

Work plan in response to the OAG and PwC reports.

The PwC review:

Why was it commissioned?

The review was Commissioned as part of the annual assurance programme following the OAG review.

The review applied standard risk methodology to the challenges identified in the OAG report to help the Commission focus on the right steps forward.

Why is the risk rating so high?

The starting point for this review is a very low appetite for risk of errors e.g. a single vote could determine the outcome for an electorate.

PwC advised the high-risk rating is driven by complex and prescriptive legislation requiring manual processes, high volumes of enrolment changes in the election period, and limited technology options to automate tasks.

These settings, combined with a growing population and current levels of funding, mean the risk of errors can only be mitigated to a level of high risk.

What can be done to lower the risk?

Operational Improvements: PwC has recommended initiatives within current legislative settings and ICT systems to improve controls to prevent and detect errors, and to reduce the volume of complex transactions that can lead to errors.

Strategic Recommendations: PwC have also recommended more strategic longer-term changes to reduce complexity and use technology to reduce manual processing errors. These will need significant changes to legislation, delivery processes and new supporting ICT systems.

Improvement plan for General Election 2026

The improvement plan:

The improvement plan (see attached overview) covers the Operational Improvements, aiming to:

- improve controls that prevent and check for errors
- reduce complexity and pressure where possible
- target resources to take the pressure off key processes that can produce errors.

The initiatives to achieve this have been integrated into the programmes and projects underway to prepare for the general election to ensure they are well embedded in election delivery.

Some of the development is being done within current baselines. However, other initiatives are dependent on Budget 25 funding.

Key parts of the **critical path** to achieve improvements in controls are:

- Outcome of Budget 25, both for service levels, and improvements to controls
- Developing and testing controls before simulations of election systems in October 2025
- The outcome of the Electoral Matters Bill at the end of 2025 that will mitigate the impact of complex transactions
- Finalising controls for operational manuals and training materials in September 2025

- Training of key election staff between January and September 2026.

The proposed changes for an Electoral Matters Bill will help to reduce pressure on election delivery and the risk of errors, but will not eliminate errors.

12 days advance voting if resourced will take pressure off issuing of ballot papers, which can be a source of errors. Closing the rolls before advance voting starts will have only a small impact on special vote numbers, but will take pressure off the official count period processing of special votes.

The Modernisation Plan

PwC recommend longer-term changes further **reduce risk** by removing the high volume of complex and manual transactions from the election period. This includes greater use of technologies to automate the manual tasks that can produce errors.

The Commission's modernisation Budget bid (see overview attached) identifies the need to develop a solid business case for investment in election technologies to:

- Improve the enrolment rate between elections through data matching to automatically update records
- increase the efficiency of electoral administration
- reduce the number of special votes and manage the ongoing increase in voting transactions into the future
- issue, process and count ballot papers with more accuracy and timeliness

Achieving the full benefit of improvements in efficiency, accuracy and to control cost increases will take about 3 electoral cycles, making it imperative that this modernisation start as soon as possible.

Identified Actions to address OAG recommendations and <u>Operational</u> recommendations from the PwC report.											
Note: PwC's <u>strategic</u> recommendations are addressed in the modernisation actions											
OAG Recc				Budget funding known		HQ Simulation			Operational Simulation		
Review all vote counting and quality assurance checks to identify gaps and vulnerabilities Note: PwC expanded to include enrolment AIM Improved accuracy and error reduction Ensure controls are adequate and can be monitored Support assurance activity Automate and streamline controls where possible.	COMPLETE	March	April	May	June	July	August	September	October	November	December
	Future controls identified										
		EMS changes to improve accuracy / reduce error - alert data entry errors - making it not possible to ignore warnings - lock down count once entered									
				Test of referendum and special vote count processes – improvement report May/ June		HQ test additional manual controls prelim and official counts additional new controls	Controls effectiveness report post test				
			EMS and ERSA recommendation paper								
	Future controls identified				Complete design of control measures						
	First set roll cleanse extensions implemented				New roll cleanses to address any identified gaps design and implemented						
			User Stories TSR changes	Document future state processes TSR	MIKE changes • automate checks, • route to highest risk/ highest skill, • prioritise changes that effect voting rights, improve TSR merged/ overwritten electors						
			Assurance test of identified controls: - Assessment (independent) that current plans will achieve outcomes. Establish criteria that needs to be met to achieve overall objectives								
			Reconciliation App development- simplification and error reduction								

Recc				Budget funding known		HQ Simulation			Operational Simulation		
Complete end to end description of election processes, interdependencies and controls	COMPLETE	March	April	May	June	July	August	September	October	November	December
AIM Ensure clear accountabilities at all stages of key election processes	Documented current state enrolment processes/ systems with gaps and additional controls identified			Document future state process changes at both keying level and TSR to manage high volume transactions							
Enable risk tolerance to be set at each point of the election process- targeting of effort to the most material points		Election process controls and interdependencies (PDDs): Build on process maps and create end to end map of flow on effects/ interdependencies Purpose of each step documented -criteria that needs to be met to achieve overall objectives ID and document key controls to prevent and detect ID Who is responsible for each step									
Enable visibility and confidence that the right controls are in place and operating	Documented current state post-election processes/ systems with gaps and additional controls identified					Update post HQ Sim			Final testing during Sim	Remaining processes completed and updated	
Inform training and monitoring development	Additional VP support processes documented										
Inform enterprise risk framework	Documented overseas current state and identified gaps and vulnerabilities										

Recc				Budget funding known		HQ Simulation			Operational Simulation		
Review and update manuals and instructions	COMPLETE	March	April	May	June	July	August	September	October	November	December
AIM : improve accessibility of key information, highlighting controls and key steps		Redesign and update instructions structure for key election phases									
Review and update manuals and instructions: AIM Ensure all new and improved processes and responsibilities reflected in new format			Reporting line stock take					Review and update Enrolment manual with new and updated controls and processes			All operations Manuals complete for EM training January 26
Review personnel requirements - Training and the processes for training							Capability / training requirements for enrolment including data literacy and requirements, implementing new process and control improvements.				
- Recruitment and the processes for recruitment AIM- simpler, faster, and more effective online platform		Snaphire improvements									
Include planning for contingencies AIM Surge staffing in place	Enrolment forecast model built	Enrolment surge resource identified Post election staffing of increased manual controls Targeted support for close margin electorates DVs									
	Election staffing model built										

Recc				Budget funding known		HQ Simulation			Operational Simulation		
	COMPLETE	March	April	May	June	July	August	September	October	November	December
Enhance risk identification processes PwC expanded – best practice enterprise risk framework.	Enterprise risk policy and operational guidance Assurance Framework										
AIM: Strengthen governance, risk and control fundamentals across the election processes.		Introductory training- tools roll out					Field tools ID/ developed			Controls checks in field designed	
Enable the Commission to: -compare competing objectives to make risk-based decisions -have visibility of and confidence in system of controls -Shared understanding of how to manage and escalate risks				Set risk appetite for key election processes	Role based training assessed						
					Develop new process document outlining assurance steps, responsibilities etc.				Review monitoring and reporting of controls including improved oversight and monitoring dashboards		Forecast and monitoring dashboard
					Draft Risk Management and Assurance Plan		Election finance Assurance Framework and Monitoring Requirements	Final Risk Management and Quality Assurance Plan	EMS-New issues reports and monitoring dashboards to provide visibility of issues and progress in count		
Continue to apply programme and project management including managing of risks through the election period							Taskforce roles/ responsibilities operating structure reviewed				
Review hardware	GE 26 Procurement strategy complete			RFP issued				Contract starts			

Recc				Budget funding known		HQ Simulation			Operational Simulation		
	COMPLETE	March	April	May	June	July	August	September	October	November	December
Review IT systems for election to ensure they remain fit for purpose for electorates and national office AIM: Improve key election systems changes to improve speed, accuracy and oversight.	Current state systems assessment complete										
	Overseas targeted automation initial dev stories	Overseas Targeted automation: defining and updating initial development stories, system development activities for OS App, MIKE, and ERSA, process mapping, training, and iterative testing.							testing		
			Recc on workflow- check v update	Recc on voting card' image showing the elector's new status updates between writ and roll close		Updates to MIKE and EnrolOnline built and tested	Load testing complete				
			Functional requirements for FMIS Documentation of future state financial processes, roles & responsibilities, and tools	Develop detailed requirements							
	ERoll high level requirements		Develop cases for UAT								

Modernisation - proposed initiatives					
Initiative	Aims	Pre GE 26		Between 26 & 29	29 onward
Move to Digital Communications	-reduce cost -increase reach and effectiveness -sustainability of services	-Re-establish and improve data matching arrangements -trials of digital communication e.g. enrolment updates (where enabled by legislation) Note- hybrid/ outsourced model possible for large scale updates		Further implement digital communication to reduce costs -Local Body Election and Byelection update via digital and paper formats -election Update -Campaign dual channels – both digital and paper based	
Automatic Enrolment Updates	-remove significant bulk of transactions out of voting period reducing pressure and complexity. -increases sustainability of the election model -support participation -increase integrity and roll accuracy	-commence design of future enrolment operating model		-Progressively update enrolment details using data matching -Finalise direct enrolment operating model	Embed and realise efficiency benefit of new technology
Election technology	-sustainability of election model -Increase timeliness -increase accuracy and integrity	-targeted automation overseas voting -adjust existing technology to reduce pressure/ automate and improve integrity		Requirements gathering for core system requirements. -Analysis of election technology solutions including both voting and counting.	Implementation -post business case outcome
Streamline and/or automate election processes	-reduce risk and increase integrity -Build platform for introduction of future election technology	-Document key election processes, identify efficiencies -Process improvements to simplify/ reduce complexity/ increase integrity		-Investigate further legislative options to reduce complexity -Redesign of voting processes and tools to support staff manage increased numbers -Develop future election delivery operating model	
Business case phase 1 -digital platform to enable efficient digital communications Scope and assess options for future election technology	-Increase efficiency of digital communications -‘future proof’ the electoral system -Increase integrity Increase timeliness -Remove barriers to -participation	GE 26 digital trials assessed to inform business case Research and scoping of existing options and application	Cases developed and recommendations made- selection/ build		Modernised election processes and technology progressively introduced.
Early enrolment close	Reduce pressure and complexity	• Note- not included in Commission’s modernisation case due to timing of papers/ decisions			
12 days min advance voting	Reduce pressure and complexity				

Out of scope

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Instructions

This project will deliver the improvement recommendations to workforce instructions as outlined in the project brief. These include standardising the structure across all content, establishing writing standards, and digitising the instructions for easy access by the workforce. The project will manage Sysdoc to ensure they deliver on their contracted tasks to the agreed timeline and budget. Additionally, the project will prepare the Commission for the handover from Sysdoc, ensuring continuity of content management and that the Commission builds on the solid base provided by Sysdoc. The project will put in place structure to ensure the online content remains up to date throughout the election year.

Training

This project covers the development of tailored learning pathways for each role within the workforce, those pathways are created in collaboration with business Subject Matter Experts (SMEs). The training designers will work with the SMEs to identify and confirm the specific courses that make up each learning pathway, ensuring that the pathways achieve the outcomes for each role.

Where applicable, the training designers will also design exercises for in-person training sessions to enhance the learning experience.

The recently updated Learning Management System (LMS) allows the integration of quizzes, pathway assessments, management reporting, and feedback mechanisms. These features will ensure better tracking of progress and continuous improvement of the training program.

Training Event Delivery Plans will be produced by each business area, these will outline all of the non-content components of the training. These plans will provide a centralised approach to the complete tasks of delivering the training event, especially in Voting Services, it aims to ensure the seamless and well-organised execution of the training events across the Commission.

During the election year, training assessments and completion will be tracked and reported. This will provide real-time visibility into the progress and performance of our workforce throughout their training. This aims to give HQ, Regional and NO management an understanding of our readiness, specifically, in the lead up to the voting period.

In order to continue to improve our content and delivery for the next election feedback from the workforce will be consolidated and analysed, with improvement recommendations made for future events.

Out of scope

[Redacted content]

Applications

The applications used in the Voting Place (VP), eRoll and Reconciliation App, are the focus of this workstream. In the first instance the project will deliver the improvement to the eRoll wildcard search, and improvements to set up and use of Reconciliation App. The improved Applications will be made available to the Service to Voters project where each will be tested through the programme's four test stages and they are approved of production.

In addition to functional improvements the VP apps are subject to change in the event of the following:

- Electoral Matters Bill – Pass or fails, additional changes to eRoll are proposed.
- Inclusion of a Referendum in GE26 – additional change to reconciliation App.

Out of scope

Instruction – Detailed Design Document

Improving instructional documentation addresses OAG Recommendation. The DDD recommended the Commission review and update standard operations manuals and instructions, to improve the clarity of information about quality control activities and why they are important and to clarify accountability and responsibility for carrying them out.

In late 2024, s9(2)(b)(ii) provided the Commission with recommendations for improving instructional documentation for the Election Delivery Workforce, along with estimated effort and timeframes for s9(2)(b)(ii) to implement them. The scope of this was the 32-chapter Operations Manual and Personal Instruction Manuals, this engagement cost s9(2)(b)(ii). The output of this engagement was a Recommendation Report, insights from that report were included in Supporting Election Delivery Workforce -Instructions Detailed Design Document submitted to Programme Board on 29 January 2025.

The detailed design document requested s9(2)(b)(ii) to implement improvements to the Electorate HQ Operations Manual and Voting Place Personal Instruction Manuals (PIMS). This was not approved as the scope did not address improvements to Enrolment, Overseas CPT and Enterprise Services instructions.

Approval was given to spend s9(2)(b)(ii) with s9(2)(b)(ii) to complete the same exercise for the Enrolment Online Manual, the Enterprise Services Operations Manual, and the Overseas, Remote and Dictation resources for the Centralised Processing Team and Overseas Voting Place staff.

A paper was submitted to the Programme Board on 6 March 2025 consolidating the two assessments completed by s9(2)(b)(ii), noting their recommendations and requesting approval for the cost of s9(2)(b)(ii) to cover the implementation of those recommendations. This request was approved.

To ensure that the digitisation of instructions aligns with ongoing Information Management work within the Commission, an assessment will be conducted to compare the s9(2)(b)(ii) solution against other potential options. The results of this assessment, including recommendations, will be presented to the Programme Board for consideration. While the scope of this project includes exploring the s9(2)(b)(ii) option, any progression in that direction will ultimately depend on the Programme Board's decision

Applications - Detailed Design Document

A Project Brief was presented to the Programme Board on 29 August 2024, which set out three options for eRoll focused on improvements to reduce the number of enrolments and special votes

made in the Voting Place. Three improvement options were also proposed for the reconciliation app to deliver improvements to the user interface, setup and reporting received at the electorate HQ. The proposed options were endorsed. This detailed design document addresses those options.

Since the Project Brief was approved, the Commission has been required to consider potential legislation change to the functions within the Voting Place. This document contains all the possible changes that could be made to eRoll to improve functionality, and shows the reduced scope based on potential legislative change. This gives the programme board options in terms of how to proceed.

The Detailed Design Document was submitted to the Programme Board on the 13 March 2025, and defined the implementation approach for the approved option for reconciliation app and the updated scope for eRoll. The recommendations recorded in the DDD were endorsed.

Out of scope

- [REDACTED]
- [REDACTED]
- [REDACTED]

Workstream Objectives

This workstream has the following objectives:

Workstream	
1	Equip our workforce with the necessary skills, resources, and support to effectively meet the needs of voters and the Commission.
Instructions	
2	Provide our workforce with instructional documentation that is tailored to their needs, it is clear, concise, and easy to understand.
3	Create an online, searchable version of the instructions making it faster and easier for the workforce to find information.
4	The workforce performs tasks accurately based on the instructions provided.
Training	
5	Design and deliver training content that is relevant and impactful, with support from subject matter experts to ensure accuracy and alignment to GE26 processes.
6	Ensure TUPU is fit for purpose by evaluating its functionality, usability, and alignment with the needs of the workforce, and implementing improvements to support the effective delivery, assessment, tracking, and reporting of workforce progress.

7	Plan and deliver a series of training events, ensuring each session is well-organized, engaging, and tailored to meet the needs of participants, while maintaining consistency and quality across all events.
Out of scope	
■	[REDACTED]
■	[REDACTED]
■	[REDACTED]
Applications	
10	The applications used by our workforce in the voting place, eRoll and the Reconciliation App, are updated to include approved improvements and that the applications are fit for purpose.

Scope Management Plan

Changes to workstream scope outside [Programme Tolerances](#), will be managed via the programme variation management process.

Project Scope and Exclusions

In Scope
Out of scope
[REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
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[REDACTED] [REDACTED]

Instructional Documentation
The following are the in-scope instructions • Electorate HQ Operations Manual • PIMs - Voting Place. VPM, VA, IO, Mobile Support, Voting Teams • Overseas CPT Operations Manual • PIMs - Overseas and Remote • Enrolment online manual • Ent Services Operations Manual • Enrolment Support Manual • Post Election instructions not included in the HQ Manual • Voting Services National Office Process Manual
Out of scope ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]
Improve quality assurance and content management • Develop comprehensive Writing Standards, and icons to highlight critical tasks and quality assurance checks • Develop document templates • Establish agreed processes for QA, review and approval of content
Out of scope ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]
[REDACTED] ■ [REDACTED] ■ [REDACTED]
[REDACTED] ■ [REDACTED] ■ [REDACTED]
■ [REDACTED] ■ [REDACTED]

Training
Content • Learning Pathways by EDW Role • Pathway approvals • Production of all training products online and in-person • Design of in-person training exercises • Design of training quizzes, pathway assessments • Load to TUPU • Learner survey • Lesson Learnt and recommendations Report
TUPU • Inclusion of quizzes • Tracking and reporting pathway assessment • Tracking and reporting progress of learners and groups of learners through pathway • Complete testing stage two - feasibility • Support of testing stage three – operational sim
Training Event Delivery Detailed Plan for each Business Unit including – for example • Pre-event validation i.e. dress rehearsal • Event Requirements, property, IT, supplies, accommodation, travel • Agendas, guest speakers • On site management of run sheet • Preparation of in person training exercise packs • Delivery of Training Event
Out of scope

Out of scope
Applications
eRoll - GE26 - Automate wildcard search, EMB functional changes when known.
Recon App – Setup and reporting functional improvements, Referendum functional changes when known
Out of scope

Deliverables

The following table lists the key deliverables (or outputs) that the Workstream will deliver during Tranches 2 and 3 of the GE2026 Programme, the quality and acceptance expectations, as well as the planned date.

Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
[REDACTED]	[REDACTED]	Out of scope	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Instructions			
Standards Guide	Sysdoc: Writing standard, icons and assurance checks	Provides quality, consistency, and clarity, align with the original objectives, and are delivered on time and within budget.	May 2025
Taxonomy and Metadata	Documented and agreed	Accurate, well-structured, align with election cycle, workforce, improve data organization and	May 2025

Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
		retrieval, are delivered on time and within budget.	
Content Templates	Three templates one each for Principles, process and procedures to be applied to the content	User-friendly, align with objective, ensure consistency in content presentation, are delivered on time and within budget.	May 2025
QA Governance process	Process, roles and responsibilities	N/A	May 2025
Restructured Content	Templates populated; metadata tagged	The content is applied to the template, all fields are populated accurately, and metadata tags are correctly applied, the output is approved for publish.	Oct 2025
Digital Solution	All content available online in a searchable form.	Solution provides online access to content, structured in a searchable format, and easily retrievable by users, with accurate search results	Oct 2025
Instructional Input for testing Physical and online	S3- Voting Place - PIMs S4 – Operational Sim – Chapters as agreed	N/A	Oct 2025
Instructions published	Ready for Workforce	Clear, accurate, easy to follow, and accessible to all users, with no errors and updated regularly for relevance.	Oct 2025
Workforce Survey	Workforce feedback, what can we improve	Collects clear, relevant, and anonymous feedback that covers key areas for improvement, with good response rate.	Sept-Nov 2026

Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
Lessons Learnt	Project feedback, what can we improve.	Outlines feedback, areas for improvement, is actionable, and is based on accurate input from all respondents.	Dec 2026
			Training
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Applications			
eRoll GE26 ready	Wildcard search improvement	New function successfully user tested - VP test	May 25
Recon App GE26 Ready	Set up and QA improvements	New functions successfully user tested - test TBC	TBC

Schedule Baseline and milestones

Provide a summary list of milestones including dates for each milestone.

The workstream has established a schedule consistent with [programme schedule guidance](#). The schedule includes tasks and key workstream milestones.

The below chart lists the major milestones for the S-EDW Workstream. If there are any scheduling delays which may impact a milestone or delivery date, the Project Manager must be notified immediately so proactive measures may be taken to mitigate slippage in dates. Any approved changes/variations to these milestones or dates will be agreed by the Business Owner and communicated to the Project Team by the Project Manager.

