



OFFICE OF THE OFFICIAL SECRETARY
TO THE GOVERNOR-GENERAL

CORPORATE PLAN

2026-27





Image: The Governor-General at the presentation of the insignia of the Companion of the Order of Australia to the family of the late Dr Galarrwuy Yunupingu in north-east Arnhem Land, Northern Territory

ACKNOWLEDGEMENT OF COUNTRY

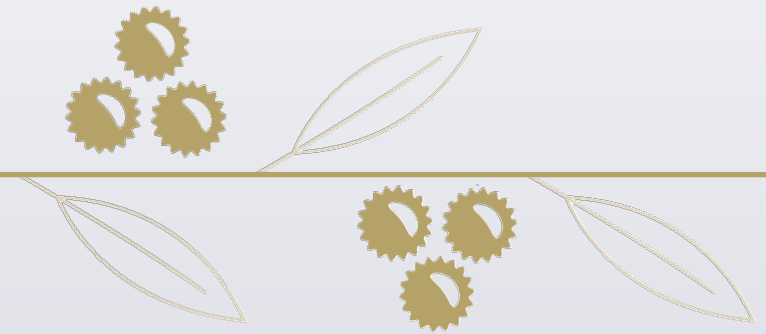
The Office of the Official Secretary to the Governor-General acknowledges the Traditional Custodians of Country throughout Australia and their continuing connection to land, waters, skies and community.

We pay our respects to their Elders past and present, and to their community leaders, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

COMPLIANCE STATEMENT

As the Accountable Authority I am pleased to present the Office of the Official Secretary to the Governor-General's (the Office) 2026-27 Corporate Plan under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). Consistent with the requirements under subsection 35(1) (b) of the PGPA Act the plan covers the period 2026 through to 2030. The plan sets out the Office's purpose, objectives, operating environment and capabilities, as well as the governance, accountability and risk management arrangements that support the delivery of our outcomes. It also outlines how we will measure and monitor our performance over that period.

OFFICIAL SECRETARY'S STATEMENT



The Office of the Official Secretary to the Governor-General (the Office) enables the Governor-General to fulfil her constitutional, ceremonial, community and Commander-in-Chief responsibilities. The Office achieves this through the delivery of the Governor-General's official program, stewardship of the official residences and properties, and the administration of the Australian honours and awards system.

The work of the Office is guided by the values of impartiality, commitment to service, accountability, and ethics, while underpinned by care, kindness and respect. These values inform our governance and risk management approach and will guide our efforts to strengthen organisational resilience, support sound decision-making and ensure the Office remains well positioned to meet future challenges and opportunities.

In 2025-26 the Office supported the second year of the Governor-General's term in office with delivery of 160 events hosted at Government House, Admiralty House, or offsite, while the Governor-General attended a further 295 domestic events. We produced 269 speeches and remarks for delivery at community events around the country, as well as 229 video or written messages to organisations and over 840 social media posts to the Governor-General's official Facebook and Instagram channels.

The Governor-General undertook a number of engagements to support Australia's interests on the world stage, including attending 109 events across 3 international visits planned and supported by the Office, and hosting 14 visits of heads of state and other dignitaries at Government House or Admiralty House.

As we approach the midpoint of the Governor-General's term, we have an opportunity to reflect on the progress we have made and to look ahead to the work still to be done. Through supporting the Governor-General's engagements across the nation, and recognition of individual and collective achievements, the Office has sought to balance the enduring traditions of the office with the expectations of modern Australia. Similarly, through stewardship of the official residences and the administration of the honours system, we have focused on strengthening the foundations of our organisation to ensure we remain well equipped to support Governors-General into the future.

This Corporate Plan, supported by the Office's internal strategic planning, sets a clear direction for the years ahead and ensures our efforts remain focused on delivering the Office's identified outcomes. The plan is underpinned by an ongoing focus on financial sustainability, workforce capability, digital enablement and operational efficiency, and strengthening organisational cohesion and performance culture.

Recognising financial sustainability as a key strategic risk, and in the context of an increasingly constrained fiscal environment, we will continue to strengthen our financial stewardship through careful management of resources, prioritisation and a focus on identifying opportunities to improve efficiency. Even with these controls, ongoing financial pressures – including rising supplier costs and the compounding impact of efficiencies – represent a significant and ongoing risk to the Office's operations.

