

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 which 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 will be raised 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 change initiatives that have been approved for inclusion within the scope of the workstream.

Benefit	Measure	Baseline measurement	Anticipated Realisation Date	Benefit Owner
Post-election				
Improved Accuracy: With the manual and system improvements the results will be monitored, double checked, timely and accurate	The results will be ready for QA by noon E+19		GE26 Post-election period	Mark Lawson
Enhanced Efficiency: Processes are simplified so that roll scanning and cleansing processes are faster Processes are simplified so that a lower percentage of SVDs are forwarded to the EPT for decision.	These post-election processes are completed within agreed timeframes. Percentage forwarded to the EPT for decision	Planned timing assumptions from GE23 ~33% in GE23	GE26 Post-election period	Mark Lawson Ross McPherson/ Mark Lawson
Time Savings: Results errors are easily identified and resolved	Results do not require alterations after Electorate Manager certification.	Results are certified by Electorate Managers by Wednesday E+18, with full QA completed by 5pm Thursday E+19	GE26 Post-election period	Mark Lawson
Quality and Assurance: The Commission is able to foresee and	Review of the Post-election period shows there was visibility and	Understanding of how risks and issues were managed during	GE26 voting and Post-election periods	Mark Lawson

Benefit	Measure	Baseline measurement	Anticipated Realisation Date	Benefit Owner
adapt to risks and issues	management of (a) the number of issues raised during the period and (b) that issues were responded to in a timely, appropriate manner.	GE23 delivery (e.g. minutes do not necessarily show that risks and issues were raised)		
Overseas Targeted Automation				
Enhanced Efficiency: Streamlined processes and automation will improve overall efficiency.	The CPT is able to provide its official results in agreed timeframes	Actual delivery timeframes from GE23	GE26 Post-election period	Mark Lawson
Time Savings: Expected reduction in processing time, with specific figures to be confirmed.	The CPT is able to provide its official results in agreed timeframes	Actual delivery timeframes from GE23	GE26 Post-election period	Mark Lawson
Improved Accuracy: Fewer manual interventions are likely to enhance accuracy.	The CPT is able to complete post-election processes within agreed timeframes	Actual delivery timeframes from GE23	GE26 Post-election period	Mark Lawson
Quality and Assurance: Better monitoring and quality control will strengthen processing integrity and boost confidence in meeting deadlines.	The CPT is able to complete quality assurance checking within agreed timeframes	Actual delivery timeframes from GE23	GE26 Post-election period	Mark Lawson
Positive Impact: Efficiency gains will contribute to a more timely and reliable official count.	The CPT is able to provide its official results in agreed timeframes	Actual delivery timeframes from GE23	GE26 Post-election period	Mark Lawson

Potential dis-benefits for this project include:

Dis-benefit	Comment
Post-election	
Post-election timeframes are put under increased pressure	Some additional controls, while increasing assurance and integrity, may increase the pressure on completing post-election processes in a timely manner. For example, if analysis shows that an additional count of special votes is required, etc.

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.

Change Management Plan

The Change Management Plan is to understand the impacts on the business of a proposed change, and to gain stakeholder agreement on the plan for managing the change.

This plan assists in determining the change actions that will need to occur to address the identified impacts.

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

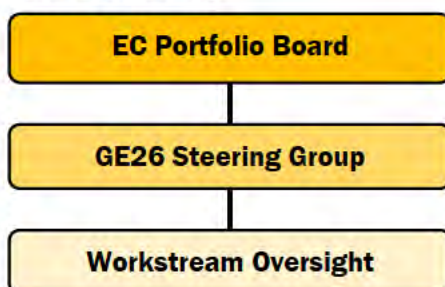
Impact Area	Description of the change impacts	Impact Level
Policy	Policies, legislation and regulations Regulatory changes that enable efficiencies for the CPT/Overseas (e.g. early validation and qualification of special votes) Potential changes are included in the Electoral Matters Bill.	Moderate - Significant
Business Processes	All Post-election processes will be reviewed, mapped and documented as part of the deliverables of this workstream. As well as incorporating new or improved controls.	Moderate to significant
Technology	EMS updates is a key deliverable of our Part A work. Updates to Overseas App, UVP and DVP, MIKE and ERSA are also scheduled. As well as secondary tools i.e. UVP Print Script There will also be new dashboards developed providing Post-election information.	Moderate - significant changes to existing systems/implementation of some currently unused functionality High = replacement of all of the majority of existing systems/introduction of new system
People – Internal and External	Changes related specifically to electorate HQ Post-election roles to ensure they have the right capability and capacity. Improved instructions and training, incorporating the new controls and detailing responsibilities and accountabilities, underpin this change.	Moderate
Culture and behaviors	Derisking Post-election by ensuring all dependencies are known and agreed and delivered as agreed.	Significant

Impact Area	Description of the change impacts	Impact Level
	Changing how the field recruits for critical Post-election roles (Post-election manager, process leaders) and the amount of time they are trained for and able to embed their training, and prepare for and under the post-election dress rehearsal	
Other areas (as required by Business Group)	Reporting - reports that might be impacted and what the business might want to report on once the change is live Publications and products - template letters, forms, guides, website content, user manuals Data collection & privacy - collect more/less/different data, impact on privacy considerations Org structure and capacity (if measured separately from People impact area) All information is accessible to those who are affected.	

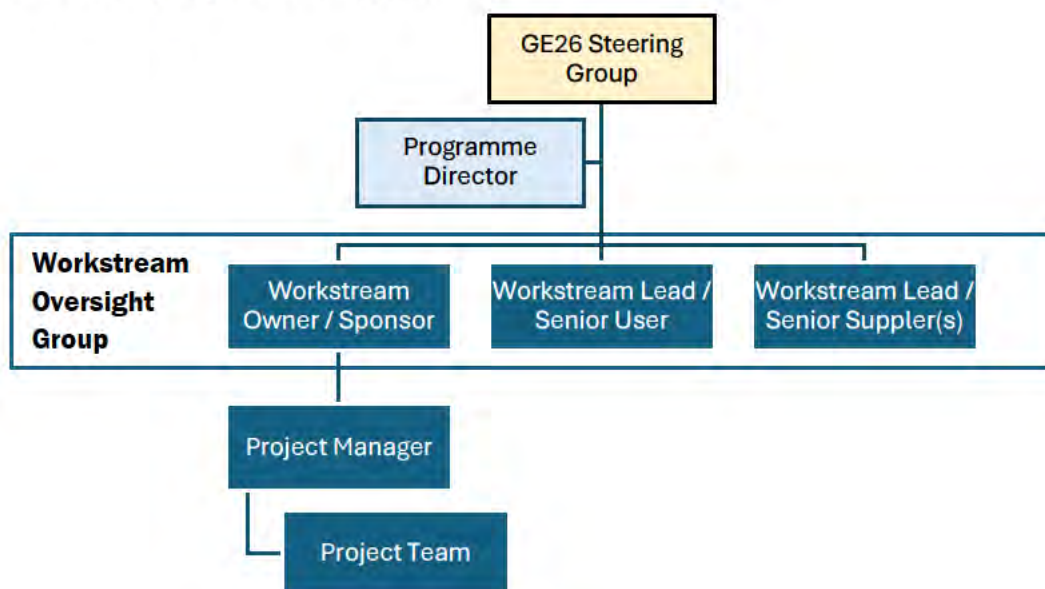
The workstream will be utilising the ADKAR model to manage its people change component. Please refer to the [Change Management Guide](#) for more information on how the Programme and its workstreams and projects will manage organisational change.

Workstream/Project Organisation

Workstream/Project Governance Hierarchy



Workstream/Project Oversight Group



The following roles have been allocated:

Project Role	Named Individual	Core employee
Workstream Owner	Mark Lawson, Chief Electoral Advisor	Yes
Business Lead	Martin Rodgers, Director Voting Services	Yes
Project Manager	Carla s9(2)(a), Senior Project Manager	Yes
VS Principal Advisor	Adele s9(2)(a)	Yes
VS Senior Project Lead	Natasha s9(2)(a)	Yes
VS Senior Project Lead	Rob s9(2)(a)	Yes
Manager Overseas	John s9(2)(a)	Yes

Project Role	Named Individual	Core employee
VS Project Lead	Keryn s9(2)(a)	Yes
VS Risk Advisor	Jackie s9(2)(a)	Yes
Business Analyst	Doro s9(2)(a)	Yes
IT Test and release manager	Vacant	Yes
Senior Systems Analyst	Becs s9(2)(a)	Yes
Communications Advisor	Clare s9(2)(a)	Yes
Project Co-ordinator	Sally s9(2)(a)	Yes
Subject Matter Expert Data and Insights	Beth Kreitzer	Yes

The project will be utilising the programme standard [Project Roles and Responsibilities](#).

Constraints

The known constraints for this workstream are:

Area	Constraints
Post-election	
Timeframes	Timeframes are a significant constraint as systems changes need to be completed and tested to be ready for the Operational Delivery Simulation in October 2025
Capacity	Catalyst capacity, as (depending on the initiatives agreed), there may only be sufficient capacity to undertake small scope development and “quick wins”, rather than “big rocks”
Overseas Targeted Automation	
Regulation Change	Regulation change is a prerequisite to gain the full benefits of this project.
Resource Availability	The project is dependent on a single SME, so allocation of additional resources is required.

The full list of constraints can be found within the [Programme RAIDDL](#).

Assumptions

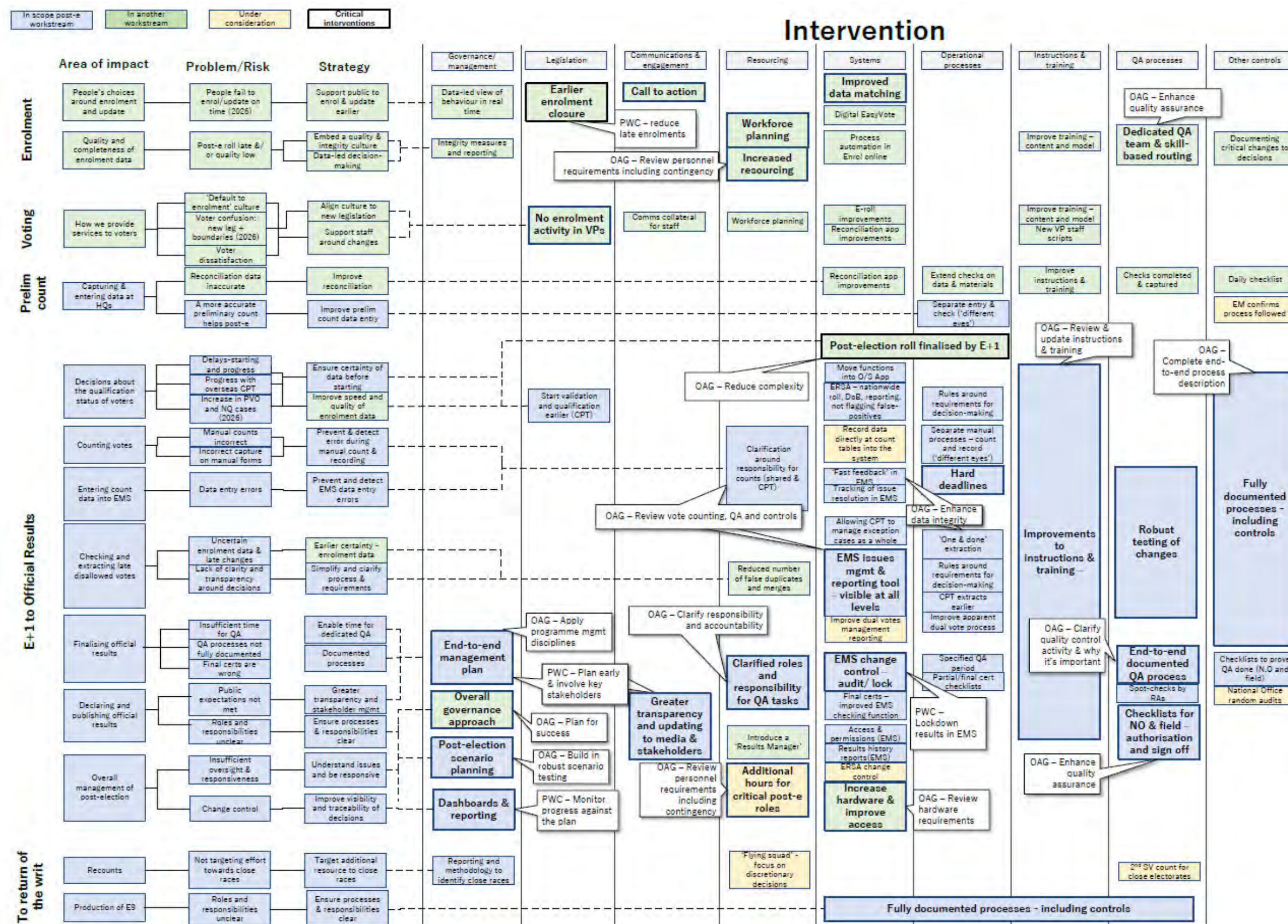
In planning this workstream the following assumptions have been made:

Area	Assumption
Out of scope	
Overseas Targeted Automation	
Deadlines	The system changes will be ready for testing in the October 2025 Operational Delivery Simulation (ODS) project.
Stakeholder Support	It is assumed that IT, including system developers, will be able to provide timely and comprehensive input during this phase of the project.
Centralisation	It is assumed that centralised processing will remain the approach for the delivery of overseas, remote and dictation voting services for GE2026.
Three-week post-election period	This project is working within the current post-election legislative timeframes.