MS	Description	Date
1	Project Start	Feb-24
2	Project Brief Completion	22-Aug-24
3	Detailed Design Document - Instructions	30-Jan-25
4	PB Paper: Instructions additional scope	6-Mar-25
5	Detailed Design Document - Applications	13-Mar-25
6	WMP Completion	17-Apr-25
Instructions		
7	Sysdoc Engagement Started	7-Mar-25
8	Design Phase started & kick off sessions complete	25-Mar-25
9	Design Workshop: Templates, Writing Standards, worked examples	29-Apr-25
10	Design complete - BAU edits to GE23 content complete	23-May-25
11	PB endorsement of option for digitising Instructions	27-Jun-25
12	BAU content and change management process and structure in place	27-Jun-25
13	TBC: Start build of 'Process Zone' for online content	1-Aug-25
14	Develop Stage complete	29-Aug-25
15	<i>TBC: Start uploading content to 'Process Zone' and apply metadata</i>	1-Sep-25
16	All content has been uploaded and GE26 QA process in place	19-Sep-25
17	Instructional Documents ready for Ops Sim	19-Sep-25
18	Post Ops Sim updates complete	12-Dec-25

MS	Description	Date
Training		
19	Content review and build process in place	Complete
20	Event Delivery Plan approved: VS/CPT	Aug 25
21	Event Delivery Plan approved: Enrol	Aug 25
22	Event Delivery Plan approved: SEP	Aug 25
Voting Services, excl Overseas CPT		
23	Voting Place Test – VPM F2F content drafted	10-Apr-25
24	Dress Rehearsal: Regional Managers (May 25)	30-Apr-25
25	In Person training: Regional Manager	12-May-25
26	Dress Rehearsal: Regional Advisors (July 25)	30-Jun-25
27	In Person training: Regional Advisor	21-Jul-25
28	Dress Rehearsal: Regional Training Manager (Sept 25)	16-Sep-25
29	In Person training: Reg Training Manager	06-Oct-25
30	Dress Rehearsal: Electorate Manager (Feb 26)	20-Jan-26
31	In Person Training: Electorate Managers	02-Mar-26
32	Dress Rehearsal: Logistics and Supplies Manager (April 26)	08-Apr-26
33	In Person training: Rural Logistics and Supplies Manager	21-Apr-26
34	In Person training: Logistics and Supplies Manager	11-May-26
35	Dress Rehearsal: Rostering and Recruitment Manager (May 26)	08-Apr-26
36	In Person Training: Rostering and Recruitment Manager	20-May-26
37	Dress Rehearsal: Area Trainers (July 26)	30-Jun-26
38	In Person Training: Area Trainers	13-Jul-26
39	Content Ready: Electorate Trainers (July 26)	01-Jun-26
40	Content Ready: Mobile Support (Aug 26)	01-Jun-26
41	In Person Training: Voting Place roles	17-Aug-26
42	Dress Rehearsal: Post Election Manager, PL, VSM (Aug 26)	22-Jul-26

MS	Description	Date
43	In Person Training: Post Election Manager, PL, VSM	10-Aug-26
Overseas CPT		
44	Overseas Ops Manager (Sept 25)	TBC
45	Logistics & Supplies Manager (Oct 25)	TBC
46	Recruitment & Rostering Manager	TBC
47	Voting Services Manager	TBC
48	Post Election Manager	TBC
49	<i>Others Role – definition to be confirmed</i>	
Enrolment		
50	Enrolment Support Team Lead (Feb 26)	TBC
51	Enrolment Support Assistant (Feb 26)	TBC
52	Quality Assurance team lead (June 26)	TBC
53	Processing Assistant Quality Assurance (June 26)	TBC
54	Processing Team Lead (June 26)	TBC
55	Processing Assistant (June 26)	TBC
	Out of scope	

MS	Description	Date
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Applications		
73	eRoll wildcard search ready for VP Test	28-Apr-25
74	eRoll Deadline to start EMB Dev	TBC
75	eRoll EMB changes: Test	TBC
76	Recon App ready for Stage 2 Feasibility Testing	TBC
77	Recon App Deadline to start Referendum Dev.	TBC
78	eRoll and Recon App ready for Ops Sim	Sept 25

The full project/workstream schedule can be found [here](#)

	Assurance Activity	Purpose	Audience	Performed By
	identified issues or opportunities for improvement have been addressed.	systematically reviewed and acted upon.		
A9	Review participant feedback and audit a sample of training sessions to confirm that sessions are consistently well-organised, engaging, and aligned with the needs of the learner	To validate the quality and effectiveness of training delivery by ensuring that training sessions support knowledge transfer through engaging and well-structured sessions.		
A10	Verify that support channels and communications are accessible, frequently utilised, and effective in addressing task-related queries from the workforce.	To ensure that the workforce have reliable, readily available support mechanisms that aid in task execution.		
		Review a sample of recent communications to verify they were clear, timely, and relevant, and assess feedback to confirm that the workforce is informed and supported in their tasks.		
		Out of scope		
	Instructions			

	Assurance Activity	Purpose	Audience	Performed By
	Review and Approve Design Artifacts	Artifacts produced during the Design Phase of the instructions workstream to confirm they are role-specific, written in plain language, and structured for clarity and usability.		
	Handover of Knowledge Library	Verify the online instructional repository, checking that it is accessible, searchable, and contains up-to-date, role-relevant content		
		Periodic audits or quality checks confirm that documentation adheres to approved templates, is reviewed and updated regularly, and follows writing standards		
		Monitor SME engagement with the vendor by tracking meeting schedules, milestones, and completion of key tasks. Ensure that SMEs are participating in review sessions and providing necessary feedback on time.		
		Maintain documentation of approval records for accountability and traceability.		
		Independent verification confirms that all critical tasks were accurately identified and communicated.		

	Assurance Activity	Purpose	Audience	Performed By
		Perform a quarterly check to verify that all instructions are published in the library and are accessible via keyword search.		
		Review and update documentation regularly to ensure all changes are reflected in instructional materials.		
		Verify that feedback is being logged, appropriate changes made, and that communication records confirm the workforce was informed in a timely manner		
	Training			
	Training Programmes			
		Verify that a risk-based task assessment has been completed and that training has been mapped to each high risk task. Documentation of training attendance.		
		Confirm that roles have been clearly defined and that training content has been developed and mapped to each role. Review training materials to ensure alignment with responsibilities.		

	Assurance Activity	Purpose	Audience	Performed By
		Confirm training content has been subjected to quality assurance review by relevant subject matter experts. Review samples of content for clarity, accuracy, and alignment with learning outcomes. Ensure a feedback loop is in place to improve content based on learner feedback.		
		Observation sessions to ensure TUPU is effectively guiding and engaging learners and accurately tracking attendance and outcomes.		
		Confirm that training delivery methods have been selected based on content complexity and role requirements. Review training plans to ensure alignment, and sample feedback from workforce.		
		Verify that TUPU can track and report completion by role and individual. Confirm that all required staff have completed their assigned training, and review evidence such as attendance logs and completion records.		
		Verify that training effectiveness is assessed through appropriate methods (quizzes, knowledge		

	Assurance Activity	Purpose	Audience	Performed By
		checks, or practical demonstrations). Review results to ensure learning objectives are being met.		
		Conduct spot checks or shadowing of training sessions to confirm trainers are delivering content accurately and consistently. Feedback is documented and any issues addressed.		
		Training administrators periodically review a sample of reports for accuracy and completeness, verifying data against source records.		
		Trainers review a sample of completed feedback forms after each session to ensure the process is followed and to identify immediate areas for improvement. Key themes are logged and reviewed during training reviews.		
	Out of scope			

[illegible]

Area	Cost	Budget
Training Content	Instructional Designers	BET
Training Delivery	All components of the training event, property, materials, accommodation, travel.	Business units
Applications	eRoll - Catalyst time from backlog Recon App – vendor: dev/test/support	VS and IT
Instructional Content Admin	Resource coverage	Not yet secured

The cost baseline for the project includes all budgeted costs for the successful completion of the workstream.

Cost (\$)	FY24/25	FY25/26	Total	Comments
Improvement: Instructional Docs	187,321	238,776	426,096	Vendor costs, Sysdoc.

Out of scope

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

Issue Management Plan

Issues will be captured and managed via the Issues Register located in the Programme RAIDDL. Issues will be reviewed as appropriate and will be included in the regular Project Status Reports presented to the Project Owner, Project Lead, Programme Director, PMO and Programme Board.

Where escalation is required, the Project Manager will bring these items to the Project Owner, Project Lead's attention as soon as possible.

Key Issues

The current high impact issues are:

Issue Description	Issue Consequence	Action Plan	Required Resolution Date	Issue Owner
Some of the GE23 workforce trying to access TUPU experienced problems getting into TUPU.	If there is no change the same problems may occur	GE23 experience has been documented for reference. ED Temp W (on boarding) and GETii (User profiles) to address.	Feb 26	Lisa ^{s9(2)(a)}
Online training content has been designed for access from a Laptop.	This may be an issue if the VP workforce want to use mobiles	Paper detailing current state produced and provided to Grace and Martin for consideration.	June 25	Under review

Out of scope

Dependency Management Plan

Dependencies will be captured and managed via the Dependencies Register located in the Programme RAIDDL. Dependencies will be reviewed at a minimum frequency of monthly and will be included in the regular Project Status Reports presented to the Programme Board.

Additional to the dependency register, dependencies will be captured in the Workstream schedule to show dependency key dates. As new dependencies are identified, these will be added to the Dependencies Register and the schedule.

Dependency Summary

To date the following key dependencies have been identified:

In Out	Dependency Description	Dependency Owner	Date Needed
■	Out of scope	■	■
IN	Instructions & Training content GE23 review/GE26 updates	Temp EDW	25 July 25
■	■	■	■
■	■	■	■
■	■	■	■
IN	Training Event Delivery Plans	VS, SEP, Enrol	1 Aug 25
IN	Instructions & Training content GE23 edits/GE26 updates	Post Election	25 July 25
■	■	■	■
■	■	■	■
IN	Instructions & Training content GE23 review/GE26 updates	Enrolment	25 July 25
IN	Instructions & Training content GE23 review/GE26 updates	Info & Ed	25 July 25
IN	Instructions & Training content GE23 review/GE26 updates	Election Finances	25 July 25
■	■	■	■
■	■	■	■
IN	Instructions & Training content GE23 review/GE26 updates	Services to Voters	25 July 25

Benefits Management Plan

The benefits identified will be managed and tracked in the benefits register within the RAIDDL. Progress reporting will be provided to the Project Board via the regular Project Status Report.

The Project Manager along with the Benefit Owner will track the deliverables of the Workstream that when delivered will achieve the desired outcomes and benefits. If during the delivery of the Workstream the benefits will be reduced or not achieved, an escalation to the Workstream Owner/Sponsor and Programme Director as soon as it is identified.

As the benefits of the Workstream will be realised after project completion, the task of ongoing reporting and monitoring will be handed over to the PMO and Benefit Owner.

Benefits Summary

The table below identifies the benefits expected from the change initiatives that have been approved for inclusion within the scope of the workstream. This document will be updated with the baseline measures once they have been concluded.

Benefit	Measure	Baseline measure	Anticipated Realisation Date	Benefit Owner
Reduce the risk of operational errors and inefficiencies	Tracking error rates, incident reports. Field reports, Final Reports,	TBC	Risk reduced from Feb 26	Anusha Guler
The workforce is prepared and capable of meeting job demands efficiently	Training completion rates, training skills assessments, and feedback.	None	Progressive benefit from Feb 26 to Nov 26	Anusha Guler
A motivated workforce, with increased productivity and reduced turnover.	Employee surveys, turnover and feedback from managers to assess how valued and motivated employees feel.	TBC	Progressive benefit from Feb 26 to Nov 26	Anusha Guler

Out of scope

Change Management Plan

The following changes have been identified and will be managed as part of the scope of the project:

Impact Area	Description of the change impacts	Impact Level	Action
EC core employees	New work required to support new document structure	Med	Function defined, discussion with programme for resource coverage
Election delivery workforce	This project will deliver instructions with a new look and feel. This may require specific outbound comms.	High	Incorporate Workforce Outbound Comms Plan
Processes	All processes which feed the Instructions must be updated to the new BPMN to ensure that the Instructions record and highlight the critical assurance points	Med	BET
Tech	Introduction of new SharePoint site as online home of content.	Low	Admin, including quality process will be produced
[REDACTED]	[REDACTED]	[REDACTED]	Out of scope [REDACTED]
[REDACTED]	[REDACTED] [REDACTED] [REDACTED]	[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED]	[REDACTED] [REDACTED] [REDACTED]	[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]

[REDACTED]
[REDACTED]

Constraints

The known constraints for this Workstream are:

Area	Constraints
Instructions	
Input	The input to the Instructional documentation is the associated business process. All processes which feed the Instructions must be updated to the new BPMN view to ensure that the Instructions record and highlight the critical assurance points.
Output	VS Operational Documentation (at least the content of Vol. One) must be ready for the Regional Managers by April 2025.
Resource	The Documentation Vendor requires dedicated attention from SMEs across the organisation, but particularly Voting Services to support the production of documentation.
Training	
Resource	Dedicated time with the SME is a critical requirement to the success of training. SME time is constrained by the number of other demands on those people.
Out of scope	
Applications	
Recon App	Expertise in this area is not currently held by our core team and is subject to a vendor engagement.

.

Assumptions

In planning this workstream the following assumptions have been made:

Area	Assumptions
Instruction	
Print	The newly digitised instructional documentation will not adversely impact the option to print manuals at the Electorate HQ if we decide to. This assumption must be confirmed, if this is untrue, we must document options and recommendations for approval.
Digital Solution	Initial discussions between IT and Sysdoc regarding the Process Zone SharePoint site indicate that it is not in conflict with the Commissions implementation of SharePoint.
Information Management	Initial discussion between IT and Sysdoc regarding defining and applying taxonomy and metadata indicate that the approach is not in conflict with the Commission's Information Management Plan.
Licensing	Initial discussion between IT and Sysdoc regarding the use of SharePoint sites (Process Zone) for online access to the instructions has no impact on the MS licensing structure planned for the Election Delivery Workforce.
Business Ownership	The Commission will advise which business unit owns Instructional documentation and a function to maintain standards into the future.
Workforce	Products produced by this project will be tested using a sample of the Election Delivery Workforce. Voting Services are investigating securing this workforce for a range of testing, the associated cost is covered by the Business area. The project will investigate access to sample workforce for the other business units, there may be opportunities to with the SEP casual staff and Enrolment scaling up for LBE25.
Training	
	Work is required to complete the assumptions associated with training. Work on training assumptions and principles is currently under consideration. When complete the assumptions will be added to this document.
Out of scope	
	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

Out of scope

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

New workforce instruction management process

The introduction of a new content management process requires a change to the current workflows. That process will be produced by Sysdoc in consultation with the Commission. Sysdoc will, if approved by the programme board, complete the upload and metadata tagging of that content and complete a formal handover in early October 2025. At that point the Commission must be ready to manage the content through to the conclusion of the Election, ensuring quality and content integrity.

To prepare the Commission for the handover Sysdoc will train the allocated person to ensure effective handling of the new system and processes. This person will be accountable for the ongoing management of the content through to the end of 2026.

Workforce and Recruitment Plan

June 2025 0.4 Draft

Version	Issue date	Changes
V0.1	2/4/25	First draft for key stakeholder's review
V0.2	9/4/25	Review Owner and Programme Director
V0.3	11/4/25	PB Feedback
V.04	6/6/25	Updates based on feedback, stakeholder review

[illegible]

Name / Position	Signature	Date	Version
Lucy Hickman / Project Owner		18/6/25	v0.6
Emily Redmond / Programme Director		18/6/25	v0.4
Governance body (Programme Board or Steering Committee)	Insert governance body meeting date and link to minutes		

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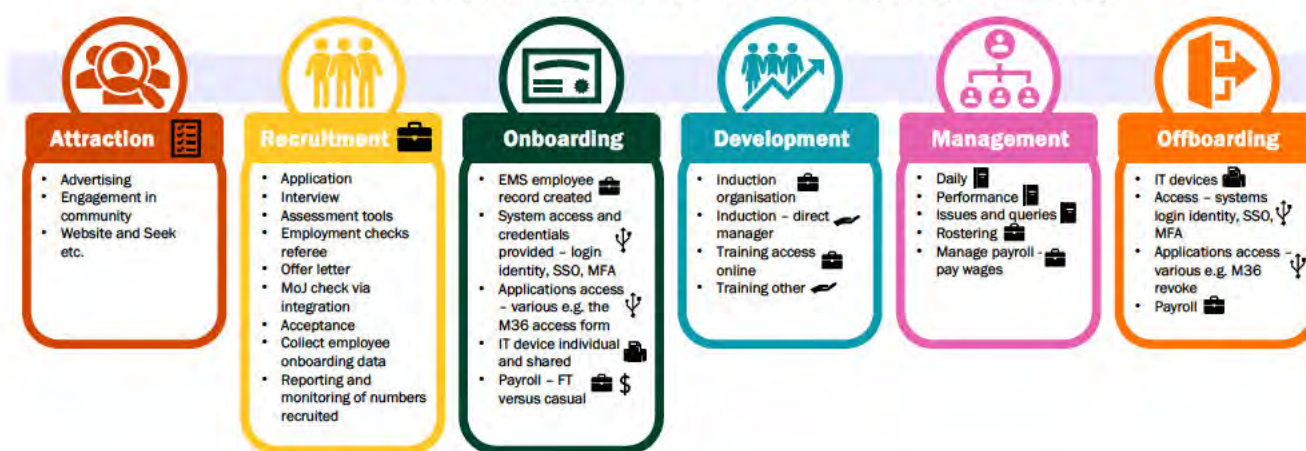
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1. Purpose of the plan

The success of a general election relies upon recruiting a large, high-quality workforce within budget. This document sets out the Commission's workforce and recruitment plan for the 2026 General Election. It will guide the Commission to plan and improve the recruitment and the experience for the election workforce. **Out of scope**

This diagram represents the stages of workforce planning and illustrates the connection between different areas of the GE2026 Programme and the business that contribute to the experience for our people across the lifecycle.

Workforce planning (Election Delivery Temporary Workforce)



Workstream symbol code

\$ BAU Payroll	 Election Delivery Temporary Workforce	 Operations manual	 Election Delivery Temporary Workforce - Casuals
 IT	 Support for EDTW	 GETII	 Recruitment plan

Electoral Commission Workforce Overview



Core employees - Core employees are the permanent staff of the Electoral Commission who manage ongoing operations outside of electoral events. They are responsible for maintaining the electoral roll, running voter education programmes, and preparing for future elections.

Temporary Election Workforce – Employed on casual or short fixed term contracts by the Electoral Commission and have specific roles directly relating to the delivery of election events.

Out of scope

2. Background

Out of scope

It is also informed by the actionable and practical National Office lessons learned. This information is compiled at [Appendix 1](#).

Reference to the recommendations from the Office of the Auditor General report on the 2023 General Election are in [Appendix 2](#).

3. Objectives and outcomes

Our Statement of Intent includes an objective “to enhance the recruitment system and workforce strategy to ensure the Commission attracts and the right number of staff with the appropriate skills and experience needed to effectively deliver electoral events.” To work towards this in 2026, we are aiming for the following key results:

WORKFORCE OBJECTIVES	To recruit the right people with the right skills in the right place at the right time within budget constraints, and reflective of the communities they		To simplify the processes and systems we use to attract, onboard and recruit people for the GE26 to increase the likelihood of people wanting to join us and participate in the event.	
OUTCOMES	Recruitment activities are within the budget of \$68.21m and any additional spending is controlled under a managed contingency plan.	We will receive 85% feedback from candidates their experience would lead them to work for the Commission in the future.	Changes to recruitment numbers are managed and updated in the RP so that we maintain a solid foundation that reflects what we are doing and the impacts.	We accurately record the number of roles and people who work on a temporary basis for the 2026 General

Our managers have used the document as the source of truth and have felt that it is improved from the previous election and has resulted in a more joined up approach to recruitment for an election.

We have evidence that the advertising approach improved the interest in roles across the motu and that we had a better response from the areas that have experienced difficulties attracting and retaining talent in the past.

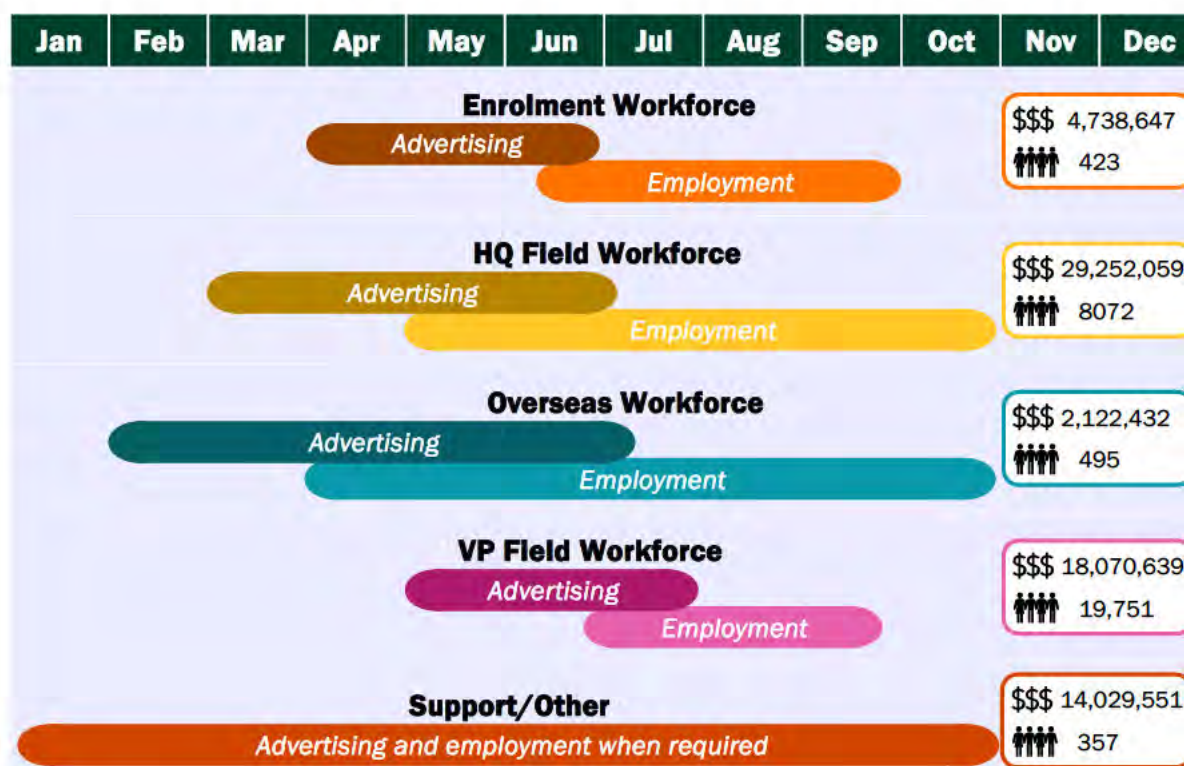
4. Constraints and assumptions

Are available at [Appendix 3](#).