A key priority for 2026-27 will be continuing the modernisation of the Australian honours and awards system by reducing processing backlogs, and investing in the systems, capabilities and practices required to meet future challenges and opportunities. Ensuring the official residences meet required heritage and environmental standards, while helping showcase modern, contemporary Australia, also remains an ongoing focus.

Together, these priorities will ensure the Office remains resilient, capable and responsive in the years ahead.

A handwritten signature in black ink, appearing to read 'Gerard Martin'.

Gerard Martin PSM
Official Secretary to the Governor-General
21 September 2026

PURPOSE



THE ROLE OF GOVERNOR-GENERAL

The Governor-General of Australia, Her Excellency the Honourable Ms Sam Mostyn AC, is His Majesty The King’s representative and Australia’s Head of State. The Governor-General has specific constitutional and statutory powers, acting on the advice of Ministers who are responsible to Parliament and, through elections, the Australian people. The Governor-General is also the Chancellor of the Order of Australia – responsible for the announcement of honours and awards that celebrate the service and contribution of outstanding Australians recognised through the Australian honours system – and is the Commander-in-Chief of the Australian Defence Force. These duties are essential to Australia’s modern democracy, however Governor-General’s work with the Australian community, attending hundreds of events and meeting tens of thousands of Australians each year, is arguably the most important part of the role.

THE ROLE OF THE OFFICE

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

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

- The Office achieves this through a single program comprising 3 components:
1. Support for the Governor-General
 2. Management and maintenance of the official properties
 3. Administration of the Australian honours and awards system.

KEY ACTIVITIES TO SUPPORT OUR OUTCOME

During the period of this Corporate Plan, the Office will focus on the following key activities to assist the Governor-General to perform her role and to deliver each component of our outcome:

- support the Governor-General to fulfil her official duties, which are constitutional, ceremonial, Commander-in-Chief and community-focused (component 1)
- ensure efficient and effective stewardship of the properties (Government House in Canberra and Admiralty House in Sydney) in accordance with heritage requirements and approved capital works and maintenance programs (component 2)
- administer the Australian honours and awards system, including completing a project to research and present to Council all nominations for the Order of Australia received before 1 December 2025 (component 3)
- effective governance and management arrangements that underpin transparent and accountable engagement with the Australian community (all components)
- work collaboratively with other government agencies and stakeholders (all components).

OPERATING ENVIRONMENT

The Office is a small Commonwealth budget-funded statutory agency with offices located at Government House in Canberra and Admiralty House in Sydney. While it is not part of the Australian Public Service (APS) and employs staff under the *Governor-General Act 1974*, it operates within the Commonwealth public sector and is subject to similar accountability and governance expectations. Accordingly, the Office seeks to operate consistently with APS standards and practices.

The Office's operating environment is shaped by the broader economic, political and social environment. The Office's support to the Governor-General aligns with their key areas of focus, particularly the fulfilment of constitutional, ceremonial, community and Commander-in-Chief responsibilities. The method and approach to providing this support continues to be shaped by the themes articulated by the Governor-General in her swearing-in speech on 1 July 2024.

In 2026-27, the approach will also continue to be built around a comprehensive and diverse program of events including engaging Australians on the importance of understanding civics.

Central to all activities is a clear commitment to good governance, accountability and transparency founded on compliance with all legislative requirements. The Office has a focus on four strategic priorities to support this plan, being financial sustainability, workforce capability, digital enablement and operational efficiency, and strengthening organisational cohesion and performance culture. The Office will continue to be responsive to the broader environment. This includes ongoing cost pressures relating to managing heritage properties, the use of information technology – in particular, rising cyber security costs, governance and compliance requirements and increasing supplier costs. Every effort will be made to achieve more efficient operations. However, the challenges make it likely the Office will not be able to deliver all its outcomes within the current funding available.

THE MANAGEMENT AND MAINTENANCE OF THE OFFICIAL RESIDENCES

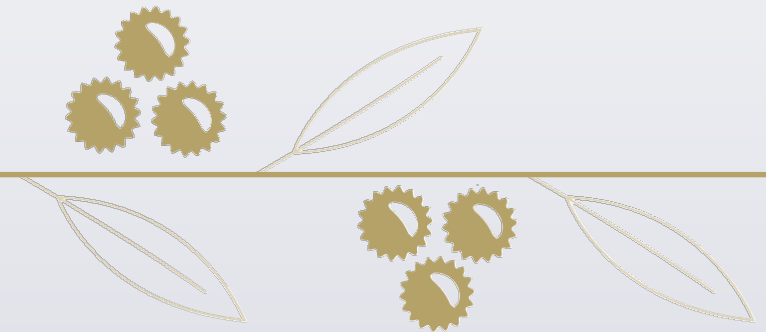
The official households and properties cover 55 hectares of land and 33 buildings over two properties - Government House in Canberra and Admiralty House in Sydney.