The full list of assumptions and status can be found within the [Programme RAIDDL](#).

Out of scope

Appendix 2: Post-election Summary of Interventions



Enrolment Workstream

Workstream Management Plan

Version 0.5

SEPTEMBER 2025

Document history

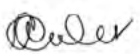
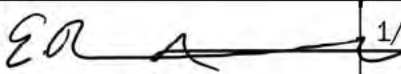
Version	Issue date	Changes
V0.1	27 Jun 25	First draft, distributed for review/feedback
V0.2	5 Aug 25	Distributed to review group for review/feedback
V0.3	8 Aug 25	Incorporates feedback from DCE Operations and Enrolment Lead
V0.4	12 Aug 25	Strategic priorities table added
V0.5	1 Sep 25	Incorporates feedback from DCE Enterprise Services

Document review

Name	Position	Version
Ross McPherson	Director Enrolment	V0.1
Justin s9(2)(a)	Principal Advisor Enrolment	V0.1,V0.2
Rachel s9(2)(a)	Project Manager, Enrolment workstream	V0.1,V0.2
Janelle s9(2)(a)	Project Manager, LBE	V0.1
Natalie s9(2)(a)	Legal, Regulation & Policy	V0.1
Nick s9(2)(a)	Finance	V0.1 (budget)
Raaj s9(2)(a)	Enrolment Lead	V0.2
Anusha Guler	DCE, Operations	V0.2
Lucy Hickman	DCE, Enterprise Services	V0.3,V0.4

Document sign-off

Endorsement

Name / Position	Signature	Date	Version
Lucy Hickman, Project Owner		1/9/2025	V0.5
Anusha Guler, Acting Project Lead		2/9/2025	V0.5
Emily Redmond, Programme Director		1/9/2025	V0.5

Approval

Name / Position	Signature	Date	Version
Programme Board			

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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. 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 is experiencing significant issues with delivering the current approved plan.

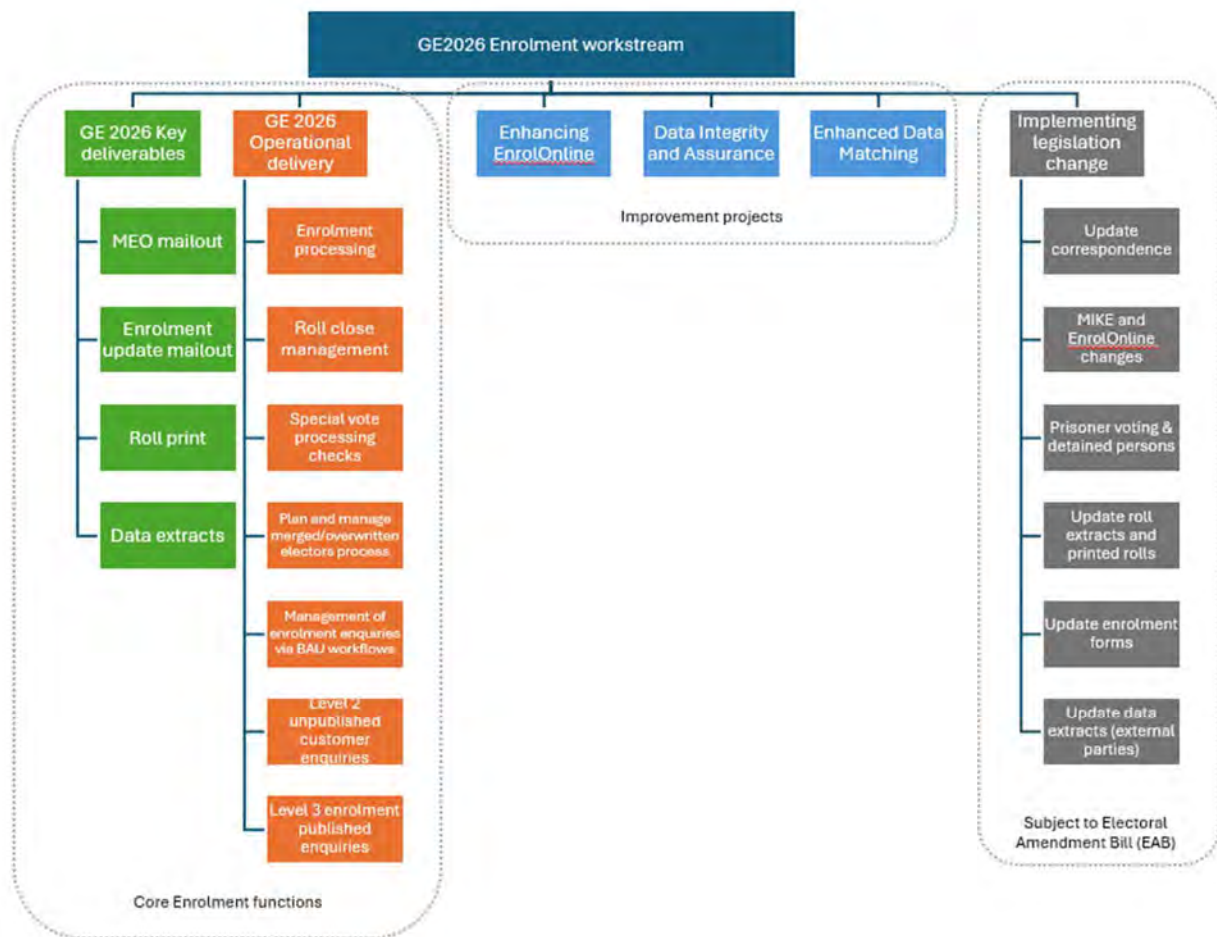
Workstream Overview

The Enrolment workstream is a priority workstream for the Commission for GE2026. The workstream will plan and deliver the core enrolment functions for the 2026 Māori Electoral Option and General Election; and investigate and implement ways to modernise our enrolment capability for GE2026 and beyond, through better use of technology and data, making it easier for electors to enrol, vote and stay enrolled.

The workstream aims to mitigate issues arising from a high volume of enrolments post Writ Day during GE2023 and address a number of relevant recommendations made by:

- the Office of the Auditor General's report on GE2023, and
- the PwC audit report to improve enrolment data and integrity.

A high-level view of the workstream is shown below.



Improvement projects

Enhancing EnrolOnline

EnrolOnline is the Electoral Commission's online platform enabling electors to enrol to vote, check or update their enrolment details using a New Zealand driver licence, New Zealand passport, or RealMe verified identity. This project will develop and implement changes to EnrolOnline to automate backend processes and reduce the level of manual intervention required to process changes submitted by the elector. This will reduce the time and resources required to process enrolments and enable a shift in focus from processing to integrity and assurance.

Data integrity and assurance

This project will review and enhance the effectiveness and efficiency of roll data integrity and assurance processes, focusing on the accuracy, validity, completeness, and security of enrolment data. There will be particular focus on ensuring the project will enable the implementation of the recommendations made in the PricewaterhouseCoopers (PwC) internal audit report, and the recommendations made in the OAG Report on GE2023.

Enhanced Data Matching

This project will design and implement a multi-channel, digital first approach to reinstating enhanced data matches for GE2026 with existing approved agencies (NZTA, MSD and DIA). It will

introduce changes that are a necessary enabler for future work on Direct Enrolment updates and a wider modernisation programme.

Implementation of Electoral Amendment Bill – Enrolment components

The Enrolment workstream will implement several changes that are expected to be introduced by the Electoral Amendment Bill (EAB). The EAB was introduced in July 2025 and is currently expected to be enacted on 18 December 2025. At the time of writing this plan, the Enrolment workstream is expected to include the changes outlined in the scope table on page 17. Changes that are expected to be implemented after GE2026 are outside the scope of this workstream.

Background

Project briefs

An overarching workstream brief was approved by the Programme Board on 29 August 2024.

The following project briefs for improvement initiatives within the workstream have also been presented to the Programme Board:

- *Enhancing EnrolOnline*: A project brief was presented on 29 August 2024. A reduced scope MVP option was endorsed to proceed to detailed design on 26 September 2024.
- *Enrolment data integrity and assurance*: A project brief was presented on 6 September 2024 and endorsed to proceed to detailed design.
- *Digital enrolment communications with electors*: A project brief was presented on 29 August 2024 and endorsed to proceed to detailed design for the Māori Electoral Option (MEO) mailout only.
- *Direct Enrolment*: A project brief was presented on 6 September 2024. This was approved to move to detailed design later in 2025, and additional information on reinstating the data match process was requested.
- *Enhancing Enrolment at a Voting Place*: A project brief was presented on 26 September 2024 but not approved to proceed.

Enhancing EnrolOnline – Detailed Design Document

A Detailed Design Document was presented to the Programme Board and approved on 6 March 2025. The Programme Board approved the MVP option for Enhancing EnrolOnline to be implemented for GE2026, noting the costs would consist of an estimated 17 weeks of Catalyst work as part of their existing services to the Commission.

Enrolment data integrity and assurance – Detailed Design Document

A Detailed Design Document was presented to the Programme Board and approved on 6 March 2025. The Programme Board approved the proposed Data Integrity work package to be implemented in its entirety for GE2026, noting that the costs of implementing the proposed work package are estimated at \$30,000. Other costs would consist of 16 weeks Catalyst work as part of their existing services to the Commission.

Digital enrolment communications with electors MEO – Detailed Design Document

A Detailed Design Document was presented to the Programme Board on 19 March 2025, at this meeting the Programme Board requested further information, and this was provided at a meeting on 15 May 2025. Due to the high level of legislative and operational change expected in enrolment and for GE2026 the Programme Board subsequently decided to present two options to the Commission Board for MEO: the multi-channel option outlined in the detailed design paper; and a post-only mailout with digital prompts. At its meeting on 15 May 2025 the Commission Board agreed to a post-only MEO mailout in 2026. Planning for the post-only mailout is included in the overarching workstream sections of this plan. Further work on digital enrolment communications beyond GE2026 is outside the scope of this workstream, the Programme Board confirmed on 31 July 2025 that this sits within the modernisation work.

Enhanced Data Matching – Positioning paper

A paper making recommendations on how data matching could be reinstated, modernised and improved for GE2026 was presented to Programme Board on 12 June 2025 and approved to proceed to detailed design. A detailed design document will be presented to Programme Board in December 2025.

Further work on Automatic Enrolment Updates (previously Direct Enrolment) is outside the scope of this workstream, the Programme Board confirmed on 31 July 2025 that this sits within the modernisation work.

Lessons Learned and strategic alignment

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

- Enrolment project brief: [Link](#)
- Enhancing EnrolOnline Detailed Design Document (DDD): [Link](#)
- Data Integrity and Assurance 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	 Surge teams are proposed as part of the temporary structure for GE 2026. The Data Integrity and Assurance project will review and enhance the effectiveness and efficiency of roll data integrity and assurance processes, focusing on the accuracy, validity, completeness, and security of enrolment data.

Strategic priority	Alignment
• 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.	
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) • 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	Subject to approval of detailed design, the Enhanced Data matching project will reestablish key contacts within the existing approved agencies (NZTA, MSD, DIA), and implement an integrated multi-channel communication approach, using the design principle of digital first in 2026. Subject to planned legislation changes, this would include the Commission receiving email and phone numbers to enable electronic communications to encourage enrolment.

Strategic priority	Alignment
started testing different election technologies, to be more fully implemented across multiple electoral cycles	
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.	

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

Workstream/Project Objectives

This workstream has the following objectives:

Overarching workstream	
1	To complete current and future state process mapping, identify gaps and short/long term solutions.
2	To reduce the barriers preventing electors from enrolling and maintaining their enrolment for a consistently high level of enrolment year-round.
3	To enhance Enrolment processes to be more efficient, sustainable and cost effective.
4	To streamline the process for enrolments and shift the focus from processing to integrity and assurance.
5	To refresh and update the enrolment data in line with the timing of the 2026 general election through an Enrolment Update Campaign mailout to eligible voters on the general roll and Māori roll.
6	To inform electors of Māori descent of the Māori Electoral Option, the choice it presents and the steps to take to change rolls if desired through a ROE42 mailout.
7	To ensure we have a fit for purpose structure to deliver enrolment services for GE2026, during tight timeframes and increasing volumes of enrolments and special votes.
8	To support timely and accurate completion of post-election tasks for GE2026.
9	To implement Enrolment changes introduced under the Electoral Amendment Bill (EAB) that come into effect before GE2026.
Enhancing EnrolOnline project	
1	To automate some enrolment backend processes from the EnrolOnline application, reducing the time and resources required to process enrolment updates and enabling a shift in focus from processing to integrity and assurance.
Data Integrity and Assurance project	
1	To increase the accuracy and validity of enrolment processing by ensuring enrolment integrity and assurance controls are fit for purpose.
2	To review preventative and early detective controls to ensure they are fit for purpose and clearly understood.
3	To identify and design additional preventative and/or detective controls to address control gaps.
4	To identify and design opportunities to streamline the TSR process to focus on key transactions

5	To provide clear and comprehensive monitoring and reporting pathways for all levels of management.
6	To provide clear escalation and accountability pathways for all types of issues.
7	Operational documentation reflects good process documentation practice, links to key controls and clearly articulates control expectations to staff.
Enhanced Data matching project	
1	To provide an additional opportunity for electors to ensure their enrolment details are up to date for GE2026 by targeting people who have recently updated their details with other agencies (noting that enrolment during the voting period will not be possible under proposed legislation change).
2	To implement changes that enable future work on Automatic Enrolment updates and a wider modernisation programme.
3	To utilise digital communications channels.