5. Financial estimate and recruitment timing

The information related to people and cost is illustrated below and represents the temporary workforce against an estimated 2,726 voting places, open for a total of 56,860 hours over 12 advance voting days and 1 election day, to process 3,078,985 votes including referendum.

Note this is based on the current budget and does not reflect the operational settings which still need to be considered for the 2027 financial year. When these are confirmed a review of this profile will be required including agreement on delivery options for the 2026 General Election.



Advertising budget

Description	Budget assigned	FY26	FY27
National advertising campaign	Communications and Education	\$120,000	\$500,000

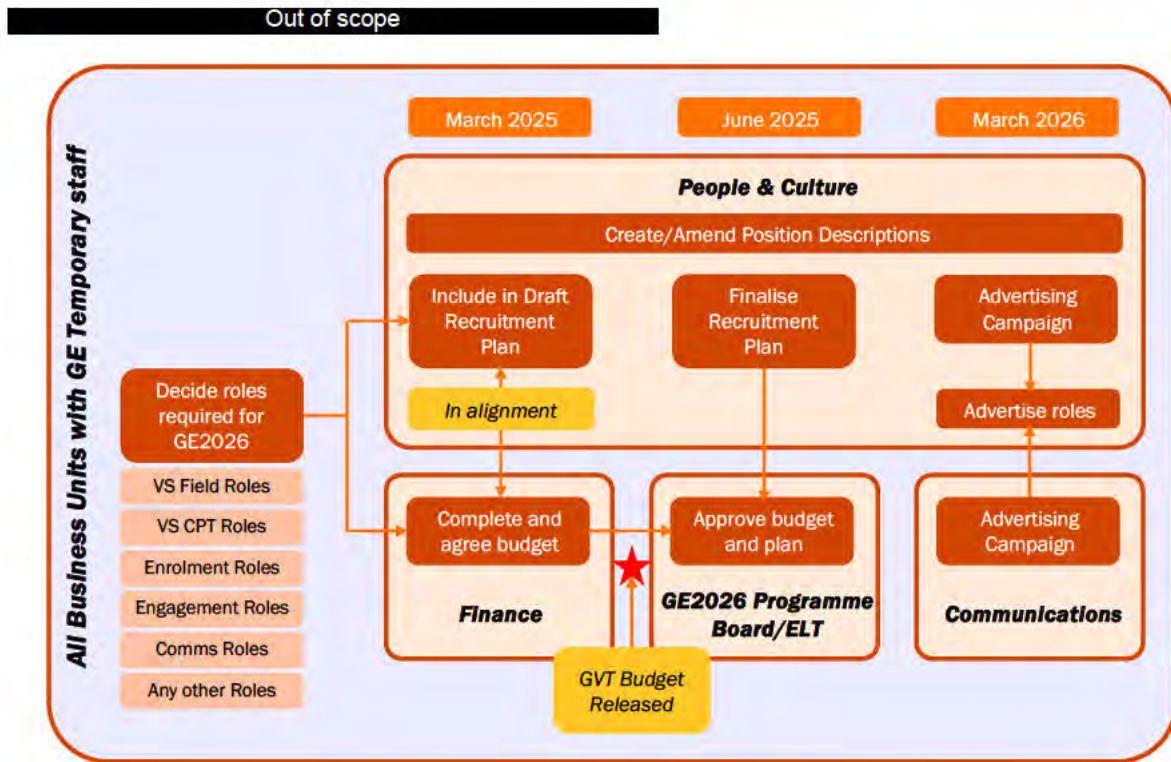
P&C advertising	P & C	\$105,000	\$155,000
Total		\$225,000	\$655,000

- [REDACTED]
 ■ [REDACTED]
 ■ [REDACTED]

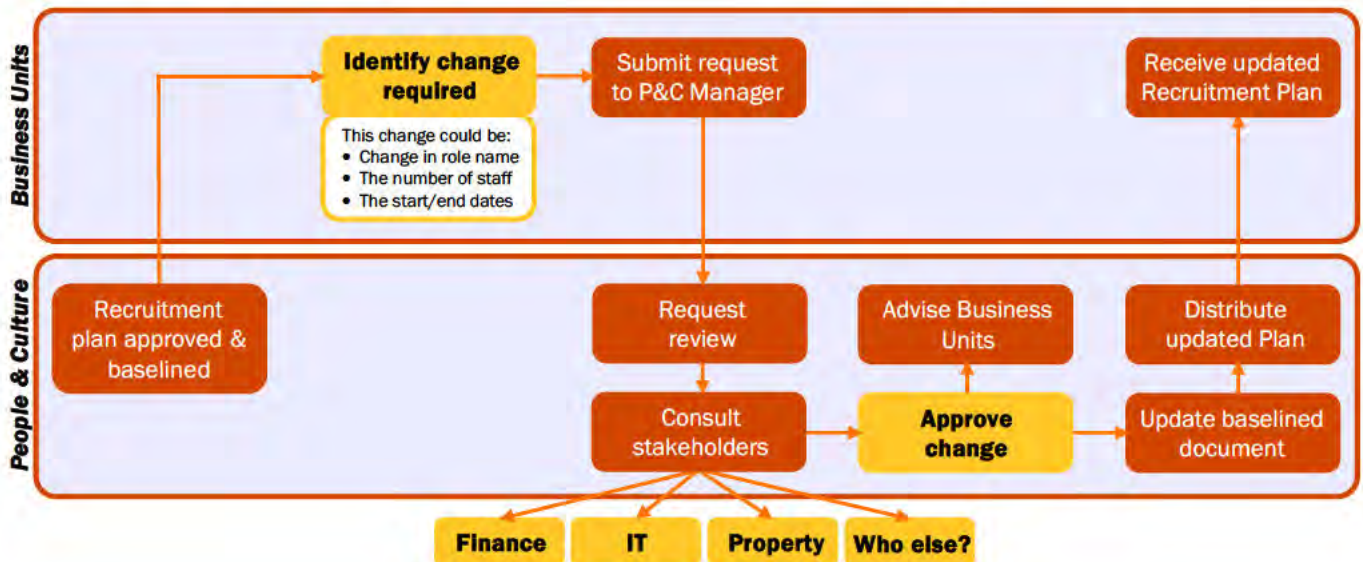
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7. Processes for recruitment EDTW

The following process flow shows the connection between the budget process and the Recruitment Plan, recruitment activities at a high level.

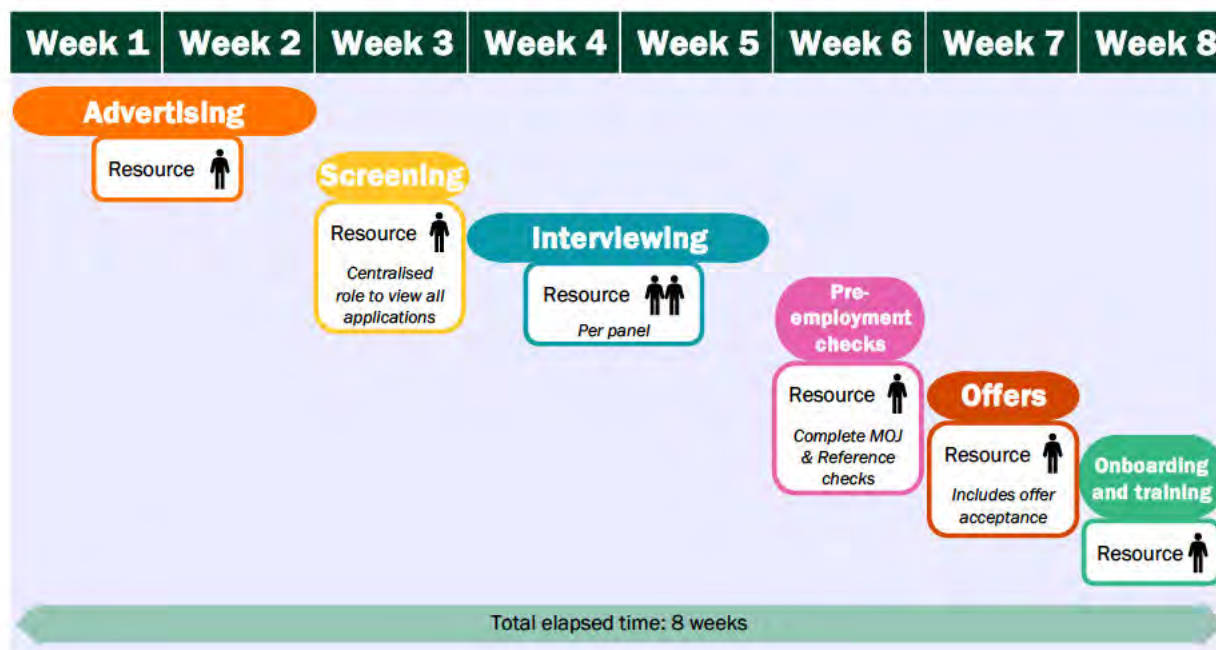


Process for workforce and recruitment plan changes after June 2025



People and Culture process for Election Delivery Temporary Workforce recruitment

The below illustration is the timeline for recruiting our temporary election workforce. It provides the business with a clear view of what is required from them to support planning with People & Culture and highlights the time required to run a successful recruitment campaign.



8. Communications approach

The communications approach for the 2026 General Election is expected to cover a few different channels to best reach a wide range of people. Outside of the advertising detailed on page 11, the communications approach should also consider:

- Leveraging previous workforce (alumni) and active profiles on SnapHire via email.
- Utilising Strategic Engagement and Partnership's existing relationships and networks and providing collateral to share with people about working in the 2026 General Election.
- The ability to initiate recruitment drives in local communities and the tools needed to do so, such as content that can be adapted into newsletter content or Facebook community group content.
- Recruitment drives can be run in conjunction with other agencies, for example the recruitment drive held in Christchurch in 2023 with the Ministry for Ethnic Communities.
- Clear agreement across the organisation about what resources and materials will be created to support recruitment.

Communications to the temporary workforce

It is expected that in 2026 we will create a communications plan to support us to keep our people informed about the recruitment campaign and set guidance and expectations.

This plan will include:

- Guidelines and templates around how and when to contact candidates.
- Privacy guidelines.
- Key messages for the 2026 General Election recruitment campaign to facilitate our people talking to others about working at the Commission.
- Where to go for additional support.
- What to expect from the nationwide advertising campaign.
- What is different in the 2026 General Election (this could include changes to services, changes to our systems ie SnapHire and ECHO, and changes to process).

9. Attraction and Recruitment Approach

To ensure a successful workforce plan for the General Election 2026, we need a robust and multi-faceted sourcing approach. By diversifying our sourcing methods, we aim to attract a broad and inclusive candidate pool while maintaining efficiency and cost-effectiveness.

How we will engage people to work at the election	How we'll do it
Job board advertising targeted to specific groups and areas	Post roles on high-traffic job sites such as Seek, Trade Me Jobs, and the Electoral Commission's careers site. We will also use niche job boards that reach specific communities (e.g., Mahi.co.nz for Māori jobseekers, Pasifika Proud, Workbridge for disabled jobseekers). Targeted listings will include location-specific keywords and inclusive language designed to attract a diverse range of applicants.
Re-engage previous election workers for all roles	We will use SnapHire to identify and segment past workers based on role type, performance, and location. Those eligible and not unsubscribed will be contacted early via tailored email campaigns. Each communication will offer a simple, one-click path to express interest and update personal details. Where possible, phone outreach will supplement emails for key roles.
Build and manage talent pools in SnapHire	We are working with the SnapHire team to test the concept of having past election workers categorised into talent pipelines in SnapHire – such as Returning Managers, Experienced Voting Place Workers, and First-Time Applicants. These pipelines would be used to send role-specific alerts and updates, helping us maintain engagement and fill priority roles faster.
Consider setting up on the ground recruitment centres	Temporary recruitment hubs could be set up in areas where digital engagement is low or where we've previously had challenges recruiting. These centres would offer face-to-face support for people to apply online via tablets or kiosks. Initial discussions have been had with the business and this concept will be dependent on other factors that are still to be confirmed e.g. lease arrangements for voting places in malls.

How we will engage people to work at the election	How we'll do it
Use relationships across government and community organisations	Supply collateral and key messages to government partners, iwi, local councils, and community groups so they can share job opportunities through their own networks and newsletters. We will provide easy instructions for directing people to our SnapHire site.
Attract diverse groups that represent New Zealand	We will post roles on diversity-focused job boards and work directly with organisations that support Māori, Pacific peoples, migrants, youth, and disabled jobseekers. Our job ads will be reviewed to ensure inclusive language, and job descriptions will include statements encouraging applications from all backgrounds.
Kaupapa Māori Voting Place recruitment	We will work with the Māori Advisory team, Te Pouwhirinaki Māori, SEP and Regional Managers to define the process for attracting and recruiting into these specific voting places.
Ensure a culturally competent workforce	We will build cultural competence into the recruitment and training journey. Job adverts will state the expectation to apply basic te reo Māori (e.g., greetings, pronunciation of names). SnapHire screening questions and interview questions will be asked in relation to cultural competence and willingness to use basic te reo.

Advertising

There are three aspects to the Commission's 2026 General Election recruitment advertising:

1. National advertising campaign lead by the Communications and Education team. All advertising drives people to the Commission's careers site. The funding sits within the People and Culture budget.
2. Recruitment-specific advertising for roles on platforms such as Seek, jobs.govt.nz, Student Job Search and the Commission's website which is led by and sits in the People & Culture budget.
3. Locally organised advertising specific to the region or electorate will be on a case by case basis. Contingency plans will be a consideration should certain areas struggle with recruiting the right amount of people. Decision making on local advertising will be between Regional Manager, Manager People and Culture and Finance.

National advertising campaign

The recruitment national advertising campaign plan is a key component of the Commission's overall communications strategy for the 2026 General Election and further detail will be provided as that strategy is developed.

10. Contingent Workforce Plan

This is focused on planning for the potential people requirements during election year to support fluctuations in demand based on recruitment shortfalls and other events that may impact on the availability of people to support the election.

Early Workforce Planning and Training

- Identify and train National Office staff early, ensuring they are ready to be deployed as needed.
- Develop a process to alert RMs and EMs about available trained staff for deployment.
- Involve SEP staff early in planning, leveraging their status as internal employees for easier deployment and training.
- Set clear expectations for all staff on roles, responsibilities, travel, and timing, aligned with Finance approvals. These accountabilities will be included in position descriptions and regularly monitored through reporting.
- Gather data about demographics such as unemployment to understand the environment we are recruiting in.

Scalable Recruitment Support

- Engage a recruitment agency to provide surge support, allowing for rapid hiring if demand increases.
- Recruit an initial wave of staff internally, with the agency ready to scale up hiring if required.

Coordinated Logistics and Contingency Planning

- Monitor recruitment metrics closely to allow for early interventions.
- Run regular stand-ups with Regional Managers (RMs) to monitor recruitment progress and identify emerging gaps.
- Work closely with RMs and EMs to flag electorates experiencing attrition or hiring issues and act early.
- Monitor recruitment metrics closely to allow for early interventions.

Local and Environmental Considerations

- Maintain a National Events Calendar (e.g., local shows, road closures) to anticipate regional challenges. [National Events Calendar.xlsx](#)
- Develop guidelines for remote staffing and offer online training options for hard-to-fill areas.
- Plan early for accommodation solutions (e.g., motels, Airbnb) in electorates with long travel times or limited local candidates.
- Use community engagement where we can boost applications.
- Redeploy trained staff from neighbouring regions as needed.
- Keep a list of internal staff who can step into key roles at short notice.
- Provide transport options for workers in populous areas to travel to remote regions to support recruitment.
- Arrange short-term accommodation for staff working away from home.

- Build and maintain an overflow pool of trained staff for last-minute or emergency needs.
- Identify individuals capable of performing multiple roles and ensure early training.
- Make a national call-out early to train staff who can be deployed quickly.

Areas difficult to recruit or retain for 2023 General Election

The team have done some analysis of the areas that were difficult to recruit and retain people in at [Appendix 7](#). Further work will be progressed with the Regional Managers to understand what can be done to support recruitment in these areas as part of the contingent workforce plan.

Out of scope

[REDACTED]	[REDACTED]	[REDACTED] [REDACTED] [REDACTED]	[REDACTED]
[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]		[REDACTED]	[REDACTED]
[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]		[REDACTED]	[REDACTED]

12. Analytics and reporting

The reporting of progress to recruit the bulk roles was developed as part of the SnapHire project and used the new capability (Tableau) implemented by the Data and Insights team during the cycle.

As part of the SnapHire project and the Workforce and Recruitment Plan we will be looking at how we can improve on the reporting through additional flags, setting measures that provide

triggers for intervention and support, create a more consistent view of the numbers across the different data sets.

2023 General Election dashboard to be reviewed and improved

This dashboard was last updated
8/10/2023 with final GE 2023 data.

Electoral Commission GE Recruitment

[Dashboard Help](#)

Number of Positions:
23,550

Number of
Applications:
47,542

Number Hired:
23,289

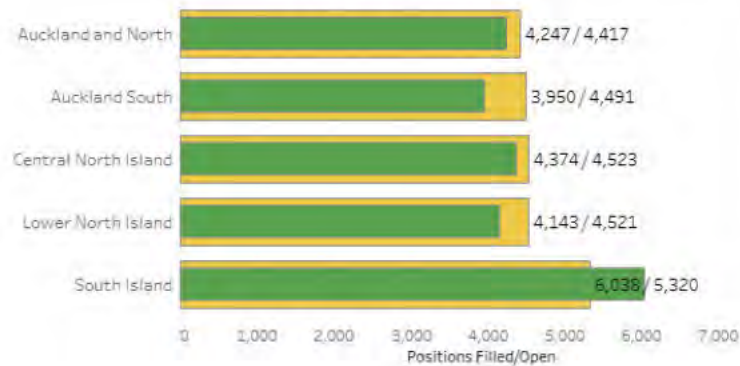
Percentage of
Positions Filled:
99%

Percentage of
Offers Accepted:
98%

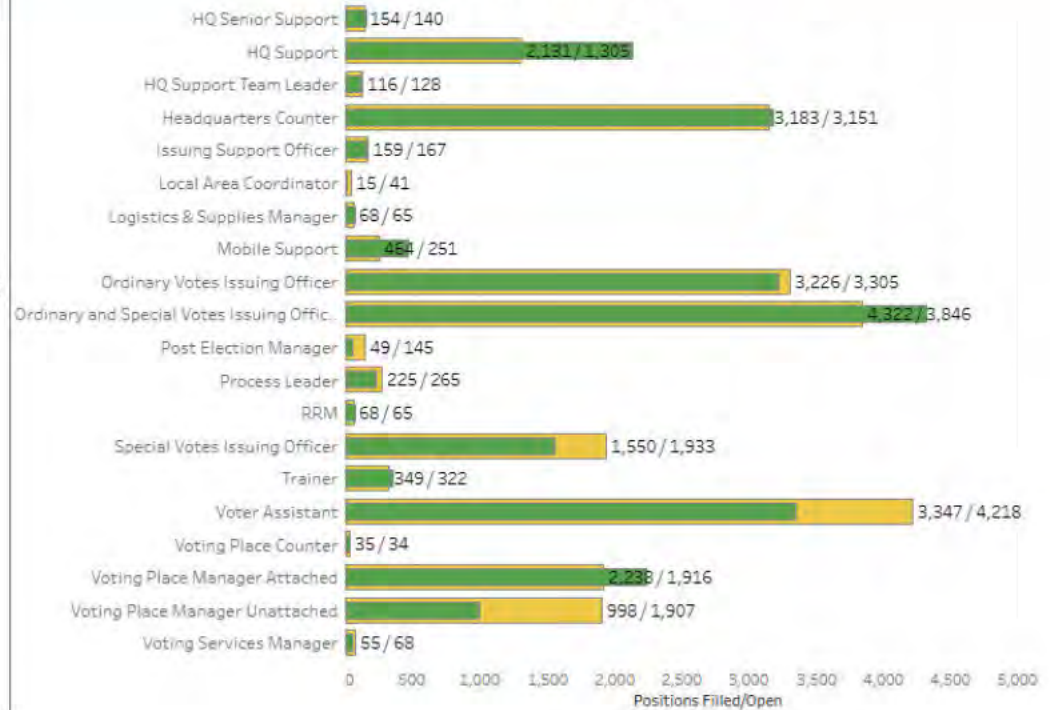
Total Number of Applications/Hired



GE 2023 Positions Filled



GE 2023 Electorate Positions Open/Filled



EC

and activated for the app to work.