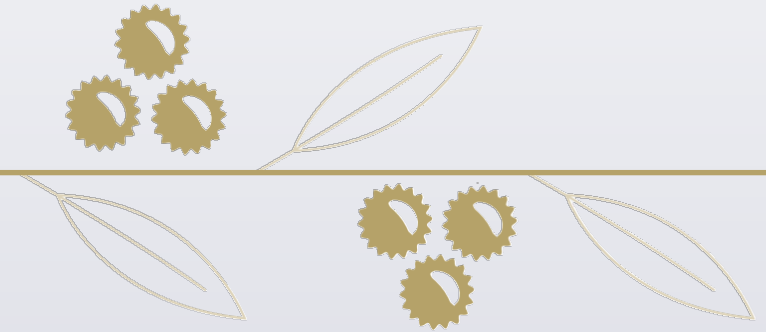
As Commonwealth owned and controlled places with significant heritage value, both properties were inscribed on the inaugural Commonwealth Heritage List in 2004 under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). Accordingly, the properties are managed efficiently and effectively, having regard to their heritage values, and to the various functions they perform within the resources available to the Office. The age of both properties combined with their heritage values requires ongoing investment of resources to ensure the Office meets its obligations to maintain the houses for the Australian public, as well as providing safe, fit-for-purpose office accommodation.

The properties are utilised for a range of purposes; principally to support the delivery of the Governor-General's program but also as offices for staff, and residences of the Governor-General.

The Australian National Audit Office (ANAO) undertook an audit of the Official Residences and published their final report in 2025-26 noting 5 recommendations, which were accepted by the Office. Action plans in relation to these recommendations are all presently being developed.

The Office opens the properties to the public including for open days. The Office also welcomes approximately 18,000 school children on site each year through the School Tour program to give them an understanding of the property and the role of the Governor-General.





THE ADMINISTRATION OF THE AUSTRALIAN HONOURS SYSTEM

The Office is responsible for the independent administration of the Australian honours system.

The Office places a high priority on ensuring that the Australian honours system is, and is perceived to be by the Australian community, the pre-eminent way to recognise and celebrate the service and achievements of Australians.

The Governor-General is Chancellor of the Order of Australia and similarly approves recommendations for bravery, meritorious, gallantry, distinguished and conspicuous service decorations, as well as operational awards. In administering the honours system, the Office (through the Honours and Awards Secretariat) supports the independent Council for the Order of Australia, Australian Bravery Decorations Council and National Emergency Medal Committee, which are responsible for making recommendations on those awards to the Governor-General. It also works closely with the federal, state and territory agencies responsible for making recommendations for other meritorious and operational awards.

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

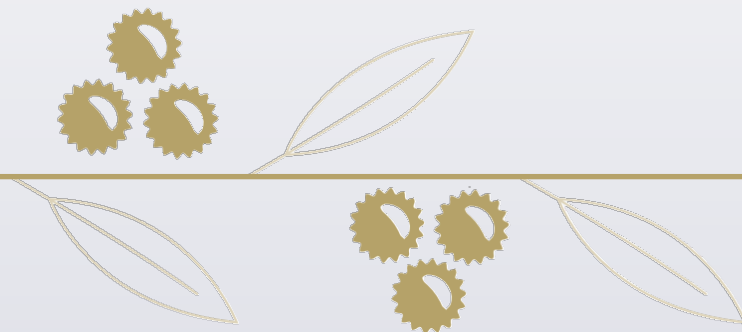
- community expectations
- the volume of nominations, which places demands on resourcing
- government policy – the honours system is responsive to changes in honours policy, and regulations along with the creation of new awards and special honours lists. This places new demands on staff and budgets, through both the administration of the honours system and procurement of insignia.