Scope Management Plan

Scope management for the Enrolment workstream will be the sole responsibility of the Project Manager. The scope for this project is defined in the table included below.

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

In scope – Overarching workstream
Current state assessment
Current state assessment of Enrolment processes, including development of Process Controls Documents.
Forecasting
Forecasting enrolment demand scenarios so that we can define staffing requirements for GE2026 (including MEO). This will include consideration of the potential change to an early cutoff of enrolment in the Electoral Amendment Bill, and scenarios for Enrolment deadline roll closure during the advanced voting period.
Resource plan
Identify enrolment processing and enrolment support staffing requirements for GE2026 (including MEO). This will include consideration of day shift/night shift structure and a specialist TSR team.

In scope – Overarching workstream
Enrolment Delivery Plan Plan the approach to delivering the range of work required to run an efficient update campaign designed to encourage people to get ready and enrol, or update their enrolment details ahead of time, while ensuring we maintain the integrity of the electoral roll. In essence this plan is our playbook, covering the processes, practices and expectations needed to deliver a successful campaign. This will include (but not limited to) designing and defining: • Role and responsibilities • Temporary Structure • Approach to working in 'shifts' • Performance Standards and Work Thresholds • Operational levers • Approach to Pastoral Care and Coaching • Assistance and Escalation Pathways • Approach to Quality Assurance/TSRs • Approach to handling Public Enquiries for Unpublished Electors • Internal operational delivery communications
Enrolment Update Campaign Mailouts • Define, design, develop and deliver the mailout for MEO in 2026 • Define, design, develop and deliver the mailout for the GE2026 Enrolment update campaign • Procurement of print requirements (e.g. envelopes and inserts) • Procurement of mail services and management of supplier • Text message to published dormant electors • Phone call to unpublished dormant electors • Digital prompts (subject to further design and budget confirmation)
Event period Enrolment tasks • MEO2026 enrolment processing • GE2026 enrolment processing • Responding to enrolment enquiries at level 3 • Activity, assurance, and statistical reporting
Roll close
Management of the Writ Day and Enrolment Deadline Roll Closures
Roll print 2026 Planning, procurement, production, and distribution, of all Enrolment and Voting Services requirements for printed and scannable rolls
Data extracts Enrolment data extraction, quality assurance, management of approvals, security, and transfer to printer for: • MEO mailout • Enrolment update campaign mailout

In scope – Overarching workstream
• Roll print • EasyVote letter including unpublished EasyVote letter • Additional extracts for digital EasyVote communications • Dormant SMS campaign • Dormant unpublished electors
Special Vote Declaration audit Testing process to provide assurance that MIKE provides correct determination when checking the validity of special votes. Includes planning, review of test scenarios (with Legal, Regulation and Policy), testing in MIKE (with IT), and remediation of any issues identified (by IT).
Post-election period Enrolment tasks • Processing escalated SVDs for checking • Plan and manage merged electors' process
Electoral Amendment Bill Implementation of the enrolment changes introduced in Electoral Amendment Bill for GE2026 (see table below)

Out of scope	Rationale why it is out of scope
Recruitment of temporary Enrolment Processing and Enrolment Support staff	Sits in Temporary Election Workforce workstream. (Noting that managers of the temporary staff have responsibilities in the recruitment process, as outlined in the GE2026 Workforce and Recruitment Plan).
Training Planning and delivery of training for temporary Enrolment Processing and Enrolment Support staff Preparation of the MIKE training environment for training	Sits in Supporting Temporary Election Workforce workstream Training environment is no longer required
Out of scope [Redacted] [Redacted] [Redacted] [Redacted] [Redacted]	[Redacted] [Redacted] [Redacted]
[Redacted] [Redacted] [Redacted]	[Redacted] [Redacted]
IT equipment Supply and Set up of personal workstations / personal IT equipment in temporary Enrolment premises	Sits in GETII workstream

Out of scope	Rationale why it is out of scope
Out of scope	
General election readiness work related to MIKE system	Sits with IT
EC Operations manual (platform, redraft, and publication)	Sits in Supporting Election Delivery Workforce workstream
Processing qualified enrolment forms from voting places	Removed from scope identified in project brief, due to assumption that enrolment in voting places will not be possible in 2026 under proposed legislation change
Implementation of longer-term changes introduced in the EAB (see list below)	Changes that will be implemented post-GE2026 are out of scope of this plan
Out of scope	

Improvement projects

Enhancing EnrolOnline

In scope – Enhancing EnrolOnline	
Development, testing and implementation of systems changes to MIKE and EnrolOnline to enable automatic processing of suitable transactions. This includes:	
- Implement MIKE backend changes to support automatic processing of suitable electronic transactions - Enable EnrolOnline transactions that meet the defined criteria to be applied automatically - Enable case and diacritic correction of First Names and Surname fields in EnrolOnline	
Load testing	
Privacy risk assessment, and updates to existing Privacy Impact Assessment (if required)	
Approval by the Chief Electoral Officer of system enhancements to enable automatic processing of suitable transactions using EnrolOnline	
Out of scope	Rationale why it is out of scope
Any changes to TSR or other post-processing validation or quality assurance activities	In scope for Data Integrity and Assurance project
Identify longer-term opportunities to modernise the EnrolOnline platform to become a digital enrolment system that is managed by the elector	Included in the project brief but removed from scope for the MVP option
Research on how to enhance user experience	

Systems changes to enable eRoll MDA2 transactions that meet the defined criteria to be applied automatically	Removed from scope in detailed design to reflect the assumption that enrolment will not be possible during the voting period, under proposed legislation changes
Develop and publish information for electors on vote.nz to explain how automated decision-making will be applied	Removed from scope in June 2025 as the changes are considered to be automated processing, not automated decision-making

Data Integrity and Assurance

In scope – Data Integrity and Assurance	
Implement strengthened and new controls to manage risk and consequences which have the biggest impact for accuracy and availability of the electoral roll. We will continue to build on work in Tranche 1 to: • Strengthen controls to prevent incorrectly merged/overwritten electors • Ensure all key enrolment transactions go through transaction status review (TSR) • Strengthen TSR process for merged/overwritten electors • Prioritise TSR check for data that impacts voting rights and deprioritise data that does not • Automate TSR checks where possible	
Implement a Data Integrity and Assurance Plan to provide confidence and assurance in what needs to be monitored, or detected and (if necessary) corrected, to ensure that data quality requirements are being met, and the electoral roll is accurate and available when needed. Activities to support this include: • Strengthening roll cleanses to mitigate impacts that are not addressed in the current state • Improving current monitoring, and reporting of key integrity and assurance controls • Identify and build additional, proactive, assurance processes to validate compliance with procedures and effectiveness of controls.	
Review and improve monitoring and reporting to provide greater visibility of activities in an accessible way, particularly during critical event periods, and to ensure clear and concise reporting for all levels.	
Review of training material and develop training requirements to focus on data literacy and complying with our data quality requirements.	
Review of operational and procedural manuals for enrolment processing; provision of content changes or new content requirements to Support for Election Delivery Workforce (SEDW), development of PDD documentation for enrolment processing future state processes.	
New Quality Assurance steps for automated transactions introduced by the Enhancing EnrolOnline project.	
Systems and technology improvements to support the scope items above.	
Out of scope	Rationale why it is out of scope
Special vote declaration checks	Sits in the Post-Election Processes workstream
Training	Sits in the Support for Election Delivery Workforce (SEDW)

Design and implement an annual internal audit (similar to the 2024 PwC audit)	Sits with Strategy, Risk and Assurance
MIKE integrations	Changes to eRoll, ERSA, etc, as per functional spec
Defining risk tolerances for all the Enrolment Processing tasks	This is part of BAU

In scope - Enhanced Data Matching	
Detailed Design Document	
Reestablishing key contacts within the existing approved agencies (NZTA, MSD, DIA)	
Updating MOUs with approved agencies as required	
Implementing a refined end-to-end data matching process	
Implementing an integrated multi- channel communication approach, using the design principle of digital first	
Demand/resource forecast model	
Out of scope	Rationale why it is out of scope
Data matching with data from additional agencies	Requires legislation change

In scope - Implementation of Electoral Amendment Bill: Enrolment changes
Allow the Commission to receive email and phone numbers through data-matching This change will amend the data-matching provisions in section 263B of the Electoral Act to allow the Commission to receive email and phone numbers to enable electronic communications to encourage enrolment – just for the existing provisions re MSD, DIA and NZTA. The Commission has discretion on when to implement. This is proposed to be implemented as part of the Enhanced Data Matching project in May/June 2026, subject to further planning, and approval of detailed design.
Allow overseas electors to be sent correspondence by email This change will allow the Commission to send overseas electors electronic correspondence for enrolment update campaigns, to confirm a new enrolment, or for an enrolment update. The Commission has discretion on when to implement. Subject to further planning the Enrolment workstream proposes to implement this for GE2026 as part of the enrolment update campaign in July 2026.
Enrolment deadline for GE 2026 Change the enrolment deadline to midnight 13 days before election day, before the start of advance voting. People who only become eligible after the enrolment deadline and by election day will not be able to enrol, except people who turn 18 or who qualify in a new electorate (1 month rule) who apply to enrol or update their details in advance of the deadline. Changes to be implemented by the Enrolment workstream are: • MIKE changes • Enrolment correspondence.
Change to prisoner eligibility and people detained under criminal mental health orders

This change will disqualify prisoners sentenced to a term of imprisonment after the Bill comes into force – ban does not apply to prisoners serving a sentence of imprisonment of 3 years or less at the time the Bill is enacted. Prisoners already disqualified prior to the amendment remain so. Changes are also proposed to the rules that apply to persons under criminal mental health orders, who would be eligible to enrol and vote even if they have been detained for more than 3 years. Change to come into force on enactment, current assumption is 18 Dec 2025. The Enrolment workstream will work with Corrections and MoH to implement these changes.	
Remove occupation and honorific Change required fields on the enrolment form to remove occupation and honorific. We will have to stop providing this information to other agencies from commencement. To come into force on enactment, current assumption is 18 Dec 2025. Changes to be implemented by the Enrolment workstream are: • MIKE and Enrol Online changes • Enrolment form changes • Enrolment correspondence • Data extracts	
Allow the Commission more discretion on what details to include in an enrolment update communication. Currently the Commission must include all of an elector's personal details provided in their application to enrol in the enrolment update campaign or direct them to where they can review and update their details. The Commission has discretion on when to implement this change. Subject to further planning, this could apply for an overseas elector email in 2026, as noted above.	
Date for main rolls to close in election year Provide for the Electoral Commission to fix the date for closing the main rolls by notice in the Gazette in an election year, as happens in non-election years. Will require an update to the Commission delegation's policy (before start of enrolment update campaign) to specify who can determine the timing of the roll print in election year.	
Replace 'permanent resident' with 'resident for electoral purposes' Replace permanent resident with resident for electoral purposes in the Act. To come into force on enactment, current assumption is 18 Dec 2025. Changes to be implemented by the Enrolment workstream are: • MIKE and Enrol Online changes • ROE1 form • Enrolment correspondence	
Out of scope	Rationale why it is out of scope
Allow use of email instead of post for: - Correspondence including confirmation of enrolment or update - Enrolment update campaign	The Commission has discretion on when to implement these changes. Due to resource constraints and the significant amount of change planned for Enrolment in 2026, the workstream is proposing to focus on email

	correspondence to overseas electors for GE2026. The EC Board has agreed that the Enrolment update campaign will be post only for 2026, implementation is likely for 2028 Local Body Elections onwards. The Programme Board confirmed on 31 July that further work on digital enrolment communications beyond GE2026 is outside the scope of the Enrolment workstream as it will be picked up in the modernisation work.
Allow direct enrolment updates	Implementation will be post-2026. The Commission has discretion on when to implement this. The Programme Board confirmed on 31 July that further work to prepare for Automatic Enrolment Updates will be initiated as part of modernisation work.
New offence of improperly influencing person to enrol or not to enrol or to choose a particular roll when exercising the MEO	Legal, Regulation and Policy will be responsible for implementing guidance on this and compliance. Will come into force on enactment.
Implementation of wider changes resulting from the change in enrolment deadline	Other changes sit with Services to Voters, Information & Education for the Public, Post Election, Support for Election Delivery Staff, Customer Services, Temporary Accommodation and Temporary Election Delivery Workforce, Logistics and Supplies.

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.

Overarching workstream

(Dates are subject to further planning and confirmation when Election date is known).