me

Dashboard Hel

Chart Type

Applications

Business Group

All

[More about voice access](#)
[Microsoft Privacy Statement](#)

Date Start

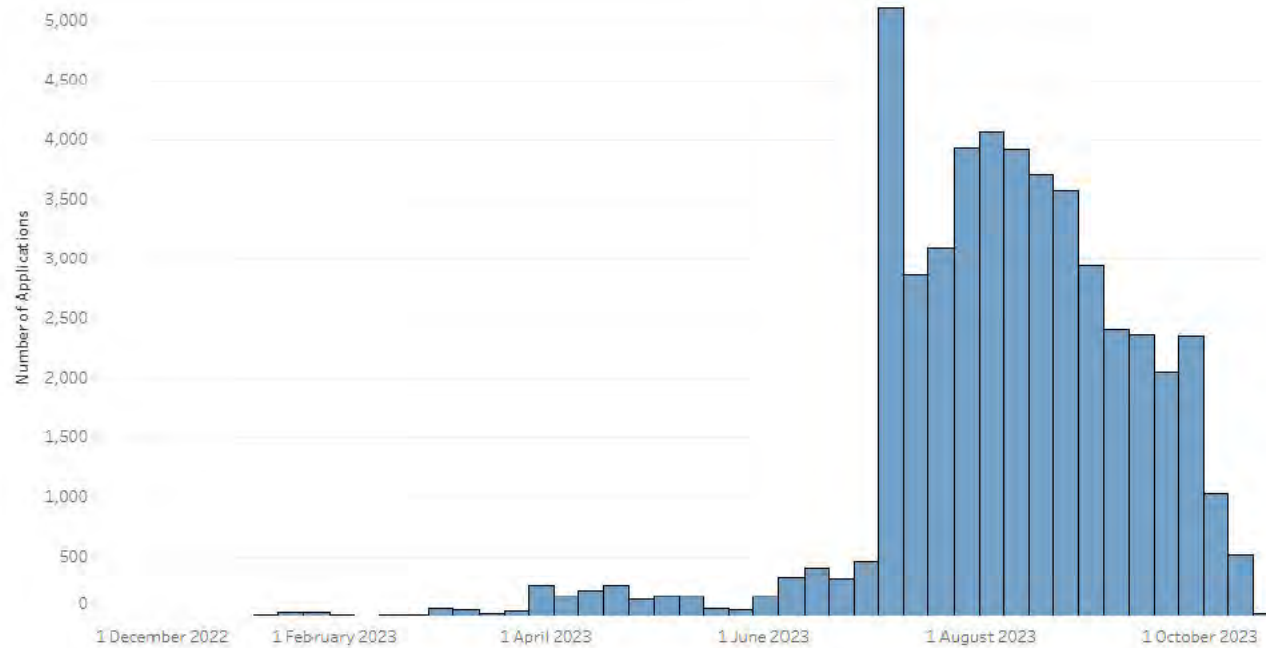
28/11/2022

Date End

4/06/2025

Applications

28 November 2022 - 4 June 2025 (Weekly count)



Electoralates		Applications
	27/03/2023	181
	3/04/2023	133
	10/04/2023	187
	17/04/2023	255
	24/04/2023	127
	1/05/2023	176
	8/05/2023	150
	15/05/2023	8
	22/05/2023	12
	29/05/2023	22
	5/06/2023	194
	12/06/2023	316
	19/06/2023	195
	26/06/2023	297
	3/07/2023	5,044
	10/07/2023	2,847
	17/07/2023	3,003
	24/07/2023	3,868
	31/07/2023	4,041
	7/08/2023	3,822
	14/08/2023	3,632
	21/08/2023	3,472
	28/08/2023	2,895
	4/09/2023	2,360

14. Appendices

Appendix 1: Lessons learned, and improvements

A review of the lessons learned data and feedback is summarised here:

- **System usability:** Managers struggled with SnapHire's multi-step process, which slowed down recruitment.
- **Timing issues:** Regional Recruitment and Rostering Managers (RRMs) started after most advertising had begun, creating a heavy workload and limiting their ability to influence early recruitment efforts.
- **Candidate management:** A lack of visibility across electorates meant that candidates applied for multiple roles, leading to additional time spent reviewing unavailable applicants.
- **Delays in contacting candidates:** Roles were advertised in July, with some not starting until October. Some candidates were not contacted for up to two months, increasing enquiries and administrative burden.
- **Staff shortages:** Some areas lacked suitable numbers of staff, requiring Commission National Office staff to be deployed to voting places on election day.
- **Contingency planning:** There was no structured plan to address staff shortages, leading to reactive rather than proactive solutions.

2023 National Advertising learnings

- Mass targeting is required to deliver the applicant numbers needed. Once the mass reach channels were planned, we were able to upweight budget toward priority audiences to ensure a diverse representation.
- A strong media approach meant we met our applicant and reach targets in the advertising campaign.
- A contingency budget of \$50,000 allowed us to pull levers when required, upweighting electorates that hadn't received enough applicants. In 2023, this was Invercargill, Waitaki, Southland, Kaikōura, Rangitikei, Mana, Remutaka, Taranaki King Country, East Coast and the Wairarapa.
- The sooner we hear that a region or electorate is not getting enough applicants, the more we can do. Likewise, when advertising can be 'switched off' because there are enough applicants, that allows us to redirect spend elsewhere.

In the lead up to the 2023 General Election decisions were made about **how to recruit** some of the larger groups of temporary staff required for processing and enquiries, community engagement. Some of the lessons from this were:

- s9(2)(g)(i)
- People were employed on a fixed term basis and finding people to replace people who did not turn up became hard.

- We still needed a team to manage the recruitment for the Enrolment team which was costly and time consuming.
- Going forward it would be more efficient and cost effective to do this recruitment ourselves and have a dedicated RRM or equivalent to work with these teams to support their recruitment.
- This would allow us to effectively share candidates across groups and reduce competition for people.
- During the GE23 we had areas that struggled to staff voting places fully, this put extra stress on a few people. Our lack of a contingency plan was noted as an area of improvement. To successfully deliver GE26 we must take a proactive and flexible approach to recruitment. This means starting early, building capability across the organisation, and putting in place contingency plans to respond to unexpected changes. This includes early planning and training, targeted recruitment support, workforce logistics, and smart use of available resources.

Improvements

SnapHire

The project is a result of lessons learned during GE23 when the SnapHire tool was delivered and used for the first time in an election, including the integrations. The changes that are being made should simplify the process for the recruiter and the candidate. Some of the issues were:

- SnapHire was an issue for many applicants, we need better instructions for people about how to apply and provide more clear support pathways so people can resolve their issues quickly.
- Remove the register your interest button.
- Have a simpler way for candidates to apply and remove the need for a CV and cover letter.
- The use of paper applications was not widely used at GE 23, mainly because of the time to complete the process and other pressures on RRM's.

The changes as outlined in the Detailed Design document are:

1. Improve the workflow for recruiting by reducing the number of buckets and removing the requirement for a variation when people on the same hourly rate move between roles in the same electorate.
2. Simplify the search parameters for the applicant to remove the split between GE and non-GE roles, this includes locating the area without the need for complex trees.
3. Reduce the questions asked of the applicant in the early stages of applying for roles.
4. Remove the need for candidates to download and upload paper in the onboarding process (IR330 and KiwiSaver forms).
5. Review all candidate communication as well as implementing automated reminders.
6. Review all templates and improve the content.
7. Remove registration buttons in places and at times they are not required.
8. Reduce the number of steps required to approve recruitment into a role.
9. Tidy up the recruitment flow through small configuration changes.
10. Review the reporting and responsibilities for monitoring recruitment as it progresses.

11. Review and adjust the integration layer to improve flow and fix issues identified during GE23.

Voting Services field

- Regions have been reviewed and changed to reduce the number of direct reports for RM's and make face to face engagement more achievable due to shorter travel times.
- *To add more as we get updates.*

Post Election

- extend the timeframes of the key roles that are critical to the successful delivery of post-election activities in the HQs.
- Four key HQ roles, in addition to the Electorate Manager, are identified as having critical accountabilities and responsibilities during the post-election period to ensure the successful delivery of official results.
- These roles include the:
 - Post-election Manager (PEM)
 - Official Count Process Leader (OCPL)
 - Special Vote Process Leader (SVPL)
 - Dual Votes Process Leader (DVPL)
- Extending the number of hours allocated to the PEM and Process Leader (PL) roles has the key purpose of:
 - o Removing the expectation that a person can prepare for a critical post-election role while also undertaking another substantive role (this is the case for the PEM role in particular)
 - o Removing the expectation that training is only a one-off, timebound event and growing the expectation that training is a broader approach of embedding learning (e.g. with additional eLearning, hands-on activities and the Post-election Dress Rehearsal)
 - o Giving these roles the responsibility for preparing for and participating in the Post-election Dress Rehearsal, as part of embedding their training and providing an opportunity to assure that roles are well understood (noting that previously only the PEM participated in the dress rehearsal, with many of the key preparations being assigned to the LSM)
 - o Taking pressure off other roles that are focused on getting ready for voting, so that post-election preparations occur in a different stream of work (e.g. the LSM).
 - o Specifically for the PEM role, it also extends their role to cover the preliminary count.

Overseas

- Improvement on PD's. Reflect accurately what is happening.
- Improvements in the approach to recruitment and to ensure they are included in recruitment planning activities.

Enrolment

- The main changes for the enrolment team are having more staff and Quality Assurance staff to better manage the number of enrolment enquiries. Initiatives include:
- Surge capacity staff mixed with fixed term staff to allow surge in enrolments to be better managed.
- Two shifts, having a day and night shift to ensure enrolments can be managed within deadlines.

People and Culture

Generic role descriptions will bring a few benefits including:

- Reduction of variation letters, (over 6000 in 2023)
- Easier process to manage job allocation making a smoother process for users.
- Easier for reporting purposes
- Greater workforce flexibility.

Checks – what roles are we comfortable to not have reference checks for, in what cases are there exceptions, pros vs cons. How do we pick up on people that move to a different role? What do we do with previous /returning workers. Red flags in SnapHire.

How we manage casual staff in mana enhancing way if they are causing issues.

Nga Maihiotera and feedback from GE23

We are about to recommence engagement with Services to Māori and the Māori Advisory team to weave in the actions and improvements that have been identified and what can be done for GE26.

The Recruitment Plan for the 2023 General Election took some time to be completed and there were issues with:

- Scope of the plan and expectations related to this.
- The roles and responsibilities in relation to recruitment of the temporary workforce were not clear/documented. Timing and planning were not fully considered and communicated.
- There was little to no alignment between the recruitment plan and budgets
- No clear process for approval of roles.
- There weren't data insights to support when different roles were required to start in relation to election day.

Problem statements from National Office Lessons

Processes were complex and overly manual, not always documented and often not user friendly, which contributed to a lack of collaboration and cohesiveness in our delivery and increased our risk profile.

Appendix 2 - Office of the Auditor-General recommendations

The Electoral Commission faced significant challenges in recruiting for approximately 24,000 temporary roles. Traditionally relying on retirees and students, the Commission struggled due to the temporary nature of the work, modest pay, and election timing.

Key points include:

- **Recruitment Needs Assessment:** The Commission used dashboard reports and feedback from electorate managers to assess recruitment needs but lacked a comprehensive process for senior managers to quickly identify and address staffing gaps.
- **Online Recruitment System:** Introduced in May 2023, this system reduced some risks and manual steps but was seen as complicated and time-consuming by some users, potentially discouraging applicants, especially older ones.
- **Timing and Training:** Delays in recruitment affected access to online training materials. Integration with other systems was not fully anticipated, causing access issues for some staff.
- **Role-Specific Challenges:** Difficulty in recruiting experienced Electorate Managers and other critical roles, particularly in rural areas. Post-election roles require different skills, and better guidance on these is needed.

Recommendation: The Electoral Commission should review personnel requirements, recruitment and training processes, and contingency planning to address staff unavailability, system outages, and fatigue.

Appendix 3 – Constraints and Assumptions

Constraints

Environmental Constraints: The labour market will be monitored to understand the likelihood of attracting people leading up to the election and what factors may be influencing this so that we can plan our approach to the communications campaign and other levers such as relationships in the wider government sector and the community.

Assumptions

Out of scope

13. We will implement changes based on the recommendations of the Office of the Auditor-General's within an acceptable risk tolerance level and budget constraints.

Appendix 7 – Areas difficult to recruit or retain

Electorates	Specific locations (if provided)	Commentary
Northland	Kaitaia, Kerikeri, Kaikohe, and Dargaville in particular	
Whangārei		
Kaipara ki Mahurangi	Warkworth, Wellsford, Pt Wells, Tomorata, Te Hana, Omaha, Mahurangi East, Matakana, Taporā, Helensville, Huapai, Kumeu, and Waimauku in particular	
Coromandel		
East Coast		Discussions with RM from last GE indicate that the issue was with retention rather than attracting applicants.
Rangitīkei		
Wairarapa	Masterton, Pahiatua, Eketahuna, Woodville, Dannevirke, Waipukurau, Waipawa, and Takapau in particular	
West Coast-Tasman	Haast	
Kaikōura –	Kaikoura and Cheviot in particular	
Waitaki	Twizel	
Taieri –	South Otago, Balclutha, Warepa, and Milton in particular	
Invercargill	Dacre and Orepuki in particular	
Southland	Gore/ Eastern Southland, West Otago, and Winton in particular	

Election Delivery Temporary Workforce (EDTW)

Project Management Plan

Version 0.1

June 2025

DRAFT

Document history

Version	Issue date	Changes
VO.1		First draft, distributed for review/feedback
		distributed to review group for review/feedback

Document review

Out of scope		
		-
		-
		-
		-

Document sign-off

Endorsement

Name / Position	Signature	Date	Version
Project Owner/Sponsor	Lucy Hickman		
Project Lead/Senior User	Sophie O'Donnell		

Programme Director	Emily Redmond		
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Approval

Name / Position	Signature	Date	Version
Programme Board			

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Benefits Management Plan	26
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[REDACTED]

[REDACTED]

[REDACTED]

Introduction

The purpose of a Workstream Management Plan (WMP) is to outline how the project will be executed, monitored, and closed. The plan also records key baselines for scope, deliverables and schedule against any changes to the plan which will be managed through variation management.

It is the responsibility of the Project Manager to complete the W/PMP and keep it updated through the life of the workstream/project. Formal updates should be considered under the following scenarios:

- Commencement of a new planning phase
- Changes that need to be made to the baselines in the approved plan
- The workstream/project is experiencing significant issues with delivering the current approved plan.

Workstream/Project Overview

This workstream is about defining the temporary roles that are required for GE2026 and recruiting the right people at the right time with the right skills into these roles. This includes simplifying roles and improving processes to optimise the work experience.

The Election Delivery Temporary Workforce workstream seeks to bring the different areas of the business together to resolve the problem of working in silos and duplicating effort to recruit and manage our workforce and contributes to the Commission's strategic objectives by implementing a solution that will build our capability and prepare for an election, the majority of the Workstream delivery cost is to be finalised as part of the budget process and will be completed after budget day.

The workstream will be funded through existing baseline, and the SnapHire Project will be funded through the improvements bucket.

Background

The following briefs have been submitted to governance and the decisions were:

Overarching Brief (Approved).

The work within the brief covers all temporary workforce scope that is not being completed as part of a specific project. This encompasses the Workforce and Recruitment Plan for GE2026 which is a key artifact that supports the organisation to get the right number of people at the right time, within budgets.

Since the brief phase the decision to wrap 2 projects back up to this work has been made:

1. Role Simplification (Approved to go to detailed design with consideration of the amount of change), later agreed that Detailed Design will not be required.
2. Rostering (Option 1 was approved to go to detailed design, Option 2 not considered achievable for GE26). Later agreed that Detailed Design will not be required.

The SnapHire tool and integrations was approved to go to detailed design and has since been approved to move to the next phase, readiness (Test and Rehearse).

Lessons Learned and strategic alignment

Please refer to the Project Brief and/or the Detailed Design Document (DDD) for a record of what problems and issues the workstream/project will resolve and the strategic alignment.

[Role Simplification and Improvements Final.docx](#)

[Rostering Brief FINAL v0.4.docx](#)

[SnapHire Improvements and Integrations Brief Final.docx](#)

[Workstream Brief for Election Delivery Temporary Workforce Final.docx](#)

[Detailed Design SnapHire Tool and Integrations Final.docx](#)

Workstream/Project Objectives

This workstream has the following objectives:

1. Review the information provided from lessons learned and surveys completed that relate to the EDW (Temporary) workforce. Prioritise the fixes by benefit and risk and measure by percentage resolved.
2. Focus on achieving the workstream objective of making sure we have the right people with the right skills at the right place at the right time.
3. Improve the education and implementation planning related to HS&W in the field and report on this during the election and after the surveys have been completed.
4. Work across the organisation to ensure that security requirements are well understood and that accountability for the individual parts is clear.
5. To design our roles in a way that means we can quickly and efficiently share our temporary workforce across the commission to support the delivery of an electoral event.
6. To reduce the workload across the management roles in the field, to enable them to focus on operational oversight and the people.
7. The structure and tools provided to the field make the roles more attractive and easier to recruit, the cost of the election delivery people is reduced.
SnapHire Project
1. Contribute to the improvement of onboarding for the temporary workforce and our managers by addressing the back-end integrations between SnapHire, EMS, TUPU, and AD.
2. Fix some of the problems that result from the way SnapHire was configured in GE2023 with the aim of making the process and experience as efficient and effective as possible.

3. Improve the experience for the job applicant by making the application process appropriate for the type of role they are applying for, consider feedback from GE2023 alumni and whether we can recognise their experience in the process.
4. Improve searchability for roles based on locations and type, tailor communication the applicant receives to improve the clarity and purpose of it as well as improving the use of te reo Māori.
5. Review and improve the applicant questions so that they are relevant and appropriate to the role being applied for e.g. Issuing Officer versus Electorate Manager.
6. Reduce the number of stages in the process required from the applicant and reduce the number of uploads required.
7. Reduce the number of variations generated when moving current employees from one role in an electorate to another.
8. Simplify on call provisions for voting place workers.
9. Enhance reporting from SnapHire and in Tableau so that electorate specific reports and governance reports provide better information to monitor progress toward recruitment targets.

Scope Management Plan

Scope management for the Election Delivery Temporary Workforce (EDTW) workstream will be the sole responsibility of the Project Manager. The scope for this project is defined by the Scope Statement, Work Breakdown Structure (WBS). The Project Manager, Business Owner/Sponsor, and Stakeholders will establish and approve documentation for measuring project scope which includes deliverable quality checklists and work performance measurements.

Changes to workstream scope outside [Programme Tolerances](#), will be managed via the programme variation management process.

The Business Owner/Project Sponsor is responsible for formally accepting the project's final deliverable. This acceptance will be based on a review of all project documentation, testing results, beta trial results, and completion of all tasks/work packages and product functionality.

Project Scope and Exclusions

The following items are in scope and specifically excluded from scope.

In Scope
The workstream will review the current end-to-end process and LL from GE2023 to identify opportunities to improve the experience people have with us in terms of recruitment and employment.

In Scope
People who are brought into the organisation with the sole purpose of preparing, delivering, finalising, and supporting an event. • Fixed Term • Secondments • Contractors • Casuals • Temporary Agency staff • Justices of the Peace • Interpreters.
Engage with the business and review/update documentation used to recruit and onboard/offboard our temporary workforce including templates, emails, and contracts.
Review and recommend changes to policy that would support the unique nature of the events so that we have a wider pool of people to draw upon.
Work with government agencies to remove barriers to working on the election for job seekers and students.
Health, Safety, and Wellbeing considerations and Guardrails review/action plan.
Lead the improvements to onboarding and offboarding alongside the projects touching on this process, at a minimum make changes to the manual nature and re-education of our people.
Work across the Commission to complete a Workforce and Recruitment Plan for GE2026 that also includes Communication and how we do this with applicants and alumni.
Review of LL for payroll (CHRIS21) and make essential improvements within constraints of current version including EMS.
Review lessons learned from GE23 to address, where practical, the issues experienced for key management roles in the field in relation to workload and hours.
Consider other electoral approaches internationally, especially Australia and consider how it might be applied to our context.
Simplify the roles to facilitate a better experience for the candidates and the hiring managers by enabling a reduction in the complexity of SnapHire and end to end process for recruitment.
Consider the options for centralizing administration and specialist work, and how that reduces the workload for HQ's and Electorate workforce, including options and costs, benefits.
Identify and recommend other options to support all the temporary election workforce in terms of tools and opportunities.
Investigate a standardised model for VP roles e.g. Small VP gets x amount of people.
Review the roles within the regional and electorate structures to inform recommendations to balance the workload and simplify the roles/standardise role descriptions.
Reviewing the structure of the field roles and span of control to ensure the workload is manageable for key roles.