The average annual volume of nominations for the Order of Australia has more than doubled over the last decade, contributing to longer timeframes between nomination and outcome. Through the allocation of supplementary, temporary funding, the Office has increased staffing resources and implemented a range of process improvements and efficiencies to enhance productivity. These measures have resulted in a significant increase in the number of nominations researched by the Secretariat and considered by Council. Over the course of 2026-27, a key outcome will be to research and provide to Council nominations received prior to 1 December 2025. Concurrently, the Office will continue to pursue further process improvements and operational efficiencies to, in future years, keep the time from nomination to outcome in line with community expectations. This ongoing work – which will extend beyond the supplementary, temporary funding – is required because the number of nominations is forecast to remain high, particularly as government seek to encourage nominations of women to address gender imbalance.

On 24 December 2025, the Prime Minister announced a Special Honours List in response to the terrorist attack at Bondi Beach on 14 December 2025. The Secretariat will support consideration of nominations by the relevant Council – noting potential challenges with accessing information due to ongoing inquiries and judicial proceedings.

The Office continues to work closely with stakeholders to administer the National Emergency Medal for previously declared nationally-significant emergencies. Through ongoing partnerships with stakeholders and community representatives, the Office aims to ensure that the Medal is awarded efficiently and appropriately in response to future emergencies.

CAPABILITY



WORKFORCE CAPABILITY

The Office seeks to provide an adaptive, flexible and safe workplace that supports and empowers our people to be innovative, embrace change and work collaboratively to deliver outcomes.

The majority of the Office’s workforce is located in Canberra, with a small team located in Sydney. The Office requires a diverse workforce to support the Governor-General, manage and maintain the official residences, and administer the Australian honours and awards system.

The breadth of the Office’s responsibilities requires capabilities commonly found in Commonwealth agencies, as well as specialist skills in areas such as hospitality, horticulture and heritage property management.

Maintaining these capabilities within a small agency operating in a competitive labour market and constrained fiscal environment requires a continued focus on strategic workforce planning.

A new Enterprise Agreement was finalised in 2025, supporting alignment with broader APS employment settings.

In addition to the Office-wide capability initiatives:

- members of the property team undergo specific training including work health and safety (such as working with power tools and working at heights), horticultural skills development, heritage management, and project management training and certification
- staff in the Honours and Awards branch (specifically case officers) receive tailored, on-the-job training.

INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) CAPABILITY

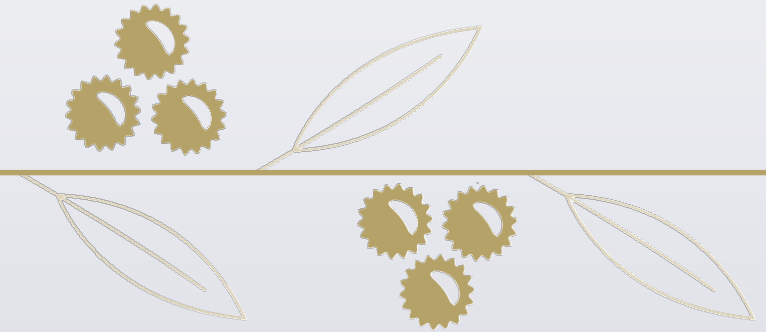
The Office is responsible for ensuring its ICT environment supports the needs of the Governor-General and the Office, and that systems and services remain reliable, secure, contemporary and appropriately governed.

While the Office’s ICT capability was significantly enhanced through a digital transformation project completed in 2023-24, the increasingly complex cyber security and compliance environment means ICT capability, cyber resilience and sustainable service delivery remain key priorities.

The Office is continuing to progress the transition of selected ICT services to the Department of Parliamentary Services (DPS) under a structured ICT Transition Program. The program is scheduled to run from 1 January 2026 to 31 December 2027 and is intended to provide access to deeper technical expertise, economies of scale, improved compliance and the sustainment of contemporary ICT capability. The transition is being managed through an agreed governance framework.

Some ICT services will remain managed by the Office where this is necessary to support business-specific requirements, information separation or specialist equipment. The Office will continue to work with DPS to ensure ICT services remain modern, robust, secure and aligned with whole-of-Australian-Government expectations, while maintaining appropriate control over business requirements, risk settings and service outcomes.

Overall, the Office’s ICT framework and resources are managed under the direction of the Management Committee through the Information Technology Sub-Committee (ITSC).