Overarching workstream – Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
Workstream Management Plan	Enrolment workstream management plan, incorporating Enhancing EnrolOnline, Data Integrity and Assurance, and Enhanced Data Matching projects.	The approach is clearly defined including the scope, schedule, milestones, and deadlines.	11 Sep 2025
Enrolment Delivery Plan	Enrolment Delivery Plan for both MEO and GE 2026.	The demand forecast, workforce plan, performance standards, work thresholds and escalation pathways approved by Director – Enrolment.	17 Oct 2025
Enrolment Delivery Plan Readiness Assessment	A document that assesses our readiness across key enablers for the Enrolment Delivery Plan	100% of enablers to be in place and if not, it is escalated to Director-Enrolment for acceptance or non-acceptance.	13 Mar 2026
MEO Mailout			
MEO ROE42 Mailout - Paper secured	Confirmation from Candida, printers and NZ Post the required quantities of paper are available to meet mailout requirements	Adequate paper stock is confirmed available and in NZ by suppliers for production of MEO packs.	14 Oct 2025
MEO ROE42 Mailout - Draft print brief to NZ Post	Draft print brief ready for submission to NZ Post for planning purposes, quotes and creation of SoW	Endorsement received from mailout SME and approval provided by Director, Enrolment.	14 Nov 2025
MEO NZ Post SoW - SoW approval	Signed NZ Post SoW between the Commission and NZ Post	Legal and procurement endorsement has been provided. Document approved within the Commission's financial delegations.	12 Dec 2025

Overarching workstream – Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
MEO Envelopes – Candida SoW	Signed commercial agreement between supplier and the Commission for provision and delivery of envelopes related to the MEO mailout	Commercial agreement approved by the Commission in accordance with procurement policy.	19 Dec 2025
MEO Inserts - SoW	Signed commercial agreement between the supplier and the Commission for printed inserts related to the MEO mailout	Commercial agreement approved by the Commission in accordance with procurement policy.	19 Dec 2025
MEO Envelopes - Final Envelope print brief and artwork to Candida	Approved print ready files provided to Candida and NZ Post	Envelope artwork meets the requirements specified in the print brief, has passed the predefined quality assurance checklist and is approved by the Manager of Comms and Education, Director Enrolment.	23 Jan 2026
MEO Insert - Final Insert print brief and artwork to Printers	Approved print ready files provided to printers	Insert artwork meets the requirements specified in the print brief, has passed the predefined quality assurance checklist and is approved by the Manager of Comms and Education, Director Enrolment.	23 Jan 2026
MEO Dress rehearsal - Complete	Enrolment services have conducted quality assurance on pack samples at both mailhouses Akld and Chch successfully	Quality assurance checks have been performed on dress rehearsal packs at both locations and have passed.	13 Feb 2026
MEO ROE42 - Approval of production data extract QA and transfer of data to NZ Post	Memo seeking approval of ROE42 extract and data transfer Director Enrolment, DCE Ops, CEO	Quality assurance checks have been performed on sample sets of data prior to the secure transfer of production data to NZ Post.	19 Feb 2026
MEO ROE42 - Production proofs approval	Documented approval of production proofs for NZ post prior to production of mailout packs	Confirmation the final product matches design specifications by a 100% pass rate on the predefined acceptance checklists.	23 Feb 2026
MEO ROE42 Mailout - Domestic packs lodged	NZ Post deliverable	NZ Post confirm domestic packs have been produced and lodged for delivery	31 Mar 2026
MEO ROE42 Mailout - All packs delivered	NZ Post deliverable	NZ Post confirm overseas and domestic packs have been delivered via the progress report	11 Apr 2026
Enrolment update campaign			

Overarching workstream – Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
EUC Mailout - Paper secured (NZ Post, Print Panel)	Confirmation from Candida, printers and NZ Post the required quantities of paper are available to meet mailout requirements	Adequate paper stock is confirmed available and in NZ by suppliers for production of EUC packs.	27 Feb 2026
EUC ROE2 Mailout - Draft print brief to NZ Post	Print brief ready for submission to NZ Post for planning purposes and creation of SoW	Endorsement received from mailout SME and approval provided by Director, Enrolment.	7 Apr 2026
EUC NZ Post SOW - SoW approval	Signed NZ Post SoW between the Commission and NZ Post	Legal and procurement endorsement has been provided. Document approved within the Commission's financial delegations.	Apr 2026
EUC Envelopes - Candida SoW	Signed commercial agreement between supplier and the Commission for provision and delivery of envelopes related to the EUC mailout	Commercial agreement approved by the Commission in accordance with procurement policy.	Apr 2026
EUC Inserts - SoW	Signed commercial agreement between the supplier and the Commission for printed inserts related to the EUC mailout	Commercial agreement approved by the Commission in accordance with procurement policy.	Apr 2026
EUC Envelopes - Final artwork to Candida	Approved print ready files provided to Candida and NZ Post	Envelope artwork meets the requirements specified in the print brief, has passed the predefined quality assurance checklist and is approved by the Manager of Comms and Education, Director Enrolment.	Apr 2026
EUC Insert - Final artwork to Printers	Approved print ready files provided to printers	Insert artwork meets the requirements specified in the print brief, has passed the predefined quality assurance checklist and is approved by the Manager of Comms and Education, Director Enrolment.	Apr 2026
EUC Dress Rehearsal - Complete	Enrolment services have conducted quality assurance on pack samples at both mailhouses (Auckland and Christchurch) successfully	Quality assurance checks have been performed on dress rehearsal packs at both locations and have passed.	1 May 2026
EUC ROE2 - Approval of production data extract QA and transfer of data to NZ Post	Memo seeking approval of ROE2 extract and data transfer Director Enrolment, DCE Ops, CEO	Quality assurance checks have been performed on sample sets of data prior to the secure transfer of production data to NZ Post.	15 May 2026

Overarching workstream – Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
EUC ROE2 - Production proofs approval	Documented approval of production proofs for NZ post prior to production of mailout packs	Confirmation the final product matches design specifications by a 100% pass rate on the predefined acceptance checklists.	20 May 2026
EUC ROE2 Mailout - Domestic packs lodged	NZ Post deliverable	NZ Post confirm domestic packs have been produced and lodged for delivery	29 Jun 2026
EUC ROE2 Mailout - All packs delivered	NZ Post deliverable	NZ Post confirm overseas and domestic packs have been delivered via the progress report	10 Jul 2026
Roll print and extracts			
Roll Print Specification - Final	This document sets out the specifications for the production of the 2026 rolls.	Reviewed by Print Advisor, IT, approved by Director Voting Services, Director Enrolment	17 Jun 2026
Electorate HQ and Enrolment Distribution Plans - Final	Distribution quantities and locations for the 2026 rolls.	Approved by Director Voting Services, Director Enrolment	24 Jun 2026
Nominated print provider commercials in place	Signed commercial agreement between Commission and the nominated print provider (s)	Commercial agreement approved by the Commission in accordance with procurement policy.	24 Jun 2026
Easyvote (includes unpublished) and roll print data extract	Extract of production data for EasyVote, unpublished and roll print	The following data has been extracted successfully: 1. Main & Composite extract 2. EasyVote extract 3. Scannable extract 4. Habitation extract 5. Main & Composite Roll and Habitation Index long names	20 Aug 2026
Quality assurance	Enrolment data files for Main & Composite, Scannable, Habitation Index, and EasyVote is extracted from MIKE and made available for QA checks.	All quality and assurance criteria have been successfully completed in accordance with the predefined checklist	20 Aug 2026
Approval of production data release	Approval to release data	Approval to release data endorsed by Director Enrolment and approval provided by DCE and CE	20 Aug 2026

Overarching workstream – Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
Rolls received at Electoral HQs	Delivery of rolls to headquarters as per specification and distribution plan	All rolls received at headquarters by due date and in the appropriate quantities as per the specification and distribution plan.	4 Sep 2026
Rolls on display to public	Delivery of rolls to locations as per distribution requirements	Rolls have been delivered correctly in accordance with distribution requirements.	4 Sep 2026

EAB Changes – Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
Business requirements	Review all existing enrolment correspondence, enrolment forms, collateral, systems changes, and website to identify where updates are required to remove occupation and honorific, replace 'permanent resident' with 'resident for electoral purposes' in the Act, and incorporate changes to eligibility of prisoners and detained persons.	Changes are reviewed by Legal and Policy, Comms and Education, IT, and Enrolment, and approved by Project Lead.	30 Sep 2025
Implementation plan for changes to prisoner voting / persons under criminal mental health orders voting	Develop and agree implementation approach with Corrections and MoH before enactment. Identify any forms and collateral required. Confirm any approvals required for new or revised processes.	Reviewed by Legal and Policy, Comms and Education, and Enrolment, and approved by DCE Operations, Corrections and MoH project leads.	31 Oct 2025
Process maps	Documentation of future state process maps for changes to prisoner voting and detained persons	The process maps are clear and will align with the standard international process map criteria. They represent the activities, roles, and dataflows	31 Oct 2025

EAB Changes – Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
		accurately for all stages of Enrolment Processing and signed off by the Director Enrolment.	
Privacy assessment and recommendation on disposal policy	Review privacy considerations resulting from the removal of the requirement to collect occupation and honorific data; recommendation on disposal of existing elector data currently in MIKE	Approval by Programme Board	Nov 2025
Systems changes	Updates built and tested to remove occupation and honorific from front end, and back end validation, including: EnrolOnline, MIKE, call centre app, data extracts, external app APIs, roll extracts.	Test exit report is documented providing executed test cases, scope, objectives, and methodologies, with accurately recorded outcomes, including defects. Approval is via the existing MIKE approval process including endorsement by Director Enrolment and CIO, and approval by DCE Operations and DCE Enterprise Services. Changes to EnrolOnline approved by CEO.	18 Dec 2025 (subject to prioritisation)
Updated ROE 1 Enrolment form	ROE1 form updated to remove 'title' and 'occupation' fields and update 'permanent resident' wording	Changes are reviewed by Legal and Policy, Comms and Education, IT, and Enrolment, and approved by CEO.	18 Dec 2025
Enrolment correspondence updates	Work with NZ Post to develop and test BAU correspondence/forms (ROE1, ROE7, ROE9, ROE48)	Test outputs assessed by Enrolment, IT, print advisor; testing includes scanning into MIKE; approved by DCE Operations.	18 Dec 2025

Improvement projects

Enhancing EnrolOnline – Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
Privacy Threshold Assessment	Complete a Privacy Threshold Assessment to determine whether the introduction of automatic processing has any privacy impact	Developed with Privacy Officer, reviewed by SMEs and Director Enrolment. Document approved and recommendations agreed by Director Enrolment.	15 Sep 2025
Business rules	This document will outline the agreed acceptance criteria and business rules for automatic processing, requirements for regular review and reporting, and quality assurance activities. It will be incorporated in the Enrolment Manual and handed over to the Enrolment team for regular review.	Clearly defines the acceptance criteria and rules for automatic processing that have been incorporated in the systems changes in a format that can be updated by the Enrolment in future if rules are changed to meet business need or legislative changes. Responsibilities and timing for regular review and reporting are clearly identified.	15 Sep 2025
System changes – MIKE and EnrolOnline	Updates to MIKE and EnrolOnline built and tested	Test exit report is documented providing executed test cases, scope, objectives, and methodologies, with accurately recorded outcomes, including defects. Approval is via the existing MIKE approval process including endorsement by Director Enrolment and CIO, and approval by DCE Operations and DCE Enterprise Services.	Sep 2025
Approval memo for EnrolOnline	Develop memo outlining changes to EnrolOnline and criteria for use of automated processing for approval by CE prior to implementation	Reviewed by Enrolment, Legal and Policy, endorsed by Director Enrolment and DCE Operations.	10 Oct 2025
Project close report	To formally conclude the project by ensuring all deliverables are completed, stakeholders are informed, lessons learned are documented, and operational handover is completed	Official project closure documentation signed off by key stakeholders. Reports are finalised including lessons learned and success evaluation. There is an effective transition of responsibilities, ensuring no operational gaps to BAU.	15 Dec 2025

Data Integrity and Assurance – Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
Data integrity and assurance plan	Develop new process document outlining assurance steps, responsibilities etc. The project deliverable will be a template for the BAU Enrolment team to develop the 2025/26 Data Integrity and Assurance plan.	The approach, roles and responsibilities are clearly documented, reviewed by Risk and Assurance, and approved by Director Enrolment.	30 Jun 2025
Process maps	Documentation of future state process maps for Enrolment Processing and Unpublished electors	The process maps are clear and will align with the standard international process map criteria. They represent the activities, roles, and dataflows accurately for all stages of Enrolment Processing and signed off by the Director Enrolment.	15 Sep 2025
Process Controls Document (PCD)	Develop a PCD for future state processes which will also reference risks, controls and related procedures.	Tbc (subject to confirmation by SGD)	Tbc (subject to confirmation by SGD)
Training requirements	Develop requirements for enrolment training which take into account proposed process and system changes for keying and TSR, learning outcomes, and management controls.	The training requirements are clear, comprehensive, and tailored to the Temporary Election Workforce's needs including the documentation instructions are effective and address the new processes.	15 Sep 2025
System changes – MIKE	Updates to MIKE built and tested.	Test exit report is documented providing executed test cases, scope, objectives, and methodologies, with accurately recorded outcomes, including defects. Approval is via the existing MIKE approval process including endorsement by Director Enrolment and CIO, and approval by DCE Operations and DCE Enterprise Services.	Nov/Dec 2025

Data Integrity and Assurance – Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
System changes – Te Kauhangaroa	Updates to Te Kauhangaroa built and tested.	Testing by Data and Insights (D&I) to ensure that data in the data platform accurately reflects data in bases system (MIKE) and is pulled in consistently, taking into account a short lag between the two systems. Approval by the Manager D&I.	Nov/Dec 2025
Forecast and monitoring dashboard	Work with Enrolment and Data & Insights to produce a full forecast and monitoring dashboard for planning (including enrolment support tasks).	Dashboard produced by one member of the D&I team and comprehensively QA'd by another member of the team, with relevant sense-checking by the enrolment team. Approval by the Director of Enrolment.	Dec 2025
Project close report	To formally conclude the project by ensuring all deliverables are completed, stakeholders are informed, lessons learned are documented, and operational handover is completed	Official project closure documentation signed off by key stakeholders. Reports are finalised including lessons learned and success evaluation. There is an effective transition of responsibilities, ensuring no operational gaps to BAU.	23 Feb 2026

Enhanced Data Matching – Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
Detailed Design Document*	The purpose of this detailed design document is to build on the information contained in the positioning paper to enable key decision makers to decide whether the recommended option is implemented for the 2026 General Election. It is also to ensure the right level of detail has been	Reviewed by key internal stakeholders including IT, Finance, Legal and Policy. This document needs to be signed by the Business Owner, Business Lead(s) and the Programme Director. The document will then be presented and considered by the Programme Board and decisions will be recorded in meeting minutes.	4 Dec 2025

Enhanced Data Matching – Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
	considered and completed before building and implementing a solution.		
Memorandum of Understanding	Updated MoUs with partner agencies in place	Reviewed by Legal, Regulation and Policy, approval by Chief Electoral Officer.	Mar 2026 (tbc)
<i>*Further deliverables for the Enhanced Data Matching project will be confirmed in the Detailed Design Document</i>			

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 Enrolment 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.