In Scope
Review the Overseas and Central Processing team roles and structure to include recommendations for simplification and improvement.
Review and consider opportunities to improve the use of the casual workforce including how we might reallocate them across work areas as required to meet demand.
Identify any required changes to roles, structure, systems or processes that would impact on the temporary workforce in other workstreams.
In Scope – SnapHire Project
Final requirements for vendor and IT costing completed.
Work with Aotal, Adaptiv, and IT including Catalyst to estimate costs for implementation of the requirements and prioritise changes required for the simulation in October 2025.
Produce future state process maps and process documentation to support this.
Review reporting and gather requirements to ensure we get the best information possible during the lead up to the election including improvements to Tableau reporting.
Review the P&C business rules for recruiting people including due diligence checks and the risk appetite of the organisation for change.
Work with Aotal to explore options for upskilling our permanent people to support SnapHire.
Conduct a solutions option analysis for remedying root causes in the integrations. This will include options analysis across the root causes to ensure that a solution in one part of the end-to-end is unlikely to impact other parts of the end-to-end solution.
Conduct design workshops with Aotal, Adaptiv, IT, and the business, to agree configuration and iterative review to ensure the design is providing the simplification required, make changes as required to improve.
Complete user testing and functionality testing as part of readiness for the simulation.
Careers web pages – where it is directly relevant to SnapHire changes.
Schedule the go-live date for GE2026.

Out of scope

Out of scope

Deliverables

The following table lists the key deliverables (or outputs) that the workstream/project will deliver during Tranches 2 and 3 of the GE2026 Programme, the quality and acceptance expectations, as well as the planned date.

Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
L1 – Workforce and Recruitment Plan	The organisations requirements and approach to workforce planning and recruiting the	Finance and P&C have the same data, and it can be reconciled to budgets.	30/6/25

Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
	EDTW for GE2026 including alignment to budgets		
L1 – Improved Onboarding and offboarding process documentation	Process mapping and gap analysis completed to inform improvements.	VS Regional Managers and Regional Advisors have been engaged and agree with the changes. Stakeholders that have a part in the process are engaged and agree to support the changes.	30/7/25
L1 - Role Simplification and Improvements Memo	How they are presented in offers. Review of role descriptions. Additional guidance for key roles in the field, NO support outcomes.	Stakeholder review and sign off by Steering Group or Programme Board.	Sept 25
L1 - Operations Manual – Chapters 8,9,10,11	Guidance on recruiting and employee management, payroll.	TBC – Operations Simulation. Peer review by Voting Services.	30/9/25
L2 – User stories and high-level Test Plan	Onboarding test as part of Operational Simulation	The end-to-end process passes test criteria.	7/10/25
L2 - Onboarding feedback design	Look at providing a feedback loop for our temporary workforce to measure their experience with starting at the Commission	85% satisfaction rate	Dec 25
L1 - Operations Manual – Chapters 8,9,10,11	Guidance on recruiting and employee management, payroll finalised	Peer review by Voting Services.	Dec 25
L1 – GE Recruitment Progress Report	Reporting document GE2026	Improvements to the reports used in the lead up to election day that enable governance to monitor progress on the number of people recruited versus required.	Feb 25
L2 - GE Process Description Document – GE Payroll	Develop future state process documentation that shows an overview of the process and helps provide a baseline understanding of the purpose,	Key stakeholders have reviewed and accepted the documentation as correct by signing off.	27/2/26

Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
	risks, and controls. It also helps to identify any gaps to address.		
L2 - GE Process Description Document – Onboarding and Offboarding	Develop future state process documentation that shows an overview of the process and helps provide a baseline understanding of the purpose, risks, and controls. It also helps to identify any gaps to address.	Key stakeholders have reviewed and accepted the documentation as correct by signing off.	31/3/26
L2 - GE Process Description Document – Recruitment	Bulk recruitment and CPT future state process documentation that shows an overview of the process and helps provide a baseline understanding of the purpose, risks, and controls. It also helps to identify any gaps to address.	Key stakeholders have reviewed and accepted the documentation as correct by signing off.	31/3/26
SnapHire Project			
Future state process maps and process document	Changes to SnapHire and the contents e.g. letters, questions for applicants mapped and agreed.	Walkthrough and agreement with business owner and lead to approve. Walkthrough and agreement with Voting Services. Testing of the process through the configuration and test phase of the project to confirm that the changes produce the intended result.	Aug 25
Technical Specification – Future state	Review and agree solution options and recommend an agreed preferred option	Architectural approval Testing and confirmation that the integration works as it is intended to.	TBC
Test Plan	Functional Test Plan outlines the approach to the testing and the acceptance criteria for testing.	Sign off by IT, the project and Owner.	TBC
Test Exit Report	Results of the test phase and any outstanding defects that meet the criteria for handover	Sign off by IT, the project and Owner.	TBC

Schedule Management Plan

An up-to-date detailed workstream schedule will be available to the Business Owner/Sponsor, Business Lead/Senior User and Programme Board, with deliverable milestones flagged. The major milestones for each stage will be reported in the Workstream Status Report.

Project schedules for the EDTW Workstream will be created using MS Project starting with the deliverables identified in the project's Work Breakdown Structure (WBS).

In the creation of the schedule the following aspects of schedule management have been considered:

- Activity definition will identify the specific work which must be carried out to complete each deliverable.
- Activity sequencing will determine the order of work packages and assign relationships between project activities.
- Activity duration estimating will calculate the timeframe required to complete work packages.
- Resource estimating will be used to assign resources to work packages to complete schedule development.

Once a preliminary schedule has been developed, it will be reviewed by the project team and any resources tentatively assigned to project tasks. The project team and resources must agree to the proposed work assignments, durations, and schedule. Once this is achieved the Business Owner/Sponsor will review and approve the schedule and it will then be baselined.

If a change/variation is required to the schedule it will be approved by the necessary governance level in accordance with tolerance levels and the variation management process, then implemented by the Project Manager who will update the schedule and all required documentation and communicate the change to all key stakeholders.

Roles and responsibilities for schedule development are as follows:

- Project Manager - responsible for facilitating work definition, sequencing, and estimating duration and resources with the project team. The Project Manager will also create the project schedule using MS Project and validate the schedule with the project team, stakeholders, and the Business Owner/Sponsor. The Project Manager will obtain schedule approval from the Business Owner/Sponsor and baseline the schedule.
- Project team - responsible for participating in work definition, sequencing, duration, and resource estimating. The project team will also review and validate the proposed schedule and perform assigned activities once the schedule is approved.
- Business Owner/Sponsor - participate in reviews of the proposed schedule and approve the final schedule before it is baselined.
- Other key project stakeholders - participate in reviews of the proposed schedule and assist in its validation.

Schedule Baseline and milestones

The workstream has established a schedule consistent with [programme schedule guidance](#). The schedule includes tasks and key workstream milestones.

The below chart lists the major milestones for the EDTW Workstream. If there are any scheduling delays which may impact a milestone or delivery date, the Project Manager must be notified immediately so proactive measures may be taken to mitigate slippage in dates. Any approved changes/variations to these milestones or dates will be agreed by the Business Owner/Sponsor and communicated to the Project Team by the Project Manager.

Milestone	Description	Date
Recruitment Plan (RP) – Draft completed	The initial content of the RP socialised and presented to the GE PB for feedback	April 25
Recruitment Plan (RP) – Baselined	Final content including numbers of people and financial cost for approval.	June 25
Role simplification and improvement Memo	A wrap up of the various work completed across teams to review and improve the way work is completed in the field and across processing and enrolment temporary workforce roles to address some of the recommendations raised by the OAG and in feedback from GE23. Measures will be identified to provide information about the success against GE26.	Aug 25
Rostering – update memo	Report back on the work completed internally to improve tools, education, and guidance on how to roster and assess the cumulative workload against the Guardrails.	Sept 25
SnapHire Project		
Design Workshops completed	SnapHire – Design Workshops to confirm the approach to the configuration and plan the end-to-end deliverables.	Jun 25
Configuration Starts	Sprints with the business SME's and rolling feedback to tweak prior to the next phase.	Jun 25
Configuration ends	Retrospective and complete changes Aotal	TBC
Integration Changes – Enterprise Service Bus/EMS completed	Adaptiv/IT/Aotal support to address pain points experienced last election including some aspects of the onboarding experience.	TBC
SnapHire – Testing Starts	UAT, and system testing.	TBC
SnapHire – Testing Ends	UAT, and system testing ends.	TBC

Milestone	Description	Date
End to end testing completed	Test the process from end to end in preparation for the October simulation.	Sept 25
Simulation completed	As part of simulation the end-to-end process will be tested, and any required changes will be scheduled.	Oct 25

The full project/workstream schedule can be found [Draft Project Plan for EDW Temporary Workforce.mpp](#)

Assurance Management Plan

The key focus of the assurance plan is to ensure that all governance and management aspects of the workstream/project are working appropriately, and that the workstream/project stays on target to achieve its objectives.

This workstream will follow and comply with [GE26 Programme Assurance Plan](#).

The table below lists the assurance activities the workstream will use. In keeping with best assurance practice, the workstream seeks to be agile and responsive to emergent risk and consequently in its selection and use of assurance activities. Key assurance activities will be reviewed and updated on a quarterly cycle or earlier if necessary.

First Line of Defence

Assurance Activity	Purpose	Audience	Performed By
Workstream risk and issue management activities.	Review and update risks and issues with all significant risks and issues to be reported to the Programme Board (monthly)	• Programme Board • Programme Director • PMO • Workstream Owner • Workstream Lead	Project Manager
Lessons Learned practices – documentation, action and application.	End of Tranche lessons learned Identify and document lessons with action plans. Sharing the lessons and required actions with the Workstream Owner, Lead and PMO to incorporate	• Workstream Owner • Workstream Lead • PMO	Project Manager

Assurance Activity	Purpose	Audience	Performed By
	into programme management practices.		
*Workstream status reports.	To provide an overview of workstream health and progress for the Workstream governance to remain informed and provide direction to the Project Manager. Status reports include RAG status criteria to avoid 'green' reporting.	• Workstream Owner • Workstream Lead • Programme Board • PMO • Programme Director	Project Manager
Workstream Management Plan (WMP)	Documents how the workstream/project will be managed so the required outputs are delivered to agreed requirements and includes assurance activities for items in scope	• Workstream Owner • Workstream Lead • Programme Board • PMO • Programme Director	Project Manager
Process Description Document (PDD)	Documentation that highlights risks, controls and assurance activity for processes that are identified as high risk.	• Process Owner • Programme Board • Programme Director • Strategy, Risk & Assurance Team	• Process Owner • Strategy, Risk & Assurance Team • PMO • Business Enablement Team
Election readiness testing – Including Simulation	An avenue to test risks, controls and assurance	• Workstream Owner • Workstream Lead • Programme Board • PMO • Programme Director	Project Manager

Assurance Activity	Purpose	Audience	Performed By
Test Plan - SnapHire	To ensure appropriate testing of configuration changes are carried out through test scenarios and user acceptance testing	• Workstream Owner • Workstream Lead • Applications Manager	Test Manager/Tester
Test Exit Report - SnapHire	Documents the test criteria met, any unresolved defects, and requires sign off by the business.	• Workstream Owner • Workstream Lead • Applications Manager • Senior Users: VS, Enrolment	Test Manager/Tester
Recruitment Report tracking progress	Will show how each region is tracking to targets and enable earlier management of areas that are having challenges with the numbers required.	• Workstream Owner • Governance • Operations Management	
Stand Ups with Regions – Track progress and issue management	How are you tracking to estimates for recruiting	• Workstream Lead • Recruitment and Talent Lead • Regional Managers	
Contingent workforce plan	Who, how and when we will move our workforce around to meet demand	• Workstream Lead • Electorate Managers	

Second Line of Defence

Assurance Activity	Purpose	Audience	Performed By
Regular governance and oversight activities – Workstream	Review programme status and provide direction, guidance, decision making and support to the	• Programme Board	• Programme Director • PMO

Assurance Activity	Purpose	Audience	Performed By
Steering Group, Programme Board.	programme to ensure successful delivery of expected outputs and outcomes. Regularly assess ongoing viability and alignment to agreed outcomes.		
Clear roles and responsibilities for project, programme and governance resources.	All resources (delivery, management and governance) understand their responsibilities relating to assurance.	• All levels of the Programme	• Programme Director • PMO
Appropriate approval is gained prior to proceeding to next stage.	To ensure that the workstream has all the necessary approvals and control artifacts in place prior to advancing to the next phase or tranche	• Programme Board • Workstream Owner • Workstream Lead • Programme Director	• Project Manager • PMO

Third Line of Defence

No third line of defence assurance activities are required for this workstream/project.

*Whilst status reporting is not a direct assurance activity, the programme will ensure disciplines such as project/workstream status reporting will be undertaken following RAG status guidelines which prevent 'green washing' and the reporting can contribute to overall assurance by providing transparency and accountability, which helps in identifying and addressing potential problems early.

Resource Management Plan

The Workstream will consist of a matrix structure with support from various internal business units. The work outside of SnapHire will be performed internally.

The EDTW Workstream will require all project team members for the entire duration of the project although levels of effort will vary as the project progresses. The SnapHire Project is scheduled to last six months with standard 40-hour work weeks. If a project team member is not required for a full 40-hour work week at any point during the project, their efforts outside of the Workstream/Project will be at the discretion of their functional Line Manager.

The Project Manager will negotiate with all necessary functional line managers in order to identify and assign resources for the EDTW Workstream and SnapHire Project. All resources must be

approved by the appropriate functional line manager before the resource may begin any project work. The project team will not be co-located for this project and all resources will remain in their current workspace.

If IT do not have testing capacity internally an external tester will be funded out of the IT budget.

Resource Calendar

Staffing requirements for the EDTW and SnapHire include the following:

Project Role	Named Individual	Hours per week estimate	Over what period
Project Lead	Sophie s9(2)(a)	3 hours	May – Oct 26
Senior User	Adele s9(2)(a)	1 hour	May – Oct 26
Senior User	James Mist	1 hour	Feb 25 – Sept 26
Senior User	Nigel s9(2)(a)	1 hour	Jun 25 – Oct - 26
Senior User	Adele s9(2)(a)	1 hour	Feb 25 – Sept 26
Senior User	Ross s9(2)(a)	1 hour	Feb 25 – Sept 26
Project Manager	Janelle s9(2)(a)	25 hours	Feb 25 – Dec 26
Business Analyst	Grace s9(2)(a)	30 hours	Feb 25 – Dec 25
Project Co-ordinator	Vacant	20 hours	May 25 – Dec 26
People and Culture	Erin s9(2)(a)	20 hours	Jun 25 – Oct - 26
People and Culture	Hassan s9(2)(a)	10 hours	Jun 25 – Oct - 26
Subject Matter Expert SnapHire	Steve s9(2)(a)	20 hours	Feb 25 – Dec 26
SnapHire and recruitment	Renata s9(2)(a)	25 hours	Feb 25 – Dec 26
Subject Matter Expert SnapHire	Allison s9(2)(a)	4 hours	May – Oct 26
Systems Analyst	Ashika s9(2)(a)	10 hours	May 25 – Dec 25
Solutions Architect	Vacant	15 hours	Jun 25 – Sept 25
Tester	TBC	TBC	TBC
Workforce Planning Lead	TBC	40 hours	1 Jul – Nov 26

Project Role	Named Individual	Hours per week estimate	Over what period
Recruitment and Talent Advisor	TBC	40 hours	1 Feb – Nov 26
Recruitment and Talent Coordinator	TBC	40 hours	1 Feb – Nov 26
ER Advisor	TBC	40 hours	1 Jun 26 – Dec 26
HR Operations Coordinator	TBC	40 hours	1 Jun 26 – Nov 26
Senior Health & Safety Advisor	TBC		1 Jul 25 – Nov 26

Financial Management Plan

The workstream is being managed through baseline funding and financials will be tracked by the business unit.

The budget for SnapHire will be reported in the monthly status report.

The Project Manager will be responsible for managing and reporting on the project's cost throughout the duration of the project.

All budget authority and decisions, to include budget changes, reside with the Programme Board.

The overall costs of this project are expected to be \$143,500 Opex over FY26/27.

The funding source(s) for the workstream are baseline and improvements.

Appropriate contingencies have been made for risks and uncertainties.

The proposed cost of the SnapHire project is \$143,500.

Contingency is a special provision, held centrally by Finance to address any identified risks, or potential unknowns associated with the current scope of the workstream/project. It is not part of the approved project budget. If the workstream/project requires access to contingency funds, a variation request will be raised and approved by the Programme Board.

Cost Baseline

The cost baseline for the SnapHire project includes all budgeted costs for the successful completion of the project.

Project Phase	Cost estimate	Commitment timing	Comments
Tranche 2	\$143,500	Jun 25 - Nov 25	This amount includes an allowance for a Security Risk Assessment which may or may not be required.

Out of scope

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Benefits Management Plan

The benefits identified will be managed and tracked in the benefits register within the RAIDDL. Progress reporting will be provided to the Project Board via the regular Project Status Report.

The Project Manager along with the Benefit Owner will track the deliverables of the workstream/project that when delivered will achieve the desired outcomes and benefits. If during the delivery of the workstream/project the benefits will be reduced or not achieved, an escalation to the Workstream Owner/Sponsor and Programme Director as soon as it is identified.

As the benefits of the workstream/project will be realised after project completion, the task of ongoing reporting and monitoring will be handed over to the PMO and Benefit Owner.

Benefits Summary

The table below identifies the benefits expected from the SnapHire Project that has been approved for inclusion within the scope of the workstream.

Benefit	Measure	Baseline measurement	Anticipated Realisation Date	Benefit Owner
The process of applying and accepting a role during bulk recruitment will be simplified to reduce the turnaround time. Non direct financial benefit Process efficiency. Improved user experience.	Reduce from 35 to between 25 and 30 days. SnapHire report. Feedback from VS Voting Place Surveys.	The current estimated time required to complete the process of applying and accepting a role is 95 minutes. The average turnaround time for bulk hiring was 35 days.	Sept 26	Sophie O'Donnell
Non direct financial benefit improved experience for users - The process to recruit for hiring managers will be simplified and remove the number of clicks required to complete the recruitment. Non direct financial benefit Process efficiency. Improved user experience.	As part of testing, we will confirm the reduction in steps to approve. Feedback from the VS HQ Surveys.	Feedback from VS HQ Survey in GE23 – 13 clicks for EM to approve the offer of employment.	Sept 26	Sophie O'Donnell
Reduce the number of variations required so that less time is spent on administration by the field and P & C Non direct financial benefit Process efficiency.	The number of variations is reduced by 50% for GE2026. Feedback from the field and P & C supports the improvement.	Last election we had 6568 variations.	Sept 26	Sophie O'Donnell

Benefit	Measure	Baseline measurement	Anticipated Realisation Date	Benefit Owner
Improved user experience.	Report from SnapHire.			

Please refer to the Benefits Register within the [Programme RAIDDL](#) for full benefit details. Please refer to the [Benefits Management Guide](#) for more information on how the Programme and its workstreams and projects will manage organisational change.

Out of scope

[REDACTED]

[REDACTED]

[REDACTED]

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Post-election Workstream

Workstream Management Plan

Version 1.0

08 August 2025

FINAL

Document history

Version	Issue date	Changes
V0.1	22.08.24	First draft, distributed for review/feedback
V0.2	15.04.25	Reformatted into new version, distributed to review group for review/feedback
V0.3	17.06.25	Updating plan with the feedback from Assurance and Director GE Programme and the new strategic priorities
V1.0	08.08.25	Final changes from P/E Management team

Document review

Out of scope

Document sign-off

Endorsement

Name / Position	Signature	Date	Version
Mark Lawson, Workstream Owner		08/08/25	
Martin Rodgers, Workstream Lead			
Emily Redmond, Programme Director		8/8/25	3.0

Approval

Name / Position	Link	Date	Version
Programme Board	Minutes	18/08/25	1.0*

*Updated dates provided in Status report dated 12 Nov 25

Key Documents

Document	Link
Post-election Project Folder	Post Election folder
Post-election RAIDDL	Electoral Commission risk register.xlsm
Post-election Project brief	1.Post Election Project brief Final.pdf
Overseas Partial Automation Project brief	OS Automation Project Brief 190824 FINAL.docx
Overseas Partial Automation DDD	07. Post Election - Overseas Partial Automation - Detailed Design Document v1.0 FINAL.docx
Post-election DDD	Detailed Design - Post-election Project v0.2 AG.pdf
Post-election Schedule	Post Election High level schedule 2025.mpp
IT EMS Schedule	IT Work Programme for ken.mpp
Overseas Partial Automation schedule	02 - WIP GE26 Full Schedule OS, RV, DS, EP & EL v2.mpp

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Introduction

The purpose of a Workstream Management Plan (WMP) is to outline how the project will be executed, monitored and closed. The plan also records key baselines for scope, deliverables and schedule against any changes to the plan which will be managed through variation management.