INFRASTRUCTURE

The Administered Capital Budget funding provided to the Office supports a program to sustain the condition and capability of both Commonwealth heritage listed properties for which the Office has statutory stewardship responsibilities. Planned expenditure under this program is prioritised to meet work health and safety, accessibility and compliance requirements. The Office also allocates Departmental resources and funding to the ongoing maintenance of the properties.

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

- maintaining and publishing the Office's Heritage Management Strategy
- maintaining fit for purpose Heritage Management Plans and an internal Property Management Plan
- performing comprehensive project program planning to identify long, medium and short-term capital property requirements, and to prioritise identified Administered Capital projects having regard to:
 - the current and desired condition of all property assets
 - their utilisation
 - the functional business needs of the assets, which is captured in the annual Property Works Plan
- applying risk management principles to property management through the identification of property related risks in the Office Risk Register
- preparing monthly property performance reporting on financial and non-financial property issues
- undertaking annual property condition assessments
- establishing property related service contracts which set out contractor performance requirements and undertaking formally documented contractor performance reviews.

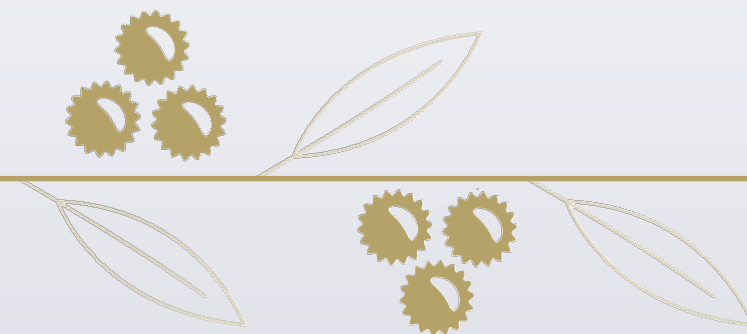
The Office also maintains and – where required – replaces departmental assets such as vehicles and mobile plant and equipment, under the broad oversight of the Property Sub-Committee, to maximise operational effectiveness and support performance objectives.

COOPERATION AND COLLABORATION WITH OTHERS

The Office works closely with the Department of the Prime Minister and Cabinet (PMC), its portfolio department, on matters including the Governor-General's constitutional and statutory duties and the Australian honours and awards system (for which the department holds policy responsibility). The Office also works closely with:

- the Department of Defence, Australian Defence Force (including directly with the Royal Australian Navy, Australian Army and Royal Australian Air Force) and the Department of Veterans' Affairs in relation to the Governor-General's role as Commander-in-Chief
- the Department of Defence in relation to Defence honours and awards, and with state and territory governments in relation to meritorious and operational awards
- the Department of Foreign Affairs and Trade regarding international engagement and protocol
- the Department of Home Affairs, Attorney-General's Department and the Australian Federal Police on security matters
- the National Gallery of Australia, Department of Parliamentary Services, Australian Institute of Aboriginal and Torres Strait Islander Studies, the Australian War Memorial and the Australiana Fund in relation to art and furniture collections showcased in the Official Residences (and on the grounds of Government House and Admiralty House)
- Cushman and Wakefield (C&W) as the Office's Property Services Provider (through the Whole of Australian Government Property Services arrangements established by the Department of Finance (DoF))
- the National Capital Authority for all matters relating to Government House covered by the Australian Capital Territory (Planning and Land Management) Act 1988
- other government and non-government bodies, including organisations of which the Governor-General may agree to serve as Patron
- the Department of Industry, Science and Resources and the Department of Parliamentary Services with respect to shared service arrangements.

GOVERNANCE, MANAGEMENT AND RISK SYSTEMS



GOVERNANCE

As a government agency the Office's officials are subject to the *Public Governance, Performance and Accountability Act 2013* and this, together with the *Public Service Act 1999* and the *Governor-General Act 1974*, guides our focus on governance, accountability, transparency and integrity.

The Office undertakes its work within a strong governance framework with a view to our accountability and transparency to the Australian public. To ensure we comply with governance requirements and meet the expectations of our stakeholders we will continue to:

- improve systems for the control and oversight of finances, procurements, projects, and human resources
- maintain strong probity and integrity processes including robust conflict of interest and gift and benefit reporting policies
- conduct awareness-raising activities for all staff and particularly those responsible for the management and allocation of resources and engagement with risk
- include governance and compliance as agenda items at management committee meetings
- ensure resources are directed to the regular review, maintenance and continuous improvement of governance, compliance and accountability mechanisms.