The below chart lists the major milestones for the Enrolment 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.

Overarching workstream

(Dates are subject to further planning and confirmation when Election date is known).

Milestone	Description	Date
1	Overarching brief approved	Sep 2024
2	Workstream Management Plan approved	11 Sep 2025
3	EAB enactment date (priority changes are operationalised)	18 Dec 2025 (tbc)
4	MEO Mailout commercials in place (printer and envelopes)	19 Dec 2025
5	MEO Mailout domestic packs / MEO campaign starts	31 Mar 2026
6	EUC Mailout commercials in place (printer and envelopes)	10 Apr 2026
7	All MEO packs delivered	11 Apr 2026
8	Processing centres – Property, IT and furniture operational	1 May 2026
9	EUC Mailout transfer of production data and QA	15 May 2026
10	Special Vote Declaration audit complete	May 2026 (tbc)
11	Closure of MEO changes, three-month MEO restriction starts	19 Jun 2026
12	Enrolment Update Campaign starts	29 Jun 2026
13	Enrolment Update packs sent to all enrolled electors	10 Jul 2026
14	Writ day and roll close	16 Aug 2026
15	Data extract Easy Vote (includes unpublished) and roll print	20 Aug 2026

Milestone	Description	Date
16	Rolls on display to public	4 Sep 2026
17	Rolls received at HQs	4 Sep 2026
18	Enrolment deadline	6 Sep 2026
19	Election Day – Enrolment deadline roll closure (enrolment processing and all QA functions complete) Note: Date for Enrolment deadline roll closure is subject to approval by Programme Board in October 2025.	19 Sep 2026
20	Merged and Overwritten electors enquiries start	23 Sep 2026
21	Special vote process qualification decision start	24 Sep 2026
22	Mismatched qualifications information queries start	25 Sep 2026
23	Post Election Enrolment Work Completed	1 Oct 2026
24	Lease ends processing centres - Auckland, Wellington, Christchurch	30 Nov 2026

Improvement projects

Milestone	Description	Date
Enhancing EnrolOnline		
1	Project Brief approved	Sep 2024
2	Detailed Design approved	6 Mar 2025
3	Systems changes completed and tested	Sep 2025
4	EnrolOnline enhancements approved for use	Oct 2025
5	Systems changes released	Oct 2025
6	Project close	15 Dec 2025
Data Integrity and Assurance		
1	Project Brief approved	Sep 2024

Milestone	Description	Date
2	Detailed Design approved	6 Mar 2025
3	Future state process documentation complete	15 Sep 2025
4	All MIKE systems changes released	Dec 2025
5	Forecast and monitoring dashboard updates complete	Dec 2025
6	Project close	23 Feb 2026
Enhanced Data matching*		
1	Project team confirmed	29 Aug 2025
2	Detailed design approved	4 Dec 2025

**Milestones for the Enhanced Data Matching project will be confirmed in the Detailed Design Document*

The full workstream schedule can be found here [Enrolment GE2026 Project Schedule.mpp](#)

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/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

BAU assurance activity to maintain roll integrity is carried out on an ongoing basis by the Enrolment team.

Assurance Activity	Purpose	Audience	Performed By
Review of the ROE42 MEO letter content. A mockup of the form is developed for four letter types: 1. Published 2. Unpublished	Form review by Comms and Education to make sure the content is readable, appropriate for the identified	Form changes approved by Director Enrolment, DCE, CEO	Comms and Education Legal

Assurance Activity	Purpose	Audience	Performed By
3. Provisional 4. Unpublished provisional Processes and steps are documented, and the endorsement and approvals are recorded in project files. If a significant change to form is required, external review/input eg by Write Group or a design agency will be sought	audience and it aligns with the organisation's branding and communication standards. • Endorsement of form by Legal to confirm the documents comply with relevant laws and regulations including any newly introduced legislation. • Director Enrolment – endorsement of form and approval to confirm suitable from an operational processing perspective into MIKE		Director Enrolment
Review of the ROE2 (EUC) letter content. A mockup of the form is developed for four letter types: 1. Published 2. Unpublished 3. Provisional 4. Unpublished provisional Processes and steps are documented, and the endorsement and approvals are recorded in project files. If significant change to form is required, external review/input eg by Write Group or a design agency will be sought	• Form review by Comms and Education to make sure the content is readable, appropriate for the identified audience and it aligns with the organisation's branding and communication standards. • Endorsement of form by Legal to confirm the documents comply with relevant laws and regulations including any newly introduced legislation. • Director Enrolment – endorsement of form and approval to confirm suitable from an operational processing perspective into MIKE	• Form changes approved by Director Enrolment, DCE, CEO	Comms and Education Legal Director Enrolment

Assurance Activity	Purpose	Audience	Performed By
Envelope production – predefined QA checklist on digital proofs	• To ensure the final printed product accurately matches the approved design before mass production begins. • Proofs are checked and have correct and appropriate EC addresses • Proofs include correct NZ Permit / Reply Authority codes • Product codes are accurate		Enrolment Services with support from Comms and Education
Envelope production – predefined QA checklist on physical envelopes at Candida's production site in Auckland	• Final check of the accuracy of design, colour matching, legibility and clarity, placement and sizing. • Final check: messaging is correct; spelling, punctuation and grammar; product codes are accurate. • Check colours and ensure there is no colour bleeding or smudging • Check trims and bleeds are correct (and no content has been cut off) • Check printing specifications against the print brief • Check folds (if relevant)		Enrolment Services with support from Comms and Education or a design agency (tbc)
Insert and brochure production predefined QA checklist on digital proofs and physical proofs	To ensure the final printed product accurately matches the approved design before mass production begins.	• Director Enrolment	Enrolment Services Comms and Education
Predefined QA checklist on test data extracts from UAT before provision to NZ Post for dress rehearsal	Predefined QA checklist on test data extracts from UAT provided to NZ Post for dress rehearsal.	• UAT data release approved by	IT

Assurance Activity	Purpose	Audience	Performed By
		Director Enrolment	
ROE2 and ROE42 development phases – predefined QA checklist on ROE2 and ROE42 digital outputs from NZ Post	Ensure the outputs match against the ROE2 or ROE42 test data that was supplied	Director Enrolment approves development phase	Enrolment Services
MEO and EUC dress rehearsal onsite checks at both production sites. Quality assurance is performed on a sample set of packs by the Commission before lodgment by NZ Post.	To confirm the final product matches design specifications. To catch and correct issues in materials before the production run.	Director Enrolment	Enrolment Services – Christchurch and Auckland
Transfer of production data for MEO and EUC mailout. Predefined acceptance checklists are used prior to the secure transfer of data to NZ Post. ROE2 and ROE42 proofs are checked to ensure the data supplied matches what is expected in the files and no changes have been made to the data since the development phase.	To verify data is present, correct and free of errors. To confirm that sensitive data is handled according to requirements. Ensure the format of data and values meet the expected standards.	Director Enrolment	Enrolment Services with support by IT
2026 Parliamentary Roll Print of main rolls, scannable rolls, habitation indexes to meet all Enrolment and Voting Services requirements. Roll print quality assurance checklists on: - Roll cover samples - Roll data extract - Onsite spot checking of rolls post-production - Checking of stock post distribution - Issue tracking Roll print – physical quality assurance spot checks. Main rolls, first roll printed for every electorate	Maintenance of issue tracking to document defects and implement corrective action		Voting services are responsible for quality assurance on the scannable rolls (scan rolls into ERSA testing).
Review and approval of NZ Post's development proofs			

Assurance Activity	Purpose	Audience	Performed By
for RO9 – there are two phases MEO and EUC. The data extract relating to ROE9 activities is test data for the development of the proofs.			
Predefined acceptance checklist for the transfer of dormant elector data to the 0800 service provider for the dormant SMS campaign	To ensure: • Control Report matches extracted records • People are dormant • No Unpublished or inactive electors are in the file • No elector appears twice • No number appears twice	Director Enrolment	Enrolment Services IT
Writ Day Roll Closure Transfer of production data for EasyVote mailout. This includes electors on the unpublished roll and the extract for the roll print. Predefined acceptance checklists are used prior to the secure transfer of data to NZ Post and printer of rolls 1. Main & Composite extract 2. EasyVote extract 3. Scannable extract 4. Habitation extract Run data extract for Main & Composite Roll and Habitation Index long names		Approval of data extract release by DCE and CE	IT Enrolment Services
Variance dashboards for enrolment processing, TSR and Quality Assurance that track, in near real time, performance against agreed standards.	Provides assurance that performance is within agreed thresholds,	Team Leaders, Director Enrolment and Senior Management	Data and Insights Enrolment

Second Line of Defence

Assurance Activity	Purpose	Audience	Performed By
Regular governance and oversight activities – Workstream Steering Group, Programme Board.	Review programme status and provide direction, guidance, decision making and support to the programme to ensure successful delivery of expected output and outcomes. Regularly assess ongoing viability and alignment to agreed outcomes.	• Programme Board	• Programme Director • PMO
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
Post Implementation Review (PIR) for Workstreams/ Projects	A Post-Implementation Review is conducted after completing a workstream / project. Its purpose is to evaluate whether the planned objectives were met, to determine how effectively the workstream / project was run, to incorporate lessons and improvements into programme management practices.	• Programme Board • Workstream Owner • Workstream Lead • Programme Director	• Project Manager • PMO

Third Line of Defence

Assurance Activity	Purpose	Audience	Performed By
Third-party assurance review	To conduct an independent third line review of the efficiency and effectiveness of the enrolment 'event'	• Director Enrolment	External assurance provider

Assurance Activity	Purpose	Audience	Performed By
	completed in June 2025 (phase 1 of the LBE/MEO enrolment update campaign), providing assurance over roll integrity. Roll integrity is a critical success factor for the conduct of the general election in 2026. This review will also include a review of the progress made in response to the recommendations included in the Election Enrolment report in 2024.	• Programme Board • EC Board • Strategy, Risk & Assurance Team	

*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 Enrolment Workstream will consist of a matrix structure with support from various internal business units. All work will be performed internally.

The Enrolment 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 Enrolment Workstream is scheduled to last until November 2026 with standard 40-hour work weeks. Individual improvement projects will run for shorter durations as outlined below. 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 Enrolment Workstream will be at the discretion of their functional Line Manager.

The Project Manager will negotiate with all necessary functional line managers to identify and assign resources for the Enrolment Workstream. 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.

Resource Calendar

Staffing requirements for the Overarching Enrolment Workstream, and improvement projects include the following:

Overarching workstream

The overarching workstream is expected to commence regular meetings from Nov 2025.