It is the responsibility of the Project Manager to complete the WMP and keep it updated through the life of the workstream/project. Formal updates should be considered under the following scenarios:

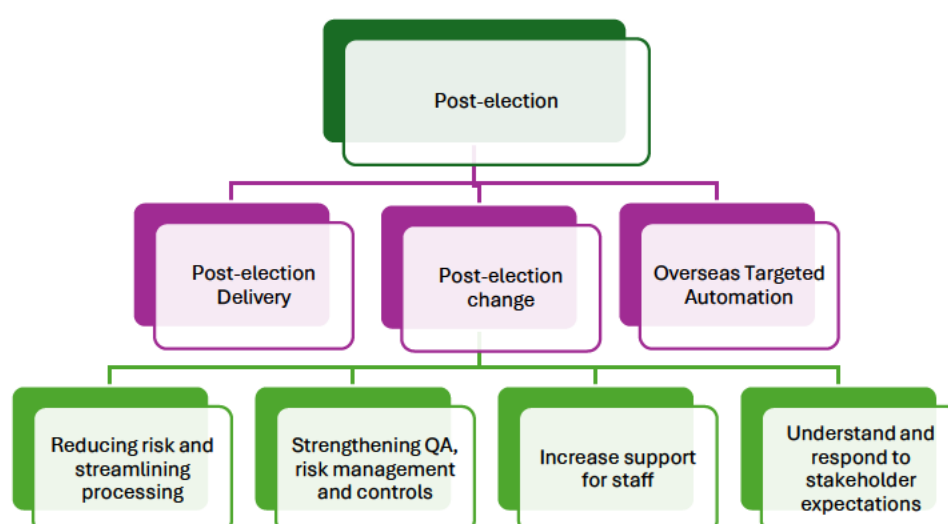
- Commencement of a new planning phase
- Changes that need to be made to the baselines in the approved plan
- The workstream/project is experiencing significant issues with delivering the current approved plan.

Please note that the information contained in this document is correct at the time of drafting. This is a living document and will continue to be updated as the workstream progresses. Any significant changes will be updated and commented upon in the monthly Project Status Reporting.

Workstream Overview

The Post-election workstream seeks to ensure the integrity, accuracy, transparency, communication and timeliness of the official result and to de-risk the post-election period by reviewing the key processes, updating EMS and ERSA and partially automating Overseas.

A high-level view of this workstream is displayed here:



Post-election

The workstream is focused on ensuring that effective controls and assurance processes are in place to manage and monitor the delivery of both the preliminary and official results. It is also looking at how critical risks around timeliness can be addressed.

This workstream recognises the significant attention given to it by the Office of the Auditor General's (OAG) review and is undertaking work to address their recommendations.

Overseas Targeted Automation

This project aims to enhance the efficiency of processing within the Centralised Processing Team (CPT), which handles overseas, remote, and dictation votes, alongside some domestic (NZ) votes as required. It focuses on minor changes to vote receipt and making qualification processing smarter and faster. The project will also review and implement timeboxing – setting internal deadlines to complete most overseas vote returns and problem resolution workflows earlier in the post-election period. The ultimate goal is to drive timely completion within the post-election window.

Originally, the project considered two options: full automation, as the preferred solution, and partial automation approach, which was considered to be achievable for the 2026 General Election (GE26). However, due to resource and technical constraints, that work was rescoped to a targeted automation approach. This represents a further refinement of the original vision, prioritising the most impactful changes that can be achieved within current timeframes and resourcing, and will provide confidence that (along with other changes across the wider project being implemented) this approach will reduce risk down to an acceptable level. It is expected that this will be a multi-election effort, progressing over at least two general elections.

The agreed approach consists of three distinct packages that have been approved and implemented independently. Each package addresses key aspects of the vote processing workflow. These changes are needed to ensure the CPT process finishes earlier in the post-election period, giving electorates enough time to complete final checks and release the official count on schedule. This is the core objective of the workstream and reflects improvements to address known manual processing bottlenecks and external dependencies.

Background

Both the Post-election project brief and the Overseas Partial Automation project brief were approved by the Programme Board on 29 August 2024.

In December 2024, a paper was approved by the Programme Board that reduced the scope from partial to targeted.

The Post-election Detailed Design Document (DDD) and the Overseas Targeted Automation DDD were approved by the Programme Board on 6 March 2025.

Links to these documents are found in the Key Documents section above.

Post-election Detailed Design Document

The Commission is currently carrying an unacceptable level of risk in delivering the official results for GE2026 given existing enrolment and voting services processes and the systems for managing the post-election period.

Internally, the Commission has made understanding and resolving the post-election problems experienced in 2023 a key priority for GE26 (i.e. this priority workstream). Post-election work to date has focused on addressing the critical risks that occur in the Post-election period. These risks relate to the timeliness, accuracy, completeness and validity of the official results, as well as the delivery tasks that need to be completed to ensure a timely and accurate result.

The workstream Project Briefs and Detailed Design Documents focus mainly on the change requirements and on derisking the post-election period (i.e. the change project). Further work is underway to document the delivery approach for the GE26 post-election period, incorporating updated processes, systems, instructions, controls and training from GE23 to the GE26 version (Post-election delivery).

The change project

In September 2024 the Programme Board endorsed Option 2 of the Post-election Workstream Project Brief, described in three parts:

- Strengthening controls
- Reducing complexity by simplifying and streamlining processes
- Planning for successful GE26 Post-election delivery

Note, this workstream is underpinned by recommendations from both the Office of the Auditor General (OAG) and PwC. These cover both what the Commission **must** and **could** do to assure the delivery of correct results for GE26. See the deliverables section for a table of the recommendations as they apply to this workstream.

Much of this project's work relates to managing risk, reducing complexity and streamlining not only in EMS, but also manual process changes. The development work on updating EMS was completed in June 2025. Updating ERSAs and Overseas related development work has been agreed with IT and Catalyst and is scheduled to complete in September 2025.

It is planned that the change project will be complete end of December 2025.

Refer to the Detailed Design Document or the project brief for more detailed information.

The Delivery project

The delivery project is focused on identifying the tasks, sequencing, dependencies (noted below) and resources required to deliver a timely accurate result. Planning for this project has already started and will run until December 2026.

This workstream continues to be heavily reliant on work being undertaken in other projects and workstreams to address key timeframe and accuracy risks that are not resolved by the signalled legislative change. The key dependencies are:

- The Enrolment Workstream, which is focused on ensuring enrolment processing is completed within agreed timeframes, data integrity is improved, robust processes for managing overwritten/merged electors are in place and training is improved to help increase the accuracy around enrolment and special vote qualification decisions.
- Support for the Election Delivery Workforce, which addresses issues with the use of eRoll, looking to improve the reconciliation application, and uplifting the training and instructions provided to key post-election roles.
- Temporary Election Delivery Workforce, which will ensure Post-election has the capacity it needs to deliver a timely and accurate official result.

- GETII, ensuring there is sufficient hardware resourcing for the post-election period as well as the configuration of that hardware so the required access rights and software interactions are secured and available.

Lessons Learned and strategic alignment

Please refer to the Project Brief and the Detailed Design documents (DDD) for a record of what problems and issues the workstream will resolve and the strategic alignment.

- Post-election Workstream brief [link](#)
- Post-election Detailed Design Document (DDD) [link](#)
- Overseas Partial Automation Project brief [link](#)
- Overseas Targeted Automation Detailed Design Document (DDD) [link](#)

The strategic priorities were updated in July 2025. Below is a high-level indication of how the workstream aligns with the updated priorities.

Strategic priority	Alignment
1. Strengthening our Foundations This includes our funding, people, processes and controls, technology systems and other assets. By 2029 we will have: • enhanced the recruitment system and workforce strategy to ensure the Commission has the right number of staff with the appropriate skills and experience to effectively deliver electoral events • established 'surge capacity' teams for general elections to support areas under pressure • simplified and streamlined critical election processes to remove complex steps and reduce the risk of errors • reviewed and improved our quality and integrity processes and controls to detect and prevent error including automating checks where possible • embedded risk and assurance tools and practices across the Commission • expanded the Board's skillset in areas of key importance to the Commission.	• Mapping the priority Post-election processes • Ensuring sufficient resources are available to meet processing deadlines by identifying new ways of staffing and rostering the post-election period • Adding system and manual controls over the Result processes • Identifying risk/pain points throughout the post-election period and documenting them with mitigations in the control tables.
2. Modernising electoral services Opportunities to use technology and change system settings to improve the efficiency, timeliness and integrity of electoral processes. (dependent on changes to legislation) If these changes become law, by 2029 we will have: • further extended our current data matching arrangements with agencies to allow us to receive digital contact details (email addresses and mobile phone numbers)	• Improvements to the CPT processing to streamline the process and start future proofing the process • Automated updates to elector records to improve roll accuracy and reduce manual processing • Use of digital contact details to improve communication with electors

Strategic priority	Alignment
• started using extended data matching to directly update electors' details to lift enrolment rates and roll accuracy • started to communicate via digital channels with electors. Other changes to prepare for the future can be progressed regardless of legislation change. By 2029 we will have: • clarified the investment needed, including a business case, for investment in future technologies for communication, automatic enrolment updates and to improve election processes • redesigned the approach to enrolment to transition to a continuous function rather than an event or campaign driven function • started testing different election technologies, to be more fully implemented across multiple electoral cycles	• Redesign of enrolment as a continuous process rather than event-driven • Testing and piloting of new election technologies across multiple election cycles • Using systems and reporting to enable greater visibility of progress and risks in real time.
3. Building knowledge and trust Maintaining a strong base of understanding, trust and confidence is essential to ensuring high levels of participation and trust in the legitimacy of election results, which facilitate the smooth transfer of power. By 2029 we will have: • sought input to and communicated a clear plan for future elections to stakeholders and electors • published updates on our work, the improvements we are making and why • provided further advice and recommendations to government and policy makers on potential changes to the election model • continued to support work across the Pacific to strengthen support for democratic elections in our region • targeted education and knowledge building toward groups with lower involvement in the electoral system • worked with communities to deliver election services in locations and in ways that increase trust in the election and its results • built transparency and trust through proactively sharing information, data and insights about the election and the electoral system.	• Identifying and satisfying key post-election stakeholder requirements • Using dashboard to improve our progress reporting during the post-election period. • Supporting transparency through better sharing of post-election data and insights • Contributing to stakeholder confidence in results through clearer and more proactive information about post-election activities.

Refer to the [Statement of Intent](#) for further information on the Electoral Commission strategic priorities.

At the end of GE23 the Commission held face-to-face feedback sessions for the Electorate Managers, Regional Managers and Regional Advisors, as well as one for National Office. Below are the highest themes, lessons learned documented from those sessions as they relate to post-election. To find the full version the attached link will provide you with more information.

[GE23 Combined Lessons Analysis.xlsx](#) to access the Post-election lesson filter using Column I.

1. Process redesign = 13 entries
2. Lack of resources = 11 entries
3. Unclear/unfit outdated processes = 9 entries
4. Unclear/unfit processes = 8 entries
5. Resource strategy = 8 entries

It should be noted that six key causes were identified as impacting post-election processing:

1. The number of complex cases the Commission had to deal with had increased
2. Post-election processes were not designed for the volume and complexity that was experienced
3. Staff received insufficient support to complete post-election processes. This included resourcing, guidance and training
4. QA, risk management and governance did not enable the Commission to manage risk and respond to issues effectively in real time during GE2023
5. The Commission insufficiently understood and responded to stakeholder expectations
6. Overseas processing was challenging and impacted the timeframes for delivering official results.

The Change project is addressing these causes.

Workstream/Project Objectives

This workstream has the following objectives:

Post-election	
1	Ensure that the core quality control and assurance issues experienced during the GE23 post-election period are addressed.
2	Reduce levels of risk during the post-election period for GE26 by looking into how the Commission can: • Reduce complex cases • Reduce levels of risk and streamline post-election processing • Increase support for staff • Strengthen QA, risk management and governance • Understand and respond to stakeholder expectations • Reduce risks in overseas vote processing
3	Plan work that will be initiated to ensure an acceptable level of risk in the post-election period beyond the next election.
4	Simplifying processes and streamline post-election processing as much as possible.
5	Deliver a timely and accurate official result for GE26

Overseas Targeted Automation	
1	Streamline and optimise key processes, staffing resources, and infrastructure to ensure faster processing of overseas votes and meet critical election deadlines.
2	Minimise errors in data entry and vote qualification by implementing targeted automation and improved system controls.
3	Identify and flag problematic votes early to reduce delays, streamline workflows, minimise reliance on manual interventions and reduce extraction of votes during the post-election period.
4	Provide better oversight and monitoring capabilities to allow for quicker identification of issues and ensure timely decision-making.
5	Strengthen system controls and processes to meet higher scrutiny standards, ensuring the integrity and transparency of the election process.
6	Lay the foundation for future enhancements, including the transition towards full automation for GE2029, while accommodating potential changes like a shorter two-week post-election timeframe.
7	Confirm that the systems, workflows and processes are operational and fully tested before the simulation, ensuring any issues are addressed prior to real-world implementation.
8	Assess and confirm that all necessary resources, including staffing, hardware, and system infrastructure, are in place and optimally configured to support the targeted automation initiatives, ensuring smooth operation and scalability throughout the post-election period.

Scope Management Plan

Scope management for the Post-election workstream will be the responsibility of the Workstream leadership team (Workstream Owner, Business Lead, VS Principal Advisor and Senior Project Manager). The scope for this project is defined in the table included below.

The change project deliverables will be in the Operational Delivery Simulation.

Changes to workstream scope outside [Programme Tolerances](#) will be managed via the programme variation management process.

The Business Owner/Project Sponsor is responsible for formally accepting the project's final deliverable. This acceptance will be based on a review of all project documentation, testing results, and completion of all tasks/work packages and product functionality.

Project Scope and Exclusions

The Post-election workstream is specifically tasked with the process of getting to the official results. The scope does not extend to all the tasks contained in other workstreams or EC management scheduled after election day. Those tasks are noted as dependencies.

The following items are what is in and specifically excluded from scope.

In scope
Post-election
Creating and updating core documentation and training. This includes: • Reviewing and updating the Post-election end-to-end processes ensuring they are fit for purpose, reducing complexity and risk • Completing current and future state mapping of post-election processes • Completing documentation relating to all post-election controls • Creating new reporting and QA processes. Writing content for all GE Post-election activity (e.g. training, Operations Manual, the official post-election period, dress rehearsals, assurance data checks etc.)
Undertaking systems enhancements across systems that can support increased quality checking functionality, audit and assurance oversight. This includes improvements to: • Election Management System (EMS) • Electronic Roll Scrutiny Application (ERSA) • Overseas Application (OSApp) • Upload Voting Paper Application (UVP) and the UVP Print Script
Undertaking the planning required to support the post-election period. This includes: • Requirements for and documentation of QA, controls and assurance resulting in a Post-election quality assurance and monitoring plan • Completing a clear risk assessment for post-election • Requirements for staffing and IT, including roles and responsibilities and hardware requirements • Requirements for stakeholder comms relating to post-election activities and progress, including but not limited to media • Changes to operational processes to improve accuracy, efficiency and timeliness
• Activities related to delivering election results (preliminary and official) – the delivery project: • Delivering all the processes that contribute to a complete, accurate and timely result from 7pm on Election Night through to the return of the Writ and any recounts • Understanding and documenting the requirements for publishing the results on electionresults.govt.nz and the media results feed

In scope

- Publishing the results on the Commission's results website electionresults.govt.nz
- Publishing media statements on the results
- Producing the master roll and E9

Overseas Targeted Automation

Regulation changes that:

- allow for special vote validation and voter qualification to begin before election day.
- identify additional changes needing to allow for automation.

System enhancements that will look to implement automation improvements that:

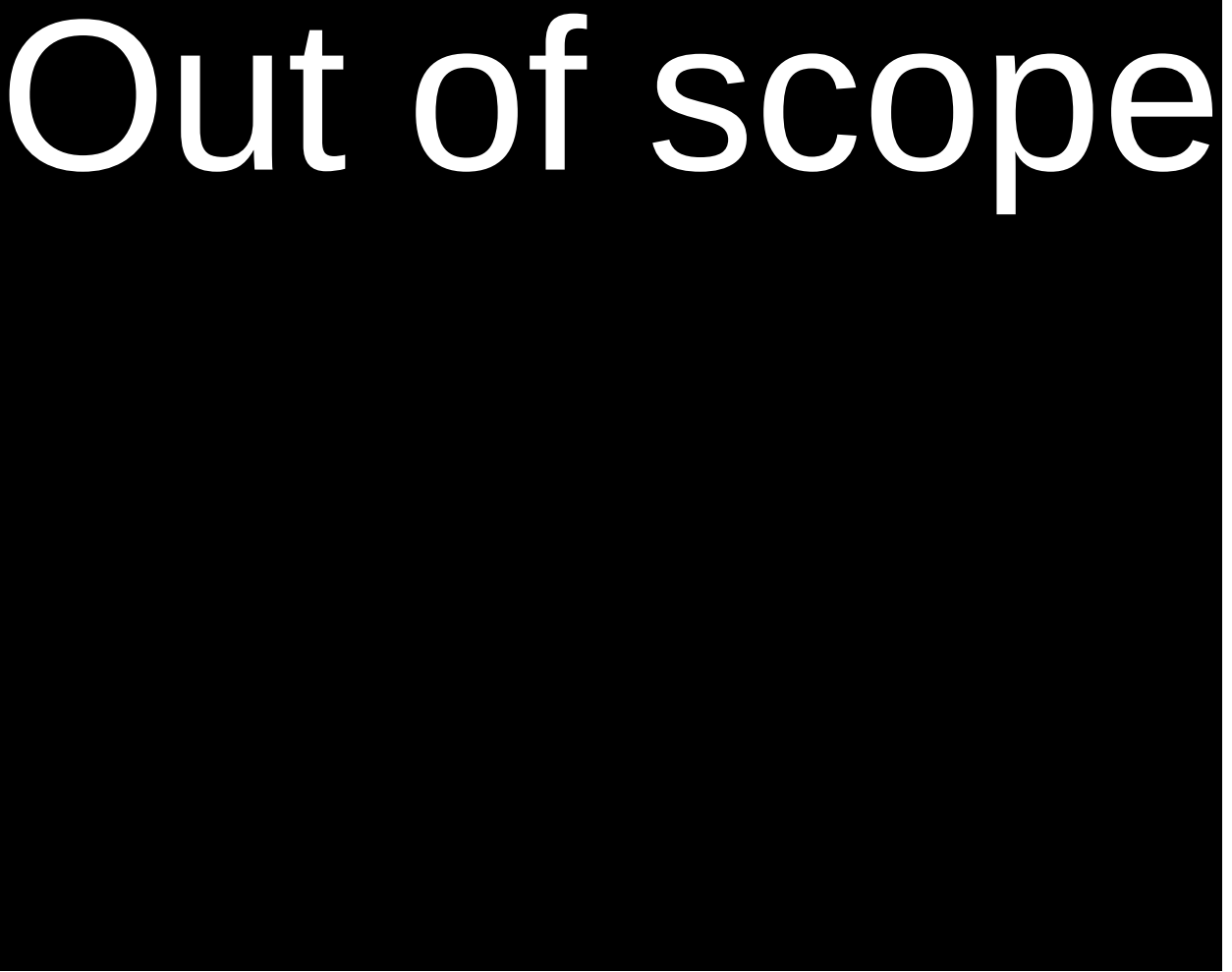
- automates voter qualification look up for system generated votes (from Download Voting Papers (DVP) and OSApp).
- allows for access to a national roll to qualify voters in the ERSA.
- improves the Upload Voting Papers Application (UVP) validation checks to ensure electronic processing can be done i.e. system check that the QR code is readable.
- completes dictation and remote vote issuing electronically, so that they can be saved directly into the system.
- automates or facilitates faster problem solving.
- allows for voter qualification at overseas voting places (OVPs).
- develops a process to manage votes received physically (postal and OVP).
- streamlines the certification and results entry to reduce the risk of human error when completing processing.

Amending and implementing operational improvements that:

- Improves efficiency and quality of processing conducted by the Centralised Processing Team (CPT) processes.
- implements structured timeframe with clear tasks to be completed within their relevant timeframes including defining rules to stop processing for validation follow up and dual votes.
- Considers options for Enrolment team to be onsite to qualify voters removing the manual and time-consuming process to send declarations to the Enrolment team to qualify.

Out of scope

Out of scope



Deliverables

The following table lists the key deliverables (or outputs) that the workstream/project will deliver during Tranches 2 and 3 of the GE2026 Programme, the quality and acceptance expectations, as well as the planned date. Acceptance criteria is still to be decided.