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

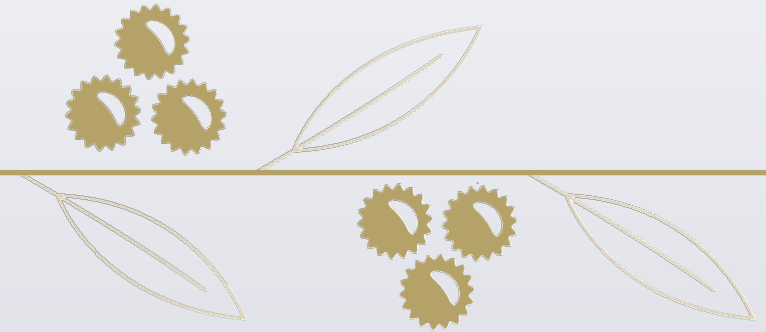
The Deputy Official Secretary, assisted by the branch directors and the Chief Financial Officer, supports the Official Secretary's overall governance responsibilities by facilitating the development of corporate and business plans; establishing policy and accountability frameworks; and managing risk,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

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

- Management Committee (including the Budget Review Sub-Committee, Property Sub-Committee, Information Technology Sub-Committee, and Security Sub-Committee)
- Workplace Consultative Committee (WCC)
- Work Health and Safety Committee (WHSC).

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

The Budget Review Sub-Committee provides more timely and detailed oversight of expenditure and resource allocations in light of the Office's tight fiscal operating environment.



The Property Sub-Committee provides governance oversight of the Property Works Plan, and reports to the Management Committee. The Property Sub-Committee’s role is to increase the Management Committee’s direct involvement with the Office’s property function, further increasing the robustness of the governance practices and procedures that manage the property function.

Similarly, the Information Technology Sub-Committee and Security Sub-Committee operate to provide greater governance and oversight of projects, risks and emerging issues in these areas and to ensure Management Committee is engaged as appropriate.

The WCC, provides a forum for management and employees to discuss matters affecting the workplace. Meetings of the WCC are held quarterly and chaired by a representative from the People and Culture team.

The WHS Committee is chaired by the Director Corporate and Chief Financial Officer. Membership includes management representatives and health and safety representatives from across the Office. The Committee’s responsibility is to facilitate discussion and cooperation on work health and safety issues in the workplace.

The Office also has a three-person Audit Committee responsible for providing independent advice to the Official Secretary on the Office’s risk, internal control and compliance frameworks and performance and financial accountability. The Audit Committee comprises an independent external Chair and two independent external members.

RISK

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

- The Office manages risk in accordance with its Risk Management Framework, placing a focus on:
- support for the Governor-General, including:
 - managing internal and external events
 - advising on a broad range of matters
 - developing and executing an effective community engagement program
 - the effective stewardship of the official properties
 - the effective administration of the Australian honours and awards system
 - maintaining and executing efficient and effective management systems, and
 - building and maintaining a strong, engaged and capable workforce.

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

Strong risk management processes exist and controls are monitored to ensure they remain effective and reviewed for improvement opportunities to further mitigate the potential for risks to impact on the achievement of business objectives. There are seven strategic risks being managed by the Office which are outlined in the following table with their corresponding controls.



Table 1: Strategic Risks and Selected Controls

Strategic Risk	Selected Controls
Failure to provide sound advice on constitutional, policy and contextual matters	Written professional advice sought where required Broad internal consultation with senior management Reference to precedent Management framework and processes
Failure to manage the internal and external events program	Diverse range of engagement options Standard Operating Procedures in place Reference to precedent and experience Liaison with relevant third parties Communications strategy
Failure to manage and maintain the property portfolio	Regular meetings of the Property Sub-Committee Capital projects identified in the Property Works Plan Heritage and Landscape Management Plans Condition Audits and Surveys Compliance programs Building Management Systems
Physical and/or cyber security environment and/or incident/event affecting the performance of official duties	Specialised armed security services operating 24 hours at both properties, and accompanying the Governor-General for external commitments Cyber Security Strategy, Governance Standards and Frameworks Strict visitor control policy and procedures Business continuity planning and exercises Secure IT gateway and internal firewalls, paired with close engagement with the Australian Cyber Security Centre
Failure to provide adequate research and secretariat support services to the honours advisory councils and committee	Policies, processes and procedures Targeted training (such as the program for developing new case officers) Quality Assurance methodology Targeted recruitment and retention strategies
Failure to maintain a robust governance system and culture and appropriate management systems and practices	Management, governance and compliance frameworks Management Committee, and Sub-Committee scrutiny on processes and outcomes Mandatory training, leadership and development programs Establishment of relevant project teams to meet performance objectives Annual Performance Agreements
The financial sustainability of the Office is at risk and reflected in the B Finding delivered by the ANAO in the previous year	Engagement with PMC and DoF Budget Review Sub-Committee (BRC) Oversight of MC Qualified and experienced CFO and Audit Committee

