Reporting	8

APPENDIX C: 2025-2028 Heritage Strategy Actions

Every three years, the Office will complete a review of its Heritage Strategy and provide a written report to the Minister (section 341ZA (6)) that addresses the items below, as per Regulation 10.03F:

- An outline of consultation undertaken with relevant stakeholders in the review process,
- A summary of the agency's achievements against its objectives for the management of its heritage places,
- An evaluation of the success of each of the matters included in a Commonwealth agency heritage strategy in achieving the identification, protection, conservation and presentation of Commonwealth heritage values,
- An update on the extent to which the identification and assessment of Commonwealth Heritage values of all agency property has been achieved, and the values included in an agency's heritage places register,
- An update on the progress and timeliness of the preparation of management plans for Commonwealth heritage places,
- An outline of any physical and management changes that have occurred to the agency's Commonwealth Heritage places since the last strategy was prepared, and of expected changes,
- An update on progress with Commonwealth Heritage training programs,
- A specification of the timeframe for updating the Heritage Strategy following the review, and
- An update on other heritage issues relevant to the agency's management of Commonwealth Heritage places in accordance with the Commonwealth Heritage Principles.

In addition, the review of the Heritage Strategy will include assessment of the implementation of the actions outlined in this document.

APPENDIX D: Requirements for a Heritage Register

For paragraph 341ZB(2)(b) of the Act, matters a Heritage Register must include are the following:

- a comprehensive description, and a clear plan showing the name and location, of each place that has Commonwealth Heritage values
- a discrete heritage place identification number for each place;
- details of ownership, leases, licences, rental or other tenure arrangements, as applicable;
- a summary description of the significant physical characteristics and elements of the place;
- a sequential summary of the use of the place;
- a statement of significance for the place, identifying its heritage values and specifying any that are Commonwealth Heritage values;
- a record of any other heritage listings, providing relevant register numbers;
- a record of the date and nature of any works, maintenance or other activity at the place that is relevant to conservation of its heritage values;
- a specification of any property or information access restrictions or requirements;
- an outline of any consultation requirements relating to the place;
- a list of relevant conservation documents or references;
- a record of when information has been updated;
- cross references to:
 - agency place records of any objects that are significant by association with the place, indicating their current location; and
 - archived records of particular importance to the heritage values of the place.