



# STRATEGIC PLAN 2021-2026

## OUR VISION

To enable the Governor of Queensland to be an outstanding advocate for the constitution, to unify Queenslanders and to promote all that is Queensland.

## OUR MISSION

As an independent entity, the Office of the Governor provides the best possible advice and support to the role of the Governor and provides efficient and effective stewardship of the Government House Estate.

## OUR VALUES

### Flexibility

We strive for continuous improvement, innovation, learn from experience and are agile and resilient.

### Leadership

We will all assume responsibility and foster participation.

### Teamwork

We achieve more, and better results when we work as a team.

### Integrity

We value honesty, authenticity, diligence and discretion in all our activities.

### Respect

We value diversity and what it can contribute.

### Communication

We communicate effectively and share knowledge to promote harmony and trust.

## OUR LEADERSHIP CHARTER:

**We are: Collaborative** with each other: **Committed** to each other: **Courageous** in our thoughts and actions.

## OUR STRATEGIC CHALLENGES AND OPPORTUNITIES

### Our Opportunities:

- **Transition of Governors** in November 2021
- Continuing to **promote the Governor** across Queensland and providing further education around the role of the Governor and Government House.
- Targeted **international engagement** in support of Queensland's trade, investment and cultural objectives.
- Governor engagement and participation in significant **community and patronage anniversary events**.
- Use of emerging technology to **enhance our service delivery**.
- COVID-19 related international travel restrictions provide opportunity for increased **engagement with state-based stakeholders**.
- Domestic travel restrictions require innovative solutions to **engage with all Queenslanders**.

### Our Challenges:

- **Transition of Governors** in November 2021
- Appropriate work force with the right **skills and capabilities** to effectively support the role of the Governor now and into the future.
- Effective workplace systems, processes and **governance structures** to support the activities of Government House within resource allocations subject to change.
- Impact of local, state, and federal **elections**.
- Potential **change of Monarch**.
- The Office of the Governor is not established by a **Head of Power**.
- Increased risk of **security and cyber security** threats.
- Inadequate on-site storage space, staff working areas and amenities, and **limited event capacity**.
- **COVID-19 impact** on budget, Governor's program and Office of the Governor operations.

# OUR GOALS

Through our strategic goals we support the Governor to carry out official duties for the benefit of the Queensland people.

## Constitutional and Legal Support

**The Office of the Governor enables the Governor in safeguarding Queensland's Constitution and democratic system of Government.**

### OUR MEASURES

100% of constitutional and legal duties are fulfilled.

### OUR STRATEGIES

- Provide executive support and advice to the Governor to allow them to fulfil constitutional and legal responsibilities.
- Support the Governor in their role presiding over the Executive Council, providing messages of recommendation to Parliament and providing Royal Assent to Bills.
- Provide administrative support and advice for petitions to enable the Governor to exercise the power of the Royal Prerogative of Mercy.
- Maintain effective interactions with the Queensland Parliamentary Service, Department of the Premier and Cabinet, and other agencies.
- Provide executive support when called upon by the Governor-General to undertake the role of Administrator of the Commonwealth; and support Acting or Deputy Governors of Queensland.
- Develop the Governor's forward program with a focus on identified strategic priorities.
- Provide tailored advice and communications support.
- Provide the necessary logistical, hospitality and personal services to support the Governor, spouse and the Office.

## Ceremonial Support

**The Office of the Governor enables the Governor to represent the Queen and State.**

90% of recipients are satisfied with the process supporting the delivery of Honours and Awards under the Australian Honours and Awards system.

- Coordinate and deliver Investiture Ceremonies at Government House and in regional Queensland.
- Support the Governor at the opening of Parliament and other ceremonial events.
- Provide support to the Governor to enable her to represent Queensland at military and commemorative ceremonies.
- Develop the Governor's forward program with a focus on identified strategic priorities.
- Provide tailored advice and communications support.
- Provide the necessary logistical, hospitality and personal services to support the Governor, spouse and the Office.

## Civic Duties and Community Engagement

**The Office of the Governor ensures the Governor is a source of unity (outside politics) for all Queenslanders.**

Greater than 15,000 community members visit Government House Estate each year.

At least 45 visits to Queensland regional centres annually.

- Support the 27th Governor to promote a "healthier Queensland".
- Provide opportunities for the Queensland public to visit the Government House Estate.
- Offer hospitality functions at Government House to philanthropic organisations and community groups in recognition of the important work they do.
- Facilitate the Governor's travel to regional and remote centres, including attendance at significant civic and community events.
- Facilitate the Governor's support for organisations of which the Governor or spouse are patron.
- Develop publications and materials which enhance understanding of the role of the Governor and Government House.
- Develop the Governor's forward program with a focus on identified strategic priorities.
- Provide tailored advice and communications support.
- Provide the necessary logistical, hospitality and personal services to support the Governor, spouse and the Office.

## Promoting Queensland

**The Office of the Governor promotes Queensland through the role of the Governor.**

90% of menu items served at Government House feature Queensland produce.

- Serve Queensland food and wine products at Government House.
- Support and promote Queensland products at Government House.
- Support the Governor to engage with international stakeholders of significance to Queensland.
- Support the Governor's attendance at occasions of significance to Queensland.
- Support the Governor's international engagement.
- Develop the Governor's forward program with a focus on identified strategic priorities.
- Provide tailored advice and communications support.
- Provide the necessary logistical, hospitality and personal services to support the Governor, spouse and the Office.

Our strategic goals also include strong corporate governance and the stewardship of the Government House Estate and its heritage collections.

## Corporate Governance and Management

**Effective corporate governance and leadership principles are evident in every aspect of the Office of the Governor.**

### OUR MEASURES

Our employees are increasingly positive about their job empowerment and engagement

100% of Performance Plans have Leadership Charter objectives embedded.

### OUR STRATEGIES

- Maintain appropriate workforce, assets, governance and systems.
- Identify and maintain corporate governance practices and business processes that enable an agile organisational response to rapid change
- Develop policies that build staff skills and capabilities.
- Maintain contemporary employment arrangements that enhance employee engagement.
- Strengthen financial management capability.
- Improve staff knowledge of cyber security and its principles.
- Maintain appropriate risk management processes.
- Make decisions which minimise impact on the environment and strengthen our sustainability credentials.
- Develop technological solutions to improve efficiency and effectiveness of service delivery.

## Government House and Estate Preservation

**The Office of the Governor preserves cultural and heritage assets within Government House and the Estate**

### OUR MEASURES

90% visitor satisfaction with the presentation of the grounds and the Estate.

### OUR STRATEGIES

- Provide efficient and effective stewardship of Government House as an official State residence, including development and conservation of its heritage listed facilities and cultural assets, while developing and maintaining contemporary facilities that are fit for purpose.
- Present and preserve the Government House Estate landscaped gardens and bushland.
- Interact effectively and efficiently with the Department of Energy and Public Works, other Government agencies, and non-government organisations.
- Provide security to the Governor, spouse, staff and assets.