OBJECTIVES

The Office’s Performance Management Framework outlines how we will manage, monitor and report performance to ensure we meet our objectives.

As set out in the Government’s Portfolio Budget Statements, the Office is responsible for the following outcome:

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

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

The key activities to achieve each component and the associated performance targets are outlined in this section.

Component 1: Support for the Governor-General

Activities	Performance measure	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30
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. Providing support for Their Excellencies and hospitality services for official functions.	1.1 Stakeholders who attend events at GH and AH, and the organisations which the Governor-General visits, are satisfied	90% or more of survey respondents are satisfied	90% or more of survey respondents are satisfied	90% or more of survey respondents are satisfied	90% or more of survey respondents are satisfied
	1.2 Number of school children visiting Government House	15,000 or more students	15,000 or more students	15,000 or more students	15,000 or more students
	Performance against this measure is to be supported by case studies that demonstrate the types of support provided to stakeholders				

Component 2: Management and Maintenance of the Official Properties

Activities	Performance measure	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30
Providing governance advice and administrative services required to manage the Governor-General's official residences, including maintenance of property, equipment and grounds.	2.1 Compliance with Disability Discrimination Act and Work Health and Safety Act legislation in public realm spaces ¹	75% or more of public realm spaces meet requirements	75% or more of public realm spaces meet requirements	75% or more of public realm spaces meet requirements	75% or more of public realm spaces meet requirements
	2.2 Official residences are in appropriate condition for their heritage value and operational role ²	55% or more of property elements are maintained in an appropriate condition	50% or more of property elements are maintained in an appropriate condition	45% or more of property elements are maintained in an appropriate condition	40% or more of property elements are maintained in an appropriate condition

¹ Whilst it is a goal to have all spaces of all Office managed properties fully meet requirements, resource constraints prevent all public realm spaces meeting all Disability Discrimination Act requirements.

² All buildings, equipment and grounds undergo a condition assessment on a minimum annual basis to indicate whether they are maintained at a level appropriate for their use. Each building, piece of equipment and area of grounds is categorised based on their use and heritage significance to determine the appropriate level of maintenance and presentation.

Component 3: Administration of the Australian honours and awards system

Activities	Performance measure	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30
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. Providing secretariat support to the Australian honours advisory bodies. Undertaking the administrative tasks associated with the approval of recipients in the Australian honours system and subsequent announcement where applicable. 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.	3.1 Councils and Committee are satisfied with the support provided by the Office	90% or more of survey respondents are satisfied with the support provided by the Office	90% or more of survey respondents are satisfied with the support provided by the Office	90% or more of survey respondents are satisfied with the support provided by the Office	90% or more of survey respondents are satisfied with the support provided by the Office
	3.2 Assessment of compliance with governing instruments ³	100% of recommendations made are compliant with governing instruments	100% of recommendations made are compliant with governing instruments	100% of recommendations made are compliant with governing instruments	100% of recommendations made are compliant with governing instruments
	3.3 Nominations for the Order of Australia (as at 1 December 2025) researched by the Secretariat and presented to the Council for the Order of Australia ⁴	8,500 or more nominations are researched and presented to Council	Not applicable	Not applicable	Not applicable

³ Recommendations are made to the Governor-General for consideration and approval and have been done in accordance with the associated regulations. Recommendations include approvals for awards to recipients, terminations or cancellations of awards or appointments to the advisory bodies.

⁴ This measure is time limited for 2026-27 only, reflecting specific funding received from Government for that period.



LIST OF REQUIREMENTS

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

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

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

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Image: The Governor-General attends an assembly at Holy Spirit Catholic College, Lakemba, NSW

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