Project Role	Named Individual	Number of hours (per week)	Over what period
Senior Supplier(s) NZ Post Print provider(s)	Craig s9(2)(a), Rachel s9(2)(a) tbc	n/a	Oct 2025 – July 2026
Project lead	Anusha Guler (interim) Director Enrolment (ongoing)	tbc	Nov 2025 – Nov 2026
Project Manager	Rachel s9(2)(a)	30	Nov 2025 – Nov 2026
Subject Matter Expert – Principal Advisor Enrolment	Justin s9(2)(a)	tbc	Nov 2025 – Nov 2026
Business Analysts x2	tbc	tbc	Nov 2025 – Nov 2026
Project Co-ordinator	Fiona s9(2)(a)	16	Nov 2025 – Nov 2026
Subject Matter Expert – Advisor Enrolment Integrity	Daphne s9(2)(a)	tbc	Nov 2025 – Nov 2026
Business Mailout lead	Shinayd s9(2)(a) Bindi s9(2)(a)	tbc	Nov 2025 – July 2026
Roll print lead	Fiona s9(2)(a)	tbc	Nov 2025 – Sep 2026
Data extraction and QA lead	Matthew s9(2)(a)	tbc	Nov 2025 – Sep 2026
Enrolment team leaders	Fiona s9(2)(a) Michelle s9(2)(a) Sue s9(2)(a)	tbc	Nov 2025 – Nov 2026
Lead Print Advisor	Myra s9(2)(a)	tbc	Nov 2025 – Sep 2026
Senior Systems Specialist	Jeff s9(2)(a) Mallory s9(2)(a)	tbc	Nov 2025 – Nov 2026
Enrolment SMEs – Auckland & Christchurch	tbc	2-3 days	Mar 2025 & June 2025

Project Role	Named Individual	Number of hours (per week)	Over what period
mailout activity (eg QA and dress rehearsal)			

Improvement projects

Enhancing EnrolOnline

Project Role	Named Individual	Number of hours (per week)	Over what period
Project Manager	Rachel s9(2)(a)	8	1 Apr – Nov 2025
Business Analyst	Olivia s9(2)(a)	7	June – Sep 2025
Project Co-ordinator	Fiona s9(2)(a)	4	1 Apr – Oct 2025
Subject Matter Expert – Principal Advisor Enrolment	Justin s9(2)(a)	4	1 Apr – Oct 2025
Senior Systems Specialist	Jeff s9(2)(a)	4	1 Apr – Oct 2025
Developer – Catalyst	n/a	40	16 weeks from early April
Subject Matter Expert – Enrolment	Michelle s9(2)(a)	1	1 Apr – Oct 2025
Subject Matter Expert – Enrolment	Anthony s9(2)(a)	1	1 Apr – Oct 2025
Subject Matter Expert – Legal and Policy	Natalie s9(2)(a)	2	1 Jun – Oct 2025
Subject Matter Expert – Privacy	Campbell s9(2)(a)	2	1 Jun – Oct 2025
Subject Matter Expert – Comms and Education	Jarrold s9(2)(a)	2	1 Jun – Oct 2025
Enrolment SMEs – user acceptance testing	Tbc	2 x 40	2 weeks - Sep 2025

Data Integrity and Assurance

Project Role	Named Individual	Number of hours (per week)	Over what period
Project Manager	Rachel s9(2)(a)	12	1 Apr 2025 – 28 Feb 2026
Senior Business Analyst	Debbie s9(2)(a)	5	June – Dec 2025
Business Analyst	Olivia s9(2)(a)	25	June – Dec 2025
Project Co-ordinator	Fiona s9(2)(a)	4	1 Apr 2025 – 28 Feb 2026
Subject Matter Expert – Principal Advisor Enrolment	Justin s9(2)(a)	8	1 Apr 2025 – 28 Feb 2026
Senior Systems Specialist	Jeff s9(2)(a)	8	1 Apr 2025 – 30 Sep 2025
Subject Matter Expert – Advisor Enrolment Integrity	Daphne s9(2)(a)	12	1 Apr 2025 – 28 Feb 2026
Subject Matter Expert – Enrolment	Sonia s9(2)(a)	2	1 Apr 2025 – 30 Sep 2025
Subject Matter Expert – Enrolment	Fiona s9(2)(a)	2	1 Apr 2025 – 30 Sep 2025
Subject Matter Expert – Senior Advisor Data and Insights	Dimitry s9(2)(a)	10	1 Apr 2025 – 20 Dec 2025
Enrolment SMEs – user acceptance testing	tbc	2 x 40	3 weeks from early August 2025
Developer (Catalyst)	n/a	40	12 weeks from April 2025

Enhanced Data Matching

A team will be confirmed in August 2025 to commence detailed design. Resource requirements for delivery will be confirmed in the Detailed Design Document. Expected resource requirements for detailed design are outlined below.

Project Role	Named Individual	Number of hours (per week)	Over what period
Project lead	Anusha Guler (interim) Director Enrolment (ongoing)	2	Aug – Dec 2025
Project Manager	Rachel s9(2)(a)	8	Aug – Dec 2025
Business Analyst	Debbie s9(2)(a)	8	Sep – Dec 2025
Subject Matter Expert – Principal Advisor Enrolment	Justin s9(2)(a)	2	Sep – Dec 2025
Subject Matter Expert – Enrolment	Daphne s9(2)(a)	1	Sep – Dec 2025
Subject Matter Expert – Legal and Policy	Natalie s9(2)(a)	1	Sep – Dec 2025
Subject Matter Expert – Comms and Education	Jarrod s9(2)(a)	1	Sep – Dec 2025
Senior Systems Specialist	Jeff s9(2)(a)	1	Sep – Dec 2025
Digital Channels lead	tbc	1	Sep – Dec 2025

EAB working group

Project Role	Named Individual	Number of hours (per week)	Over what period
Project lead	Anusha Guler (interim) Director Enrolment (ongoing)	2	Aug – Dec 2025
Project Manager	Rachel s9(2)(a)	5	Aug – Dec 2025
Subject Matter Expert – Principal Advisor Enrolment	Justin s9(2)(a)	1	Sep – Dec 2025

Project Role	Named Individual	Number of hours (per week)	Over what period
Subject Matter Experts – Enrolment	tbc	2	Sep – Dec 2025
Senior Systems Specialist	Jeff s9(2)(a)	2	Sep – Dec 2025
Subject Matter Expert – Legal and Policy	Natalie s9(2)(a)	2	Sep – Dec 2025
Subject Matter Expert – Legal and Policy – Prisoner Voting	Ben s9(2)(a)	2	Sep – Dec 2025
Business Analyst	Olivia s9(2)(a)	20	Sep – Dec 2025
Subject Matter Expert – Comms and Education	Jarrold s9(2)(a)	2	Sep – Dec 2025
Prisoner Voting lead	Raaj s9(2)(a)	2	Sep – Dec 2025
SME Voting Services – Prisoner Voting	Keryn s9(2)(a) Steph s9(2)(a)	1	Sep – Dec 2025
Subject Matter Expert – Privacy	Campbell s9(2)(a)	1	Sep – Dec 2025

Financial Management Plan

The project financials will be tracked on a monthly basis and included in the Project Status Report. The Financial Team will hold the 'source of truth' on financial information for the project. The Project Manager will work with the Workstream Owner/Sponsor and Finance Team to arrange any re-forecasting the financial needs of the project.

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

The overall costs of the core Enrolment functions for GE 2026 are expected to be \$2,049,862 Opex over FY25/26; and \$16,313,317 Opex over FY26/27.

In addition, a total improvement funding budget of \$6,194,839 Opex is expected to be allocated to Enrolment over both FY25/26 and FY26/27, this is subject to confirmation at the date of this plan. The expected split of the Improvement funding is shown in the cost baseline table below.

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

Project Phase	Cost estimate	Commitment timing	Comments
Tranche 2	s9(2)(j)	30/06/2025	s9(2)(j)
Tranche 2	tbc \$4,242,146 total for early close changes includes other workstreams, split is tbc	1/10/2025	Implementation of early Enrolment close changes introduced in Electoral Amendment Bill. No additional funding is allocated for other EAB changes, it is assumed that other costs for Enrolment (for example updates to enrolment forms) will be incorporated in this budget. (from improvement funding*)
Tranche 2	\$538,168	4/12/2025	Enhanced Data Matching project (from improvement funding*)
Tranche 3	\$18,363,179	n/a	Core Enrolment functions for GE 2026 (see detail in table below). \$1,492,044 of this total is from improvement funding* towards temp staff for MEO and EUC campaigns

* Note – Improvement funding is still to be confirmed as at the date of this plan.

Budget for core Enrolment functions

FY26 Budget - BUD_FY26	General Election (GE)		Māori Electoral Option - GE		TOTAL BUDGET		Notes
Row Labels	FY26	FY27	FY26	FY27	FY26	FY27	
Revenue	-	-	-	-	-	-	
Personnel	\$157,789	\$3,366,246	\$128,421	\$15,432	\$286,210	\$3,381,678	1
Computer & Telecommunications	-	\$159,240	-	-	-	\$159,240	2
Occupancy Costs	\$317,247	\$401,460	-	-	\$317,247	\$401,460	3
Office Equipment	\$78,331	\$135,678	-	-	\$78,331	\$135,678	
Specialist Services	\$35,603	\$1,282,436	\$196,036	\$10,069	\$231,639	\$1,292,504	
3340-Consultancy	\$28,369	-	-	-	\$28,369	-	
3342-Outsourced Services	-	\$1,274,271	\$196,036	\$10,069	\$196,036	\$1,284,340	4
3344-Electoral Enrolment Services	\$3,733	\$6,941	-	-	\$3,733	\$6,941	
3350-Archive and Storage Services	\$3,501	\$1,224	-	-	\$3,501	\$1,224	
Travel Expense	\$10,500	\$27,174	\$308	-	\$10,808	\$27,174	
Meeting & Entertainment	\$46	\$2,377	-	-	\$46	\$2,377	
Printing, Stationery & Postage	\$3,684	\$10,826,969	\$1,148,591	\$57,813	\$1,152,275	\$10,884,782	
3605-Freight	\$3,300	\$1,563	-	-	\$3,300	\$1,563	
3610-Postage and Couriers	-	\$9,967,517	\$971,001	\$57,813	\$971,001	\$10,025,330	5
3615-Printing	-	\$837,279	\$126,550	-	\$126,550	\$837,279	6
3620-Stationery and Equipment Consumables	\$384	\$20,522	\$51,040	-	\$51,424	\$20,522	
3621-Engagements	-	\$88	-	-	-	\$88	
Miscellaneous Expenses	(\$26,957)	\$28,424	\$262	-	(\$26,695)	\$28,424	
Grand Total	\$576,243	\$16,230,004	\$1,473,618	\$83,313	\$2,049,862	\$16,313,317	
2 Year Total	\$16,806,247		\$1,556,932		\$18,363,179		

Notes:

1. Temporary staff for MEO and EUC campaigns. Consists of three temporary election workforce teams, all three have a "Surge" capacity component that runs over the four weeks leading up to Election Day:

- Enrolment Support
- Enrolment Processing
- Quality Assurance

\$1,492,044 of temp staff total is from improvement funding, and yet to be confirmed as at the date of this plan.

2. s9(2)(j)
3. Temporary Enrolment Processing centres, assumes 3 x temporary sites (Auckland, Wellington, Christchurch) for 12 months. These sites are assumed to be 600sqm at a similar rate to GE 2023. Licensing and devices are covered separately within the IT budget (GETII).
4. s9(2)(j)
5. s9(2)(j)
6. Out of scope

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/project 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 below 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 workstream	Project Manager	Status Report via e-mail	Monthly
Project Teams	Meeting to review project RAIDDL and discuss progress and upcoming events	Project Manager	Project Team Meeting In person or Teams call Kanban board for task management	Fortnightly
Senior Suppliers	Summary report of health and progress of project	Project Manager	Meeting in person or Teams call	Fortnightly or as needed
Stakeholders – Programme Board	Summary report of health and progress of project	Project Lead, Project Manager	Project status reports as defined by the PMO format	Monthly
EC Board or ELT	Communication type will be assessed based on the topic for discussion	Project Sponsor	Memo or paper	Inform as necessary on key risks or issues, financial sign off

Procurement Management Plan

While this project requires minimal 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 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.

The following table lists all outsourced services and products required by the workstream/project which are expected to have a 'whole of life cost' of the contract over \$500k.

Outsourced service/product (WOLC over \$500k)	Status	ELT, CEO or EC Board approval	Business Owner	Contract Manager
Māori Electoral Option mailout	MSA in place with NZ Post, SOW required	CEO	Anusha Guler (interim) Director Enrolment (ongoing)	Anusha Guler (interim) Director Enrolment (ongoing)
Enrolment Update Campaign mailout	MSA in place with NZ Post, SOW required	EC Board	Anusha Guler (interim) Director Enrolment (ongoing)	Anusha Guler (interim) Director Enrolment (ongoing)
Roll print (Enrolment and Voting Service requirements for Main and scannable rolls)	Procurement from Print panel required Print panel in place	CEO	Anusha Guler (interim) Director Enrolment (ongoing)	Grace Chiang, Manager Business Enablement
Envelope production – EUC and MEO mailout	Procurement via SOW MSA in place	CEO	Anusha Guler DCE Operations	Anusha Guler (interim) Director Enrolment (ongoing)

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 Electoral Commission Risk Register. 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 that 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 in the bi-weekly project team meetings.

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 Electoral Commission Risk Register.

Key Risks

The following key risks have been noted:

Risk Description	Mitigation/Controls	Residual Risk level	Risk Owner
R067: IF there are insufficient staff to meet enrolment demand during GE2026 THEN the roll will not be closed in accordance with planned deadlines and the quality of Enrolment data, particularly accuracy, may be affected WHICH could impact on the Commission's reputation and compromise results.	Work to forecast enrolment demand for GE2026 and develop and cost a staffing model is underway. We are including funding for a significant increase in enrolment staff for GE26, in funding discussions/ documentation and in Ministerial advice work. The proposed project Enhancing EnrolOnline is expected to introduce time savings Potential change in EAB to early cutoff of enrolment may impact demand, we are reviewing our forecast and adjusting budget in business planning. We are looking at bringing in an explicit QA team.	Very High	Anusha Guler (interim) Director Enrolment (ongoing)

Risk Description	Mitigation/Controls	Residual Risk level	Risk Owner
	Risk remains open pending confirmation of budget later in 2025.		
R106: IF the capacity of the Enrolment team to test and implement significant improvements is limited during MEO and LBE 2025 THEN progress may be delayed WHICH may mean elements of the Enrolment projects may need to be descoped and Enrolment's capacity to contribute to the GE simulation may be limited.	Director Enrolment is connected to the Simulation team to clarify and plan Enrolment involvement.	Very High	Anusha Guler (interim) Director Enrolment (ongoing)
R146: IF we do not have resources with the required capabilities and capacity to meet the project delivery timeline (for Data Integrity and Assurance project) THEN the project is at risk of not being able to resolve all the recommendations from external audits in preparedness for GE2026	Status reporting to Programme Board will include risk status on resource capacity and capability	High	Anusha Guler (interim) Director Enrolment (ongoing)
R173: IF enrolment settings change for GE2026 due to legislation change THEN we may need to adjust our planning WHICH could mean we have to change staffing levels to meet new delivery timeframes	We are aware of the potential changes in the EAB, and we are planning for different scenarios/close off dates for Enrolment, noting that our forecasting will be based on assumptions as we have no comparable data.	Very High	Anusha Guler (interim) Director Enrolment (ongoing)

The full project risk register can be found in the [Electoral Commission risk register.xlsm](#)

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/Sponsor, Project Lead, Programme Director, PMO and Programme Board. Where escalation is required, the Project Manager will bring these items to the Project Owner/Sponsor, 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
I004: Costings for the enrolment update mailout are likely to be significantly higher than for GE2023 based on current assumptions.	The workstream may need to review and descope if additional budget is not available (noting that legislation is a constraint on delivering the mailout in a different way).	Budget request includes extra costs. Issue remains open pending confirmation of budget later in 2025. There was a Board decision on 15 May that the MEO and enrolment update mailouts will be separate in 2026.	Dec 2025	Anusha Guler (interim) Director Enrolment (ongoing)
I005: The PwC report states that 'the system of controls do not in aggregate make it likely that errors will be infrequent or have potentially no or minimal impact on election results'.		The Enrolment Data Integrity and Assurance project will address recommendations outlined in the PwC report including review and update of TSR, roll cleanses, controls and assurance processes.	Mar 2026	Anusha Guler (interim) Director Enrolment (ongoing)

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:

(Dates are subject to further planning and confirmation when Election date is known).