Key deliverables					
Deliverable	Description of work	Quality and acceptance criteria	Delivery date	OAG/PwC/ EMB ref	Extra cost req'd
Change Project					
Post-election Process Maps	Fully document current priority post-election process. All Post-election processes are mapped and election ready	Process maps drafted to level 2 of the taxonomy. Then approved by the VS Principal Advisor	27.09.25 01.06.26	OAG 3, 4.38, 4.48	Staff time
Process Controls Documentation	Complete controls documentation. To be written by Risk & Assurance..	Approved by Programme Board	TBC	PwC 1, OAG 3, 4.8	Staff time
Report on bolstering resources to deliver post-election	Report outlining how resources could be increased to better support post-election processes, particularly: - Key HQ roles - Support able to be provided by National Office for close and struggling electorates (e.g. Flying squad, with a particular focus on dual votes)	Recommendations accepted by the Programme Board	28.08.25	OAG 4, 4.40, 4.100, 4.102, 4.105, 4.106, 4.107	\$569,641k
Report on further audit trail/logging controls	Report providing further information on improving the audit trails/logging currently occurring within both EMS and ERSA	Agreed by Workstream Owner and Lead	July 2025 <i>Completed</i>	PwC 2	\$50K for additional Catalyst time
Risk and controls gap assessment	Provide a view of the key risks relating to each post-election process and the current and proposed future controls	Document reviewed and approved by all relevant stakeholders	30.09.25	OAG 7, 4.113, 5.29, 5.30	Staff time
Documents for approval for changes	Undertake time-critical 'must-have' changes – e.g. EMS and ERSA packages	Catalyst perform UAT. VS SME perform final UAT, ready for Count test.	15.07.25 <i>Completed</i>	OAG 1, OAG 7, 4.37	Catalyst time + staff time

Out of scope

Key deliverables					
Deliverable	Description of work	Quality and acceptance criteria	Delivery date	OAG/PwC/ EMB ref	Extra cost req'd
Out of scope					
New results related to functions & controls in EMS	Includes the following new controls being developed in EMS to help manage the delivery of accurate preliminary and official counts: - Improving reports to make results issues more readily understood - Capturing all issues identified in an Issues management screen for easy investigation and transparent resolution - Increased warnings for data entry operators, including 'fast feedback' where official and preliminary results do not match at point of data entry - Results History Report - Results lock on voting place results - Extraction function - Final certificate checks	Effectiveness/quality confirmed by key stakeholders (Business Owner and Lead, Strategic Risk & Assurance team) as an outcome of the July HQ Test Recommendations in the HQ Test Exit Report (see below for timing) are agreed by the Workstream Owner and Lead	24.03.25 – 16.06 25 <i>Completed</i>	PwC 1, 6, 8 4.37, 4.39, 4.40, 4.42, 4.43, 4.44, 4.45	Catalyst time + staff time
HQ Test	Testing of the following controls: - New results management controls (described above) - New controls to support the preliminary and official count manual count processes, data capture and entry into EMS.	- Test plan (scope) is agreed by prior to the test - Exit report from the test is agreed.	June 2025 <i>Completed</i>	PwC 3, 7, 9	\$30K (approved by PB for FY26)
HQ Test Exit Report	Provide recommendations coming out of the test, Out of scope ██ ██	Report covers all key findings of the test and is accepted by the Programme Board	14.08.25	PwC 3, 9	Staff time
Fixes and new functionality built for ERSA	Development work to be completed in ERSA that: Fixes scanning issues experienced by the Centralised Processing Team (CPT)	Fixes are accepted via user acceptance testing, for incorporation into the August CPT/ERSA Test	TBC	OAG 4, 4.44, 4.112	Catalyst time + staff time

Key deliverables					
Deliverable	Description of work	Quality and acceptance criteria	Delivery date	OAG/PwC/ EMB ref	Extra cost req'd
	- Fixes the optical mark recognition function in ERSAs, to reduce the amount of false positive marks it is picking up - New functionality (addition of DOB and the nation-wide roll look-up) can be implemented to increase the number of special votes that can be qualified by HQs and the CPT.	Effectiveness/quality confirmed by key stakeholders (Workstream Owner and Lead) as an outcome of the CPT/ERSA Test (date TBD).			
Dashboard (Te Kauhangaroa) requirements	Dashboard requirements documented to outline key activities to be monitored during the post-election period.	Requirements are agreed by key stakeholders (Workstream Owner and Lead, Strategic, Risk and Assurance)	September 2025	PwC 3	Catalyst time + staff time
New dashboards developed	Dashboards to monitor post-election activity are developed based on requirements	Programme Board/ELT agrees dashboards are satisfactory and sufficient for monitoring post-election activities	TBC (start October)	PwC 3	\$75K (data ingestion) + Staff time
Risk management, quality assurance and monitoring plan	Plan to outline how key post-election risks will be managed and monitored during the post-election period and the quality of results assured.	Quality confirmed by key stakeholders (Business Owner and Lead, Strategic Risk & Assurance team)	September 2025 (linked to simulation timing)	OAG 7, 4.113, 5.29, 5.30	Staff time
Operations Manual updated chapters ready for Operational Delivery Simulation	Ops Manual chapters, updated to include all process changes, ready for Operational Delivery Simulation (85% complete).	Peer review/sense check by VS Principal Advisor and VS Post-election project lead	01.10.25	OAG 2	
Operations Manual instructions election ready	Update Operations Manual chapters relating to Post-election activities, including ensuring controls are well documented and highlighted, with accountabilities and responsibilities clearly articulated.	- Endorsed by the Principal Advisor Voting Services - Business Unit Lead sign-off	September 2025 for SIM December 2025 Final	OAG 2 4.38	Staff time
Voting Services Process Manual election ready	Update of Voting Services Process Manual chapters relating to Post-election controls activities.	- Endorsed by the Principal Advisor Voting Services - Business Unit Lead sign-off	September 2025 for SIM December 2025 Final	OAG 2 4.38	Staff time
Personal Information Manuals (PIMS) updated ready for Operational Delivery Simulation	PIMS updated to include all process changes, ready for Operational Delivery Simulation (85% complete).	Peer review/sense check by VS Principal Advisor and VS Post-election project lead	01.10.25	OAG 2	
PIMS election ready	Update of PIMS relating to Post-election controls activities.	- Endorsed by the Principal Advisor Voting Services - Business Unit Lead sign-off	September 2025 for SIM	OAG 2 4.38	Staff time

Key deliverables					
Deliverable	Description of work	Quality and acceptance criteria	Delivery date	OAG/PwC/ EMB ref	Extra cost req'd
			December 2025 Final		
Post-election training updated modules ready for Operational Delivery Simulation	Updated, tested and ready for Operational Delivery Simulation (85% complete).	Peer review/sense check by VS Principal Advisor, Regional Managers and VS Post- election project lead	12.12.25	OAG 2	
Updated training package on Post- election activities	The training package is updated to: - Ensure all key controls are highlighted - Each role is trained according to their accountabilities and responsibilities	- Endorsed by the Principal Advisor Voting Services - Business Unit Lead sign-off	December 2025 Final (linked to simulation completion)	4.76, 4.80, 4.90	Staff time
Stakeholder management plan	Outlines the approach to be taken with key stakeholders both prior to and during the post-election period.	Quality confirmed by key stakeholders (Business Owner and Lead, Manager Communications and Education)	TBD		Staff time
Overseas Targeted Automation Project					
Development	Coordinate all development activities, including confirmation defining and updating initial development stories, system development activities for OS App, MIKE, and ERSA, process mapping, training, and iterative testing.	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	10.03.2025 – 31.08.2025		\$95k
UVP	Enhancements to the Upload Voting Paper (UVP) application	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	TBC – dependent on Catalyst		\$15k
CPT/ERSA Test	Fixing issues with and test the special vote qualification enhancements made to the Overseas Application and ERSA.	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	TBC – dependent on Catalyst	OAG 4	Catalyst time + staff time
Operational Delivery Simulation Prep Period	Finalise workflows, training materials, test scripts, system setup, and deployment for operational simulation.	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	01.09.2025 – 29.09.2025		Staff time
Operational Delivery Simulation	Conduct a full-scale operational simulation to test systems, workflows, and processes in a live scenario.	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	06.10.2025 – 14.11.2025		

Key deliverables					
Deliverable	Description of work	Quality and acceptance criteria	Delivery date	OAG/PwC/ EMB ref	Extra cost req'd
Remediation Period	Address findings from the operational simulation, refining systems, processes, and documentation as needed.	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	01.12.2025 – 01.03.2026		Catalyst time + staff time
CPT Dress Rehearsal	Conduct final end-to-end readiness test to confirm CPT readiness for the election.	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	16.03.2026 – 27.03.2026		Staff time
Ready for Implementation	Finalise all system changes, training materials, and processes, ensuring readiness for the next election event.	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	01.04.2026	6.3	Staff time
Certification and Accreditation Period	Handover completed systems for IT to conduct Certification & Accreditation Security Reviews	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	01.04.2026		Staff time
Delivery Project					
Final election ready delivery status	Work on this part ensures all the pieces are tied together to create a milestone status of “election ready”. This includes: - All instructional documentation (Operations Manual, Voting Services Process Manual, etc.) is updated and improved to effectively incorporate all final process and systems changes - National Office Process Manual is updated - PIMs are updated - Process and systems changes are appropriately captured in the training programmes built for the roles that participate in post-election processes - All roles that have a post-election component are correctly sized, understood and have appropriate start and end dates (noting that this will be done alongside the Temporary Election Delivery Workforce workstream). - Dashboards/predictive analytics have been updated to improve forecasting and monitoring - Operational delivery plan in place to incorporate ‘trigger points’ if post-election timing is not going to plan - Agreed hardware requirements for IT	- Peer review/sense check by VS Principal Advisor and VS Post-election Project Lead. Approval by Business and Workstream Lead. - Reported in the status reports	12.12.25 – June 2026	OAG 2 4.74	Staff time

Key deliverables					
Deliverable	Description of work	Quality and acceptance criteria	Delivery date	OAG/PwC/ EMB ref	Extra cost req'd
	Approved approach for more effectively managing stakeholders through the post-election period.				

Out of scope

The Master Roll	Scanning all enrolment rolls to create the Master Roll	Scanning teams work in pairs to review the scanned image against the original.	E+5		
Sort and Send	Sort Ordinary and Special Votes Repatriated Special Votes to home electorates	Follow the instructions of the sort and send chapter of the Operations Manual	E+4		
Completed Special Vote Qualification Processing	Validate Special Votes Qualify Special Votes Scan to ROE Process Registrar qualification decisions Print and attach ROE Qualifications	Follow the instructions of the Special Vote Processing chapter of the Operations Manual	E+13		
Dual vote and Post-Writ changes	Complete dual vote investigations and send to Legal and Policy for further actions. Perform Post-Writ changes Prepare extraction list for Official Count Complete extraction	Follow the instructions of the Dual Votes and Post-Writ Changes chapters of the Operations Manual. Escalate to Legal as required.	E+12		

Out of scope

Recount (if required)	Recount the requested electorate	Each recount will have a member of VS and Legal present to support the recount.	E+25		
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Key deliverables					
Deliverable	Description of work	Quality and acceptance criteria	Delivery date	OAG/PwC/ EMB ref	Extra cost req'd
Return the Writ St Lague NZ Gazette Notice	Print and return the Writ to the Governor General Submit the result to DIA for publication in the Gazette	Peer review of results and the final printed results.	E+26		
Finalise and Publish the E9	This is the book that details the voting results for each voting place by Electorate.	IT, Communications, Voting Services and Risk and Assurance will review the output. The DCE Operations will authorise its release.	E+26 E+30		
Overseas Targeted Automation					
Development	Coordinate all development activities, including confirmation defining and updating initial development stories, system development activities for OS App, MIKE, and ERSA, process mapping, training, and iterative testing.	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	10.06.2025 – 31.10.2025		
Operations Delivery Simulation Prep Period	Finalise workflows, training materials, test scripts, system setup, and deployment for operational simulation.	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	01.09.2025 – 29.09.2025		
Operations Delivery Simulation	Conduct a full-scale operational simulation to test systems, workflows, and processes in a live scenario.	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	06.10.2025 – 14.11.2025		
Remediation Period	Address findings from the operational simulation, refining systems, processes, and documentation as needed.	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	01.12.2025 – 01.03.2026		
CPT Dress Rehearsal	Conduct final end-to-end readiness test to confirm CPT readiness for the election.	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	16.03.2026 – 27.03.2026		
Ready for Implementation	Finalise all system changes, training materials, and processes, ensuring readiness for the next election event.	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	01.04.2026		
Certification and Accreditation Period	Handover completed systems for IT to conduct Certification & Accreditation Security Reviews	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria (in draft).	01.04.2026		

Schedule Management Plan

An up-to-date detailed project schedule will be available to the Business Owner/Sponsor, Business Lead/Senior User and Programme Board, with deliverable milestones flagged. The major milestones for each stage will be reported in the Project Status Report.

Project schedules for the Post-election Workstream will be created using MS Project.

In the creation of the schedule the following aspects of schedule management have been considered:

- Activity definition will identify the specific work which must be carried out to complete each deliverable.
- Activity sequencing will determine the order of work packages and assign relationships between project activities.
- Activity duration estimating will calculate the timeframe required to complete work packages.
- Resource estimating will be used to assign resources to work packages to complete schedule development.

Once a preliminary schedule has been developed, it will be reviewed by the project team and any resources tentatively assigned to project tasks. The project team and resources must agree to the proposed work assignments, durations and schedule. Once this is achieved the Business Owner/Sponsor will review and approve the schedule and it will then be baselined.

If a change/variation is required to the schedule it will be approved by the necessary governance level in accordance with tolerance levels and the variation management process, then implemented by the Project Manager who will update the schedule and all required documentation and communicate the change to all key stakeholders.

Roles and responsibilities for schedule development are as follows:

- Project Manager - responsible for facilitating work definition, sequencing, and estimating duration and resources with the project team. The Project Manager will also create the project schedule using MS Project and validate the schedule with the project team, stakeholders and the Business Owner/Sponsor. The Project Manager will obtain schedule approval from the Business Owner/Sponsor and baseline the schedule.
- Project team - responsible for participating in work definition, sequencing, duration and resource estimating. The project team will also review and validate the proposed schedule and perform assigned activities once the schedule is approved.
- Business Owner/Sponsor - participate in reviews of the proposed schedule and approve the final schedule before it is baselined.
- Other key project stakeholders - participate in reviews of the proposed schedule and assist in its validation.

Schedule Baseline and milestones

The workstream has established a schedule consistent with [programme schedule guidance](#). The schedule includes tasks and key workstream milestones for Post-election workstream.

The table below lists the major milestones for the Post-election Workstream based on the planning assumption that Election Day is 19 September 2026. If there are any scheduling delays which may impact a milestone or delivery date, the Project Manager must be notified immediately so proactive measures may be taken to mitigate slippage in dates. Any approved changes/variations to these milestones or dates will be agreed by the Business Owner and communicated to the Project Team by the Project Manager.

MS	Description	Date
1	Priority Process maps baselined, QA controls documented for key processes; Official Count, Dual Votes, Special Vote Processing and Scanning	Maps completed
2	EMS stories ready for pointing	Completed
3	EMS stories pointed	Completed
4	Detailed Design Document – Targeted Overseas Digitalisation	Completed
5	Overseas Development	02.07.25 – 28.10.25
6	Workstream Management Plan completion	14.08.25
7	Development (must haves) completed	Completed

Out of scope

9	Documenting the remaining process maps and process control tables (including the Preliminary Result and Early Count)	27.09.25
10	HQ Test	Completed
11	Operational Simulation Overseas Preparation	01.09.25- 29.09.25
12	Operational Simulation Post-election Preparation	01.09.25- 29.09.25
13	Operational Simulation	06.10.25 – 14.11.25
14	Final Changes to Ops manual	23.12.25
15	Final Changes to training material	23.12.25
16	Post-election BAU planning starts	23.12.25
17	CPT Dress rehearsal	16.03.26 – 27.03.26
18	Overseas ready for implementation	01.04.26

19	CPT Systems Certification and Accreditation period	01.04.26
20	Preparation for Post-election	20.07.26
21	Processes to be used during post-election are agreed and finalised	TBC
22	System changes are complete and locked down	TBC
23	Resourcing requirements for staffing and IT are agreed and finalised	TBC
24	Post-election delivery management plan finalised'	TBC
25	Hire Post-election Management team for each electorate	17.08.26
28	Post-election dress rehearsal	24.08.26
29	Election Day (for planning purposes)	19.09.26
27	Preliminary results	19.09.26
26	Roll Closure	23.09.26
30	Last day to receive postal votes from NZ	23.09.26
31	Last day to receive postal votes from overseas	28.09.26
32	Last day for return of special declaration votes	29.09.26
33	Extraction Day	01.10.26
34	Last day to get special votes to home returning officer	25.09.26
35	Target date of CPT results and Partial Certificates	05.10.26
36	Electorate official result certificates	07.10.26
Out of scope		
38	Official Count results	09.10.26
39	Application of Recount if needed	14.10.26
40	Sainte Lague results	15.10.26
41	Return Writ	15.10.26
42	Publish E9	15.10.26
43	Gazette result	15.10.26
44	Project Closure	01.01.27
45	Delivery of Post-election project	01.01.27

The full workstream schedule can be found in the key document section on page 3.

Assurance Management Plan

The key focus of the assurance plan is to ensure that all governance and management aspects of the workstream are working appropriately, and that the workstream stays on target to achieve its objectives. A key objective is to provide assurance that identified issues and improvements will be addressed, therefore monitoring the progress of the project will also provide that assurance.

This workstream will follow and comply with the [Enterprise Assurance Framework](#) and will be aligned with the assurance needs captured in the Programme Management Plan.

The workstream will undertake standard project controls, and the following specific assurance activities will be undertaken.

Assurance Requirements Context for this Workstream:

The **change** project deliverables are the additional or enhanced controls and monitoring needed to satisfy the assurance requirements for the accurate and timely result objective of this workstream. Controls to be developed can be either preventative, detective or corrective, and will be either manual or automated. They include:

- Technology system software controls
- Process and procedural controls
- Administrative controls (authorisation, segregation of duties, two person)
- Physical controls
- Quality monitoring and reporting activities which use Post-election controls

This work will establish the key information and reporting sources for Vote Count assurance from the Voting Place Manager to the Electorate Manager, to the Regional Manager then onto National Office, all with clear auditable controls and documented evidence.

The Workstream approach for providing assurance that the change project deliverables have been achieved will comprise:

- Specialist external software testing, UAT, the HQ Test, simulations and dress rehearsals) for all technology-based controls
- Peer/SME review and (selective) independent review for manual process and procedural controls
- Peer/SME review and independent review of Quality Monitoring and Reporting approach
- Independent review of end-to-end post-election process improvements to confirm risk reduction achieved by Change Project - (scope and reviewer to be determined by the PMO)

The **delivery** project will use those new controls (singularly and cumulatively) across the actual Post-election period, to provide continual quality assurance that votes cast are:

- done so correctly
- counted correctly
- valid and eligible to be counted (e.g. special votes).
- Issues or errors are detected and corrected or resolved

The following table identifies the Post-election Workstream assurance activities for the deliverables in Tranche 2. Tranche 3 deliverables are to be developed.

A third line Post-election review will be undertaken which will include sampling of the results. The terms of reference for this review, including scope and delivery will be completed by the Strategy, Risk and Assurance Team. The workstream will support and help inform the terms of this review as required.

Activity/ Deliverable	Description – of deliverable	Assurance – how we give confidence that the deliverable has been achieved to the required quality or criteria by who and when
Change Project		
Technology:	EMS - Building new results management controls	The developer Catalyst will perform final software testing before being released back to EC. The IT Applications and post-election SMEs will

Activity/ Deliverable	Description – of deliverable	Assurance – how we give confidence that the deliverable has been achieved to the required quality or criteria by who and when
	ERSA – Fixes and new functionality (relating to special vote qualification) built	then write a test plan, test scripts and acceptance criteria, and then perform the User Acceptance testing. As these are new process changes a more detailed field testing will be conducted. Currently the Count and HQ tests have been successfully completed, and the remediation effort is being planned. The EC Operational Simulation, currently planned for October 2025, is designed to test the election period end to end, post-election will be included.
Operational Manuals & Documentation Post-election Chapters ONLY	Process maps and control tables - Complete documentation of all Post-election processes and associated controls Draft Operations Manual chapters (HQs) and VS National Office Process Manual Post-election chapters - Improve NO and field instructions on the new assurance measures to clearly: - identify key controls and risk mitigations within the processes - explain that they will be actively monitored to confirm compliance. - define accountabilities/ responsibilities for roles in both NO and HQs - Improve E+1 instructions and training for HQ staff - Be 85% complete for Operations Simulation Updated training collateral incorporating the changes	Peer review at completion by the Post-election Business Analyst, the Training SME, the Post-election SME, the VS Principal Advisor and Risk and Assurance team to ensure: - process and controls have been captured accurately. - documentation has been accurately updated. - training material is accurate At any stage feedback will be captured by the Project Manager and noted in the Lessons Learned log to ensure updates are incorporated in future updates.
QA Monitoring & Reporting.	Dashboard (Te Kauhangaroa) Update the current requirements for Post-election monitoring to: - Improve dashboard/predictive analytics: - Improve forecasting around completion of processing - High-level planning assumptions (strategic) - In-flight forecasting (tactical) - Monitor for tracking and/or assurance purposes: - Roll scanning and cleansing progress - Dual votes processing progress - SV processing progress - ERSA data quality and completeness - Results QA dashboards Create a new comparative 'heat map' on disallowed votes (with and without Overseas) and make it public focused with Post-election data available Stakeholder management plan Provide early information to stakeholders (political parties, the public, etc) setting expectations about the Post-election period and providing updates	All changes will be reviewed by Manager Data and Insights and the Voting Services Principal Advisor. Final signoff will be by the Director Voting Services. The dashboards will be reviewed each cycle. If changes are required, the final approval will be from the Director of Voting Services.

Activity/ Deliverable	Description – of deliverable	Assurance – how we give confidence that the deliverable has been achieved to the required quality or criteria by who and when
Overseas Targeted Automation		
Technology	Overseas – Development Package 1 – Business Rules (vote receipt) To give confidence in meeting deadlines by undertaking improvements in the following areas: • General process and system refinements (including some MIKE development) • Established process timelines – including timeboxing to ensure completion targets are reached Overseas – Development Package 2 – Special Vote Qualification To speed up the vote processing cycle enhancements to the following areas were made: • Qualification Data Entry • Qualification Overseas – Development Package 3 – Additional Enhancements (OS Recon and UVP enhancements) to the following systems • UVP Upload Receipt (Pikselin) • OVP Reconciliation	Developer to perform final testing. VS Overseas SME to write test plan and acceptance criteria
Operational Manuals & Documentation	Process Maps and Process Control Documentation (PCD) As for Post-election change project Overseas – Draft Instruction Manuals (used for Operational Delivery Simulation) As for Post-election change project Overseas – Final Instruction Manuals As for Post-election change project	Peer review at completion by the Overseas Business Analyst, the VS Principal Advisor and Risk and Assurance team Process maps, training collateral and Manual chapters will be used during delivery of post-election. Any changes to these items after formal signoff will be noted by the PM in the lessons learned log and updated in year one of the cycle.
Delivery project		
Technology	EMS - Building new results management controls for the count	Use and completion of new assurance reporting in the field providing proof that controls are in operation. This includes retaining evidence in EMS that EMs have completed all reasonableness checks e.g.: identified potential errors to be actively resolved, including a note on what remediation was undertaken. EMs using the new 'results lock' function in EMS after their results are complete and paper-based forms match. Using the new EMS extraction screen that enables result adjustments (extracted ballot papers) to be easily made in EMS, so that an auditable record is retained.