Incoming or Outgoing	Dependency Description	Dependency Owner	Date Needed
Incoming	DEP 050: Confirm approach for development of Process Controls Documents	Strategy, Governance and Development	Sep 2025
Outgoing	Confirm GE2026 temporary workforce structure (required roles and dates) – to EDTW workstream	Enrolment workstream	Dec 2025
Incoming	Procurement process to appoint supplier for digital communications (for MEO digital prompts and Enhanced Data Matching)	EasyVote project	Nov 2025
Incoming	Artwork and content for ROE42 letter	Communications and Education	Dec 2025
Incoming	Envelope artwork MEO mailout	Communications and Education	Jan 2026
Incoming	Collateral artwork MEO mailout	Communications and Education	Jan 2026
Incoming	0800 Service provider election ready	Customer Services Workstream	1 Feb 2026
Incoming	MIKE data extract - MEO mailout: Dress Rehearsal	IT	Feb 2026
Incoming	MIKE data extract - MEO mailout: Production	IT	Feb 2026
Incoming	Confirmation of pack contents for EUC mailout	Communications and Education	Feb 2026
Incoming	Confirmation of referendum insert requirements for EUC mailout	MoJ	Feb 2026

Incoming or Outgoing	Dependency Description	Dependency Owner	Date Needed
Incoming	Enrolment online manual	Supporting election delivery workforce	Mar 2026
Incoming	Artwork and content for ROE2 letter	Communications and Education	Apr 2026
Incoming	MIKE data extract - EUC mailout: Development	IT	Apr 2026
Incoming	Envelope artwork EUC mailout	Communications and Education	Apr 2026
Incoming	Collateral artwork EUC mailout	Communications and Education	Apr 2026
Incoming	Content for referendum insert for EUC mailout supplied (if required)	MoJ	Apr 2026
Incoming	Processing centres – Premises operational	Temporary accommodation workstream	1 May 2026
Incoming	Processing centres – IT operational	GETII Workstream	1 May 2026
Incoming	MIKE data extract - EU mailout: Dress Rehearsal	IT	May 2026
Incoming	MIKE data extract: MEO reminder campaign	IT	May 2026
Incoming	Boundary review changes updated within MIKE	IT	tbc
Incoming	MIKE data extract - EU mailout: Production	IT	May 2026
Incoming	Advertising, recruitment and onboarding of temporary workforce	Election delivery temporary workforce	1 Jun 2026 to 24 Aug 2026 (start dates will vary by role, details tbc in structure)
Incoming	Training of temporary and surge staff	Supporting election delivery workforce	Various dates 1 Jun – 24 Aug 2026
Incoming	Roll Print: requirements for specification	Voting Services	30 Jun 2026
Outgoing	MIKE access for legal and policy to perform checks on candidates and nominators (to Candidates and parties workstream)	Enrolment workstream	20 Jul 2026
Incoming	MIKE data extract: Dormant unpublished	IT	Jul 2026

Incoming or Outgoing	Dependency Description	Dependency Owner	Date Needed
Incoming	MIKE data extract: SMS Dormant Campaign	IT	Jul 2026
Incoming	MIKE data extract - EasyVote (includes unpublished) and roll print	IT	20 Aug 2026

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

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.

Benefit	Measure	Baseline measurement	Anticipated Realisation Date	Benefit Owner
Improved efficiency Reduction in enrolment processing time for digital updates in a general election year	Percentage of EnrolOnline transactions that are applied automatically in a general election year (as recorded by MIKE system)	Nil <i>Based on 2023 figures an estimated 17% of EnrolOnline transactions can be applied automatically, equating to 2,783 fewer processing hours.</i>	October 2026	Anusha Guler (interim) Director Enrolment (ongoing)
To improve the accuracy of the electoral roll to support	Increased accuracy level	98.5% of data is accurate, as	October 2026	Anusha Guler (interim)

Benefit	Measure	Baseline measurement	Anticipated Realisation Date	Benefit Owner
post-election processes to be completed in a timely way	as determined by QA process	confirmed by QA process		Director Enrolment (ongoing)
Can provide confidence that electoral data is valid and ensures the elector can vote in the right electorate	Fewer complaints received on roll changes	Baseline measurement to be developed	October 2026	Anusha Guler (interim) Director Enrolment (ongoing)
Reduced impact of errors, notably on GE post-election processing	Number of overwritten or incorrectly merged electors during GE2026	Baseline measurement to be developed	October 2026	Anusha Guler (interim) Director Enrolment (ongoing)

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.

Change Management Plan

The Change Management Plan is to understand the impacts on the business of a proposed change, and to gain stakeholder agreement on the plan for managing the change.

This plan assists in determining the change actions that will need to occur to address the identified impacts.

The improvement projects will impact on policy, culture, systems, processes and people within the Enrolment, IT and Data and Insights business units. The following changes have been identified and will be managed as part of the scope of the project:

Enhancing EnrolOnline

Impact Area	Description of the change impacts	Impact Level
Business Processes	Minor changes to current state processes occur once the transaction reaches TSR. Business rules will be documented and published in the Enrolment Manual and shared with the	Low

Impact Area	Description of the change impacts	Impact Level
	Enrolment Processing team prior to implementation. The public would notice a minor change when using EnrolOnline to update their details – a new ability to correct case and diacritics in name fields. The Commission’s Customer Services team and 0800 services provider will need to be informed of changes impacting on the public.	
Technology	Moderate changes to MIKE and EnrolOnline functionality.	Medium
Data collection & privacy	The impact on privacy considerations will be formally assessed during the project, however, there is expected to be no impact.	Nil
Reporting	Reporting on the number of transactions that are automatically processed, and results of QA processes will be introduced as part of the Data Integrity and Assurance project.	Low

Data Integrity and Assurance

Impact Area	Description of the change impacts	Impact Level
Business Processes	Changes to business processes within Enrolment, including processing, TSR checking and reporting.	Medium
Technology	Moderate changes to MIKE functionality.	Medium
Culture and behaviors	The project will introduce changes that require people to adapt or change current behaviours or ways of working.	Medium
User manuals	Changes to processes will be incorporated into instructional documentation and training material, this work is part of the SEDW workstream.	Medium
Reporting	The project will introduce new and updated dashboards covering Enrolment Processing and TSR checking, quality and assurance, and workload forecasting. Enrolment leaders and senior management will have access to more	Medium

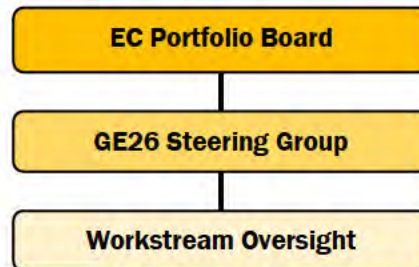
Impact Area	Description of the change impacts	Impact Level
	detailed, timely reports to support decision-making.	

A change impact assessment for the Enhanced Data Matching project will be completed as part of the Detailed Design Document.

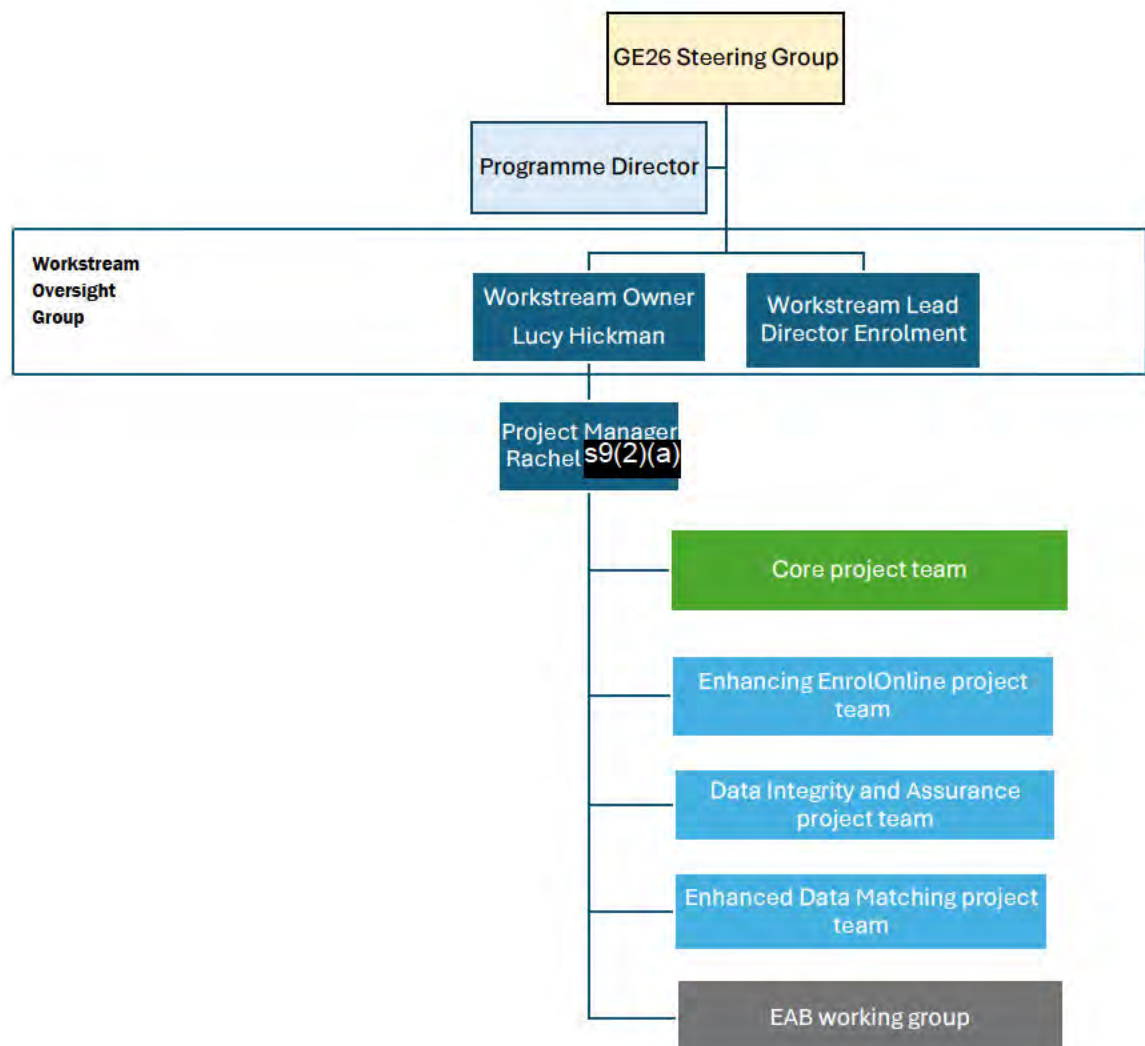
The workstream will be utilising the ADKAR model to manage its people change component. Please refer to the [Change Management Guide](#) for more information on how the Programme and its workstreams and projects will manage organisational change.

Workstream/Project Organisation

Workstream/Project Governance Hierarchy



Workstream/Project Oversight Group



See Resource Calendar (pages 39-44) for project team roles and allocations.

Membership of the overarching workstream project team will be confirmed, and the team will meet fortnightly from November 2025.

The project will be utilising the programme standard [Project Roles and Responsibilities](#).

Constraints

The known constraints for this workstream are:

Summary of Constraints
Timeline MEO 2026 mailout must be sent no later than 31 March 2026 as per section 89DA of the Electoral Act 1993. Information can be sent by any means the Commission considers appropriate.
Legislation The enrolment update campaign must be sent by post under current legislation.
Systems Improvement initiatives recommended from the Enrolment Workstream are designed to be delivered using our existing IT systems. A long-term roadmap for updating or replacing the MIKE system is out of scope for the Enrolment workstream.
Enhancing EnrolOnline
Development and testing will need to be completed by September 2025 to meet GE2026 simulation testing planned for October 2025.
The capacity of the Enrolment Processing team will be limited due to local body election enrolment activity from March – October 2025, this may impact timing for user acceptance testing.
Data Integrity and Assurance
We are reliant on limited number of resources and skills within the Commission's current resources (e.g., IT development and testing resources, Business Analysis, Data and Insights).
Major changes will need to be introduced outside of busy enrolment campaign periods (LBE 2025, MEO 2025).