Activity/ Deliverable	Description – of deliverable	Assurance – how we give confidence that the deliverable has been achieved to the required quality or criteria by who and when
	ERSA – Fixes and new functionality (relating to special vote qualification) built	The retention of audit trail information of identified post-Writ changes (PWCs and identified apparent Dual Votes (DV) within ERSA will provide new assurance visibility over the roll scrutiny process. This information will be available to the Voting Services Principal Advisor to check any unauthorised changes.
Operational Manuals & Documentation	Final Operations Manual chapters (HQs) Final updated process maps, documents, training modules, VS Process manual and Operations Manual instructions on post-election activities. Out of scope [REDACTED] [REDACTED] Document providing analysis and requirements for predictive analytics - dashboard	All process maps, associated control tables, training collateral, Process and Operations Manuals will be reviewed in year one of the cycle by the Post-election SME, peer reviewed by VS Principal Advisor. The updates would incorporate new changes and anything from lessons learned. The work would be done by the assigned Business analyst and SME. Training will be assessed through completing a Post-election Dress Rehearsal, that will confirm understanding and capability. Training records will also provide evidence of the training being completed.
QA Monitoring & Reporting	Official results, including Overseas targeted automation Out of scope Draft Operations Manual chapters (HQs) - Improve NO and field instructions on: - Processing paper enrolment forms - Data entry controls, ensuring the separation of roles in relation to entering, checking and signing-off results - Qualifying special votes (e.g. selection of correct voters, etc.) - Investigating dual votes – incorporating more common scenarios - Completing the certification process	Peer review/sense check by VS Principal Advisor and authorised by the VS Director.
The Master Roll	Scanning all enrolment rolls to create the Master Roll	Scanning teams work in pairs to review the scanned image against the original.
Completed Special Vote processing and complete dual vote and Post-Writ changes	All valid and eligible votes are included in the Official results process	The field will use a combination of new checklists and EMS systems changes to demonstrate to the Electorate Manager, the Regional Manager and National Office that only valid and eligible votes are included in the official results. The VS Principal Advisor will be able to ask for evidence from an electorate to provide assurance that the processes were followed correctly and completed in full should the need arise.
Create the Official Count Out of scope	All overseas and domestic votes are validated and counted producing the official result. [REDACTED] [REDACTED] [REDACTED]	Final Certificates EMS-82 forms will be authorised by the assigned Justices of the Peace.
Recount (if required)	Recount the requested electorate	Each recount will have a member of VS and Legal present to support the recount. Final Certificates will be authorised by the assigned Judge.

Activity/ Deliverable	Description – of deliverable	Assurance – how we give confidence that the deliverable has been achieved to the required quality or criteria by who and when
Return the Writ St Lague NZ Gazette Notice	Print and return the Writ to the Governor General Submit the result to DIA for publication in the Gazette	Peer review by Communications and Voting Services of results and the final printed results.
Finalise and Publish the E9	This is the book that details the voting results for each voting place by Electorate.	IT, Communications, Voting Services and Risk and Assurance will review the output. The DCE Operations will authorise its release.

In keeping with best assurance practice, the workstream seeks to be agile and responsive to emergent risk and consequently in its selection and use of assurance activities. Key assurance activities will be reviewed and updated on a quarterly cycle or earlier if necessary.

Resource Management Plan

The Post-election Workstream will consist of a matrix structure with support from various internal business units.

The Post-election Workstream will require all project team members for the entire duration of the project, although levels of effort will vary as the project progresses. The Post-election Workstream is scheduled to close 01 January 2027 with standard 40-hour work weeks.

The Project Manager will negotiate with all necessary functional line managers in order to identify and assign resources for the Post-election Workstream. All resources must be approved by the appropriate functional line manager before the resource may begin any project work.

Resource Calendar

Staffing requirements for the Post-election and Overseas Targeted Automation Change projects include the following:

Project Role	Named Individual	Number of hours per week	Over what period
Project Manager	Carla Lees	20	Feb 25 – Jan 27
Project Coordinator	Sally s9(2)(a)	24	Feb 25 – Jan 27
Business Analyst	Doro s9(2)(a)	16	May 25 - Dec 25
VS Principal Advisor	Adele s9(2)(a)	24	Feb 25 – Jan 27
VS Senior Project Lead	Natasha s9(2)(a)	4	Feb 25 – Dec 25
VS Senior Project Lead	Rob s9(2)(a)	24	Feb 25 – Dec 25
Senior Systems Analyst	Becs s9(2)(a)	8	Feb 25 – Dec 25
VS Project Lead	Keryn s9(2)(a)	24	Feb 25 – Dec 25
Communications Analyst	Clare s9(2)(a)	2	Feb 25 – Dec 25
Data Insights	Beth Kreitzer	5	Feb 25 – Dec 25
Risk and Assurance	Jackie s9(2)(a) /Janine s9(2)(a)	10	Feb 25 – Dec 25

Staffing requirements for the Post-election **Delivery** include the following:

Project Role	Named Individual	Number of hours	Over what period
Project Manager	Carla Lees	40	Feb 25 – Jan 27
Project Coordinator	Sally s9(2)(a)	24	Feb 25 – Jan 27
VS Principal Advisor	Adele s9(2)(a)	24	Feb 25 – Jan 27
VS Senior Project Lead	Natasha s9(2)(a)	24	Feb 25 – Jan 27
VS Senior Project Lead	Rob s9(2)(a)	20	Feb 25 – Jan 27
Overseas Operations Manager	John s9(2)(a)	4	Jul 25 – Nov 26
VS Project Lead	Keryn s9(2)(a)	40	Feb 25 – Jan 27
Communications Analyst	Clare s9(2)(a)	16	Election Day
Data Insights	Beth Kreitzer	2-5	Sept 25 – 09 Oct 26
Risk and Assurance	Jackie s9(2)(a) / Janine s9(2)(a)	2-5	Sept 25 – Nov 26

Financial Management Plan

The costs associated with this workstream have been forecasted by each respective business unit. These units are responsible for their own cost forecasting, tracking actual expenditures, and providing estimates to complete their scoped items.

The workstream does not have direct visibility into these costs nor the ability to manage them directly. Each business unit will maintain its own budget management processes, including the oversight of actual costs incurred and for remaining expenses.

All budget authority and decisions, to include budget changes, reside with the Programme Board under the direction of the Commission's financial processes.

Contingency is a special provision, held centrally by Finance to address any identified risks, or potential unknowns associated with the current scope of the workstream. It is not part of the approved project budget. If the workstream requires access to contingency funds, a variation request will be raised and approved by the Programme Board.

Cost Baseline

The cost baseline for the workstream includes all budgeted costs for the successful completion of the workstream.

Cost	Cost estimate	Commitment timing	Comments
EMS changes	No additional funding	02/06/2025	Development costs are part of the Catalyst monthly spend, so no impact on this workstream
Overseas Development	No additional funding	05/09/2025	Development costs are part of the Catalyst monthly spend, so no impact on this workstream
UVP/DVP development	\$15,000	July 25 – Oct 25	UVP update costs for Pikselin
Count Test	\$15,000	May 2025	Agreed in DDD – part of the C1042 cost centre
HQ Test (focused on official count controls and the M46 consignment notes process)	\$30,000	July 2025	Incorporated into C1042 cost centre
Additional funding for staffing	\$644,000	2 nd half 2026	Agreed in DDD and allocated as follows, noting that this required further analysis: \$375,000 for increased funding for HQ roles \$269,000 for a 'dual votes flying squad' The further analysis will be provided in a 'Post-election Staffing' paper due to the Programme Board on 28 August 2025.
New monitoring dashboards	\$75,000	Oct 25	Funding for data ingestion into Te Kauhangaroa
Technical Writer (Overseas)	\$80,000	2026 (split \$57k for FY26 and \$23k for FY27)	Ensure information is correctly captured relating to the operation of the Overseas Application
CPT/ERSA Testing	\$95,000	August 2025	Noting that the timing is subject to completion of Catalyst development work
Total	\$954,000		

Communications Management Plan

The workstream will communicate with interested parties in a planned manner to ensure the right information is received by the right parties in a format and frequency that is best suited to the stakeholder group and/or the information being shared.

The communication plan will serve as a guide for communications throughout the life of the workstream and will be updated as communication requirements change.

The Project Manager will take the lead role in ensuring effective communications on this workstream.

Communications Matrix

The communications matrix below will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it and to whom to communicate.

Interested Parties	Information Required	Communication Owner	Format	Frequency
Project Lead, Project Owner, Programme Director, Manager PMO	Summary report of health and progress of project	Project Manager	Status Report via e-mail	Monthly
Project Team	Meeting to review project RAIDDL and discuss progress and upcoming events	Project Manager	Project Team Meeting In person or Teams call	Weekly

Procurement Management Plan

While this project requires minimal or no procurement, in the event procurement is required, the Project Manager will work with the project team to identify all items or services to be procured for the successful completion of the project. The Project Manager will then ensure these procurements are reviewed by the Procurement Team to ensure the procurement plan contains all necessary details to begin the vendor selection, purchasing and the contracting process.

In the event a procurement becomes necessary, the Project Manager will be responsible for management of any selected vendor or external resource. The Project Manager will also measure performance as it relates to the vendor providing necessary goods and/or services and communicate this to the procurement team and the Workstream Owner/Sponsor.

The project will comply with the Commission's [Procurement Policy and Procedures](#) and observe procurement related delegations in the EC Delegations Policy.

Note: Contracts with a whole of life cost including extensions over \$500K must be approved by the CEO or, if over \$1.5 million, by the EC Board.

Risk Management Plan

Standard Project Risk Management approaches as outlined in the [Enterprise Risk Management Framework](#) will be used for this project. Risks will be captured and managed via the Risk Register in the Programme RAIDDL. Risks will be reviewed as appropriate according to the seriousness and volatility of the risk. All risks will be reviewed by the Project Board at least every three (3) months.

Every effort will be made to proactively identify risks ahead of time to implement a mitigation strategy from the project's onset. The most likely and highest impact risks were added to the project schedule to ensure the assigned risk owners take the necessary steps to implement the mitigation response at the appropriate time during the schedule. Risk owners will provide status updates on their assigned risks weekly.

Upon the completion of the project, during the closing process, the Project Manager will analyse each risk as well as the risk management process. Based on this analysis, the Project Manager will identify any improvements that can be made to the risk management process for future projects. These improvements will be captured as part of the lessons learned and post implementation review process.

Workstream risks will be escalated to the Programme Director and PMO in a timely, considered and transparent manner consistent with [Programme Tolerances](#). Such escalation will be formally documented in the RAIDDL.

Key Risks

The following key risks have been noted:

Risk Description	Mitigation/Controls	Residual Risk Rating	Risk Owner
R013 - IF our processes are not fit-for-purpose or have insufficient quality and controls assurance in place, THEN we may publish inaccurate results, WHICH could: • impact our ability to meet legislated timeframes • erode public trust and confidence in the integrity of the electoral process • prompt public, political, or legal pressure or challenges undermine trust in the Electoral Commission's ability to deliver accurate and timely outcomes	This workstream is mapping and documenting our risks, controls and assurance against key processes, ensuring controls are identified and they are fit for purpose.	High – until all processes mapped, controls documented and tested	Mark Lawson
R014 IF we do not have appropriate monitoring and robust data-capture systems in place to support accurate, timely, and accessible results reporting, THEN managers may be unable to verify that post-election activities are complete,	This workstream is mapping and documenting our key processes, ensuring controls are identified and will be tested to ensure fit for purpose.	High – until all processes mapped, controls documented and tested	Mark Lawson

Risk Description	Mitigation/Controls	Residual Risk Rating	Risk Owner
WHICH could: • impact our ability to meet legislated timeframes • undermine the integrity of the election • erode public trust and confidence in the integrity of the electoral process • undermine trust in the Electoral Commission's ability to deliver accurate outcomes • expose the Commission to legal or reputational risk.	Responding to this risk forms part of the basis for recommendations in the report back on the 'Package C' item of work as set out in the Post-election DDD. Possible Controls: • Clearly defined post-election monitoring framework. • Standardised data capture templates and tools. • Real-time dashboards for tracking completion status. • Regular progress reporting to managers. • Data quality checks and validation steps. • Escalation processes for missing or inconsistent data. • Training for staff on monitoring and data entry requirements. • Post-election checklist with sign-off points • Independent review or audit of post-election data. • Lessons learned process to improve future data capture and monitoring. • Real-time dashboards tracking every post-election task and deadline • Standardised data-capture templates embedded in EMS/workflows • Dual verification and QA sign-offs at each critical stage before		

Risk Description	Mitigation/Controls	Residual Risk Rating	Risk Owner
	results are committed - Automated validation rules in EMS to flag missing, duplicate, or inconsistent data - Exception and escalation process that triggers immediate action on any delay or data gap - Supervisory review and approval of result files prior to public release - Accessibility checks to ensure final results meet public-facing standards - Targeted staff training covering monitoring tools, data standards, and escalation steps - Independent audit or peer review of final result datasets - Contingency protocol for manual capture and publication if system issues arise		
R015 – IF key election processes are delayed due to issues such as incomplete or late data from voting places, system or technology failures, or insufficient staffing or training, THEN we may not be able to return results within the legislated timeframes, WHICH could: - erode public trust and confidence in the integrity of the electoral process - prompt public, political, or legal pressure or challenges - undermine trust in the Electoral Commission's ability to deliver accurate and timely outcomes.	This workstream is mapping and documenting our key processes, ensuring controls are identified and will be tested to ensure fit for purpose. It has been identified in the post-election DDD that de-scoping projects (such as improving enrolment-related processes in voting places) which would help to ensure that we can complete post-election processes within timeframes and	High – until all processes mapped, controls documented and tested	Mark Lawson

Risk Description	Mitigation/Controls	Residual Risk Rating	Risk Owner
	accurately in line with proposed legislative change carries some risk (if e.g. the legislative changes are not implemented). Possible controls: • Detailed and tested post-election process documentation. • Timelines mapped to legislative deadlines with critical path tracking. • Scenario testing and simulation exercises. • Quality assurance steps built into each stage. • Real-time reporting tools to track progress and identify delays. • Contingency plans for system or staff failure. • Escalation process for emerging risks to timelines. • Pre-election training and refreshers for key staff. • Daily reconciliation and sign-offs during the count period. • Clear ownership and accountability for key deliverables.		
R016 IF our activities do not ensure that all votes that should be counted are counted, THEN our results may be incorrect, WHICH could: • impact our ability to meet legislated timeframes	This workstream is mapping and documenting our key processes, ensuring controls are identified and will be tested to ensure fit for purpose. Further analysis and recommendations	High – until all processes mapped, controls documented and tested	Mark Lawson

Risk Description	Mitigation/Controls	Residual Risk Rating	Risk Owner
- erode public trust and confidence in the integrity of the electoral process - prompt public, political, or legal pressure or challenges - undermine trust in the Electoral Commission's ability to deliver accurate and timely outcomes.	regarding count controls as set out in the post-election DDD ('Part B') will help mitigate this risk (and risks R017-18 below). Possible controls: - End-to-end process mapping to identify where votes could be missed - Clear procedures for handling special and dual votes. - Robust reconciliation of ballot papers issued vs. counted. - EMS integration to track and verify all votes received. - Training for staff on eligibility and vote inclusion rules. - QA checks during count and data entry stages. - Exception reporting for missing or uncounted vote types. - Supervised ballot box opening and sorting procedures. - Independent observation or review during critical stages. - Post-count audits and validation steps.		
R017 IF our activities do not prevent ineligible votes from being counted, THEN the election results may be inaccurate, WHICH could: - undermine the legitimacy of the outcome - erode public trust and confidence in the Electoral Commission	This workstream is mapping and documenting our key processes, ensuring controls are identified and will be tested to ensure fit for purpose. Possible Controls: Robust voter eligibility checks at	High – until all processes mapped, controls documented and tested	Mark Lawson

Risk Description	Mitigation/Controls	Residual Risk Rating	Risk Owner
undermine trust in the Electoral Commission's ability to deliver accurate and timely outcomes.	the point of enrolment and voting - Clear procedures for handling special and dual votes - EMS validation to flag duplicate or ineligible votes - Training for staff on eligibility criteria and rejection rules - Segregation and review of questionable or provisional votes - Supervisory checks during vote processing - Real-time exception reporting for anomalies - Post-count audits to confirm ineligible votes are excluded - Clear rules and documentation for vote acceptance/rejection - Legislative guidance embedded in process documentation		
R018 IF we do not ensure the accuracy of the count and the correct transmission of data to the results system, THEN incorrect results may be reported, WHICH could: - impact our ability to meet legislated timeframes - undermine the integrity of the election - erode public trust and confidence in the integrity of the electoral process - undermine trust in the Electoral Commission's ability to deliver accurate outcomes - expose the Commission to legal or reputational risk.	This workstream is mapping and documenting our key processes, ensuring controls are identified and will be tested to ensure fit for purpose. Possible controls: - Double-entry verification of count data before submission. - Supervisory sign-off of all result batches. - EMS system validation and	High – until all processes mapped, controls documented and tested	Mark Lawson

Risk Description	Mitigation/Controls	Residual Risk Rating	Risk Owner
	reconciliation checks. • QA checklists applied before final data transmission. • Automated alerts for data inconsistencies or missing inputs. • Segregation of duties between counting and data entry roles. • Staff training on data handling and validation procedures. • Independent review or audit of result files prior to publication. • Logging and traceability of all result transmission steps. • Contingency protocols for EMS outages or late-stage corrections.		

The full project risk register link can be found in the key document section on page 3

Issue Management Plan

Issues will be captured and managed via the Issues Register located in the Programme RAIDDL. Issues will be reviewed as appropriate and will be included in the regular Project Status Reports presented to the Workstream Owner, Workstream Lead, Programme Director, PMO and Programme Board.

Where escalation is required, the Project Manager will bring these items to the Workstream Owner and Workstream Lead's attention as soon as possible.

Key Issues

The current high impact issues are:

Issue Description	Issue Consequence	Action Plan	Required Resolution Date	Issue Owner
I001 - Assurance reports identify significant integrity		Assurance activities are being	01.12.25	Mark Lawson

Issue Description	Issue Consequence	Action Plan	Required Resolution Date	Issue Owner
issues that need to be addressed through this workstream.		incorporated into our new process mapping and controls documentation.		
I002 - Resources to deliver the workstream are in high demand	Key tasks will not be completed on time or not at all.	Working with key managers to ensure that staff know the priorities of their contribution to this workstream and not be over committed.	10.09.25	Mark Lawson

The full project issue register can be found in the [Programme RAIDDL](#).

Dependency Management Plan

Dependencies will be captured and managed via the Dependencies Register located in the Programme RAIDDL. Dependencies will be reviewed at a minimum frequency of monthly and will be included in the regular Project Status Reports presented to the Programme Board.

Additional to the dependency register, dependencies will be captured in the workstream/project schedule to show dependency key dates. As new dependencies are identified, these will be added to the Dependencies Register and the schedule.

Dependency Summary

To date the following key dependencies have been identified:

Incoming or Outgoing	Dependency Description	Dependency Owner	Date Needed
IN	Simplifying Post Writ Changes (only required if the EMB change doesn't go through).	01 - Enrolment	Formal dependency still to be agreed
IN	Improving Enrolment integrity	01 - Enrolment	Formal dependency still to be agreed
IN	Ensuring enrolment processing is completed within agreed timeframes	01 - Enrolment	Delivery dates to be agreed

Incoming or Outgoing	Dependency Description	Dependency Owner	Date Needed
IN	Ensuring data integrity is improved, robust processes for managing overwritten/merged electors are in place	01 - Enrolment	Delivery dates to be agreed
IN	Ensuring training is improved to help increase the accuracy around enrolment and special vote qualification decisions	01 - Enrolment	Delivery dates to be agreed
IN	Updated eRoll	11 - Services to Voters	Delivery dates to be agreed
IN	Improved reconciliation application (only required if the EMB change doesn't go through).	11 - Services to Voters	Delivery dates to be agreed
IN	Uplifting the training provided to key post-election roles.	03 Support for Election Delivery Workforce	Delivery dates to be agreed
OUT	Updated Ops Manual content	03 Support for Election Delivery Workforce	23.05.25
OUT	Updated Training content	03 Support for Election Delivery Workforce	
IN	Ensure Post-election has the capacity it needs to deliver a timely and accurate official result.	12 - Election Delivery Temporary Workforce	Delivery dates to be agreed
IN	Legislation changes for early validation for CPT		Noted in the L&P documentation
IN	Sufficient CPT physical space and furniture to support post-election processing	Temp Accommodation	05.01.26
IN	Reliable system availability and stability during the post-election period, noting outages would halt processing	To be assigned	TBC

The full listing of all the workstream/project dependencies can be found in the [Programme RAIDDL](#).