The full list of constraints can be found within the [Programme RAIDDL](#).

Assumptions

In planning this workstream the following assumptions have been made:

Summary of Assumptions
Overarching workstream
Budget It is assumed the Commission will be funded to deliver to similar service levels that were delivered in GE2023 with necessary fixes and additional funding will be obtained to cover inflationary pressures.

Summary of Assumptions
s9(2)(b)(ii)
Resourcing Based on GE2023 post-writ day demand the Enrolment staffing levels from GE2023 will be insufficient.
Valid contracts are in place with all key suppliers, allowing the project to secure requirements at a SOW level
The enrolment deadline for GE2026 will be midnight 13 days before election day before the start of advance voting (based on proposed legislative change as at July 2025).
For planning purposes, election day is assumed to be 19 September 2026.
If there is a referendum the enrolment update mailout will include an informational insert for electors.
Enhancing EnrolOnline
Occupation and honorifics will no longer be required for an enrolment application (based on proposed legislative change as at July 2025).
C&A will be completed as part of GE2026 preparation for MIKE system.
Internal resources will be available for IT testing, release management, and privacy risk assessment.
Development will start in Q4 to meet the timeline for simulation testing
Data Integrity and Assurance
No changes are required to legislation or regulations.
System changes to MIKE and Te Kauhanganaroa (Tableau) will be sufficient to deliver the project's objectives.
A comprehensive training package will be required for any process changes. The training package will include quality assurance touch points throughout the training programme.
Sufficient resources (budget, knowledge, capability, and capacity) will be made available to deliver the project.
Electoral Amendment Bill changes
No systems changes will be required for changes to prisoner voting and detained persons.
For prisoner voting, we can re-use the existing process developed with Corrections in 2020, with the project being much smaller as this time we do not need to reinterpret the law. For changes for detained persons, we can use the existing process with Ministry of Health.

The full list of assumptions and status can be found within the [Programme RAIDDL](#).

Out of scope

[REDACTED]

[REDACTED]

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

Project Overview

The General Election Temporary IT Infrastructure workstream (the workstream) plays an important role in the delivery of technology for our election delivery temporary workforce including field and other staff (EDTW). This includes kaimahi working in enrolment processing, voting services, customer enquiries, strategic engagement and partnerships (SEP), overseas, and dictation and remote voting centralised processing services (CPT).

The purpose of this workstream is to deliver fit for purpose cost effective, and secure technology that allows all relevant electoral activities to be undertaken.

By delivering this work we provide confidence to all New Zealanders to trust and participate in the 2026 General Election including the 2026 Māori Electoral Option campaigns and any other electoral events.

This aligns to the Commission's purpose that we work to provide an effective and impartial electoral system that New Zealanders understand and trust.

This workstream will address the recommendation by the Office of the Auditor General to review hardware requirements, to ensure that electorates have sufficient technology to complete the tasks required of them.

The total project delivery cost is estimated to be \$10,050,158 including \$1m in Improvement Funding to support the deliverables of improvements highlighted by the OAG recommendations. The project will complete in May 2027.

The project is funded through both existing baseline funding, and \$1M from improvement funding.

[REDACTED]

[REDACTED]

[REDACTED]

Out of scope	
[REDACTED] [REDACTED] [REDACTED]	

Project Objectives

The table below outlines the objectives of the workstream.

1. Address the recommendation by the Office of the Auditor General to review hardware requirements, to ensure that electorates have sufficient technology to complete the tasks required of them.
2. Ensure EDTW and locations are supplied with fully functioning and tested technology infrastructure that is implemented by expected recruitment and event dates.
3. Establish and/or extend the appropriate support capabilities to accommodate the increased EDTW.
4. Create a comprehensive workstream management plan (this document) and schedule outlining all activities, aligning requirements, timeliness, dependencies, roles, and responsibilities, and execute it effectively to meet all workstream milestones and to reduce impacts on EDTW.
5. Engage with key stakeholders, including government bodies, and vendors, to ensure clear communication and collaboration throughout the project particularly in relation to the provision of IT.
6. Ensure quality control and assurance is built into processes to ensure process compliance with security protocols and principles and health and safety regulations.

[REDACTED]	
[REDACTED]	
[REDACTED]	

Out of scope

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 project that when delivered will achieve the desired outcomes and benefits. If during the delivery of the 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 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 change initiatives that have been approved for inclusion within the scope of the workstream.

Benefit	Measure	Baseline measurement	Anticipated Realisation Date	Benefit Owner
OAG5: The EDTW will have sufficient devices to complete their tasks	All staff have devices as defined in the personas and business requirements	Number of devices for staff in 2023 General Election	Sept 2026	Aaron Tasker
OAG5: Temporary devices such as mobile phones will support the EDTW in undertaking key election delivery tasks	Staff can conduct election delivery activities easily and simply using assigned devices	Lessons learned from 2023 General Election	Sept 2026	Aaron Tasker

Benefit	Measure	Baseline measurement	Anticipated Realisation Date	Benefit Owner
OAG6: Increase connectivity and access to the e-Roll	Voting Places able to utilise eRoll during voting period	Number of sites able to utilise eRoll in 2023 General Election	Sept 2026	Martin Rodgers
Out of scope				

Enrolment Data Quality and Integrity Assurance Plan

February 2026

Version 3.0

Document Purpose

The Data Quality and Integrity Assurance Plan is a deliverable for the GE2026 Enrolment Data Integrity and Assurance project. The plan is intended to provide confidence and assurance in what needs to be monitored, or detected and corrected, to ensure that data quality requirements are being met, and the electoral roll is accurate and available when needed. This document will be used as a template for development of the 2026 Data Quality Integrity and Assurance Plan by the Enrolment team.

Document History

Version	Issue date	Changes
0.1	28 April 2025	Initial draft
0.2	14 May 2025	Reviewed by Principal Advisor Enrolment
0.3	20 May 2025	Reviewed by Advisor Enrolment Integrity
0.4	29 May 2025	Updated draft for review
0.5	16 June 2025	Review by IT and Data and Insights
1.0	1 July 2025	Final for approval
2.0	24 September 2025	Document review by Risk and Assurance team. <i>Appendix B – Data Validation and Exception Checks, Appendix C – Data Quality and Integrity Assurance Plan (including MEO and GE 26), and Appendix D – Enrolment Assurance lines of defence added</i>
3.0	2 February 2026	Updated with feedback from DCE Enterprise Services

Document Review

Name	Position	Version
Daphne s9(2)(a)	Advisor Enrolment Integrity	0.3,0.4, 2.0,3.0
Justin	Principal Advisor Enrolment	0.2,0.4
Debbie	Business Analyst	0.1,0.4
Ross McPherson	Director Enrolment	1.0
Jeff	Principal Advisor Risk and Assurance	0.4
Jeff	Senior Systems Specialist, Information Technology	0.5
Dimitry	Senior Advisor Data and Insights	0.5

Document Sign-off

Name / Position	Signature	Date	Version
Nicola Hogg, Director Enrolment (Workstream Lead)		02 Feb 2026	V3.0
Lucy Brader, DCE Enterprise Services (Workstream Owner)		18 Feb 2026	V3.0

Reference Documents

Document
Quality Assurance and Control Manual 2022

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1. Introduction

The Data Quality and Integrity Assurance Plan (DQIAP) outlines the strategies and practices to maintain enrolment data quality and integrity throughout its lifecycle. The goal is to ensure that data remains accurate, valid, complete, and secure, supporting enrolment operations, post-election processes, analytics, and decision-making.

2. Objectives

The objectives of the DQIAP are to:

- Ensure the accuracy, consistency, completeness, validity, and timeliness of data.
- Identify potential risks to data quality and integrity and mitigate them through manual and system processes and controls.
- Apply assurance processes to ensure controls are effective.
- Protect data from unauthorised access or modification, ensuring its integrity.
- Prevent data errors and inconsistencies across systems.
- Establish clear roles, responsibilities and metrics for monitoring and maintaining data quality.
- Foster a culture of continuous improvement for data quality across the Enrolment business unit.
- Ensure compliance with legal, regulatory and enterprise requirements related to data management.
- Provide clear pathways for escalation when required.

3. Scope

The DQIAP applies to:

- All systems and applications used for directly collecting and storing data necessary to produce published and unpublished electoral rolls and validate an elector's vote following an election cycle.
- Data entry, modification, transfer, storage, and retrieval activities.
- Structured and unstructured data (personal information, transaction records, system logs).
- Assurance of controls across all Enrolment core functions and tasks that may impact data quality.
- To ensure that enrolment functions undertaken by other business units (such as Strategic Engagement and Partnership (SEP) or voting places) meet acceptable Quality Assurance (QA) standards.

4. Foundational Documents

To guide and frame Data Integrity and Assurance activities, several key artefacts are typically used. These artefacts help ensure that data is accurate, consistent, secure, and trustworthy throughout its lifecycle. Here are some of the most common and important ones:

4.1. [Roll Integrity and Assurance Landscape](#)

- The Commission has a varied and comprehensive roll integrity and assurance landscape, built on the four pillars of security, validity, accuracy, and completeness.
- This Roll Integrity and Assurance Landscape has contributed to an electoral roll of high integrity, that is trusted as a reliable foundation of New Zealand's electoral system.

4.2. [Quality Assurance and Control manual \(2022\)](#)

- This manual outlines the Quality Assurance and Controls processes currently being applied during enrolment form processing and checks against data stored in the MIKE system
- Quality Assurance and Quality Control are both different from each other and required as part of quality management.
- They should not be misunderstood as interchangeable terms. Quality Assurance is process focused while Quality Control is end-product focused.

4.3. [Risk and Controls – Enrolment Data](#)

- The Advisor Enrolment Integrity is responsible for the overall maintenance and currency of the Risk and Control Register of all Enrolment processes. This register details the process risks and controls for managing data integrity and ensuring compliance with data quality standards.
- This is a working document that allows the user to manage triggers and risks and identify any controls or processes that need to be reviewed.
- The DQIAP is designed to test the effectiveness of the controls to manage the process related risks.

5. Data Quality Dimensions

The following data quality dimensions are tested to provide assurance that roll data is suitable for use and that it is reliable for decision-making.

- **Accuracy:** data is accurate as provided by the elector and matches source documentation as defined by section 83 of the Electoral Act 1993 (the Act).

- **Completeness:** documentation includes all mandatory fields that impacts a person's voting rights, the public right to inspect the electoral roll and Elector Enquiry update campaign.
- **Validity:** mechanisms are in place to ensure only those eligible to be enrolled are included on the electoral roll. Every record represents a valid Enrolment and where a person no longer qualifies, they are removed.
- **Security:** maintaining the security of documentation and ensuring access to data is compliant with the Electoral and Privacy Acts, and any Commission policies, and access is limited to those who have a business need. An independent certification and accreditation of IT systems is undertaken prior to an event.

6. Roles and Responsibilities

The following roles give effect to the DQIAP:

Director, Enrolment	Oversees data management policies and processes that ensure the quality, security, and availability of enrolment data.
	Oversees data stewardship to ensure that there is effective day-to-day management and maintenance of enrolment data that adheres to policies and standards.
Manager, Applications	Monitors risks and escalates issues which have significant impact on data quality and data integrity. Ensures data security, backups, and system integrity.
Team Leaders and Senior Enrolment Officers	Maintain data accuracy and consistency and address data quality performance issues.
Advisor, Enrolment Integrity	Monitors and enforces data quality standards, conducts audits, reviews, and maintains enrolment processes.
	Performs and reports on data quality assurance
	Escalates issues which have significant impact on data quality, data integrity or an individual voting rights.
	Provides advice on operational and strategic issues affecting roll data integrity.
Data and Insights	Maintain dashboards.
Operations, Risk and Assurance	Specialist Advice
Strategy, Governance & Development	Independent Assurance, Monitoring effectiveness of controls

7. Data Integrity Assurance

To protect data integrity, the following measures are in place:

<i>Data validation</i>	Automated data validation rules to check data accuracy and consistency at the point of entry.
<i>Access control</i>	Access to data controlled via RBAC and monitored for unauthorised access or misuse.
<i>Audit trails</i>	Comprehensive logs of data access, modifications and deletions for traceability is maintained.
<i>Data encryption</i>	Data is encrypted both at rest and during transmission to prevent unauthorised access or tampering.
<i>Data Backup</i>	Regular backups for critical data to prevent data loss, with clear data recovery protocols in place.
<i>Error Handling</i>	Procedures for identifying and rectifying incorrect data entries.
<i>Enrolment</i>	Reviews to monitor adherence to relevant electoral legislation, policies, and procedures.
<i>Compliance</i>	
<i>Monitoring</i>	

8. Assurance Reporting

A monthly review of scheduled controls giving assurance and evidence that controls are sufficient and appropriate, and where there is evidence that they are not, an action plan will be provided to refine the current control(s) or introduce a new control(s).

The Advisor Enrolment Integrity is responsible for providing the monthly assurance report to the Director Enrolment. A summary will be provided quarterly to ELT and the Board.

Enrolment will also operate several assurance dashboards that will be available to Team Leaders and Managers across the organisation to have near real time visibility of assurance activities and results. These dashboards are key inputs into the monthly Assurance Report.

9. Schedule of Data Assurance Activities

The activities undertaken to maintain data quality are outlined in Appendix A – Summary of Assurance Activities.

To ensure there is appropriate oversight we are utilizing four lines of defence outlined in Appendix D - Enrolment Assurance lines of defence. The Advisor Enrolment Integrity focuses on the first line of defence.

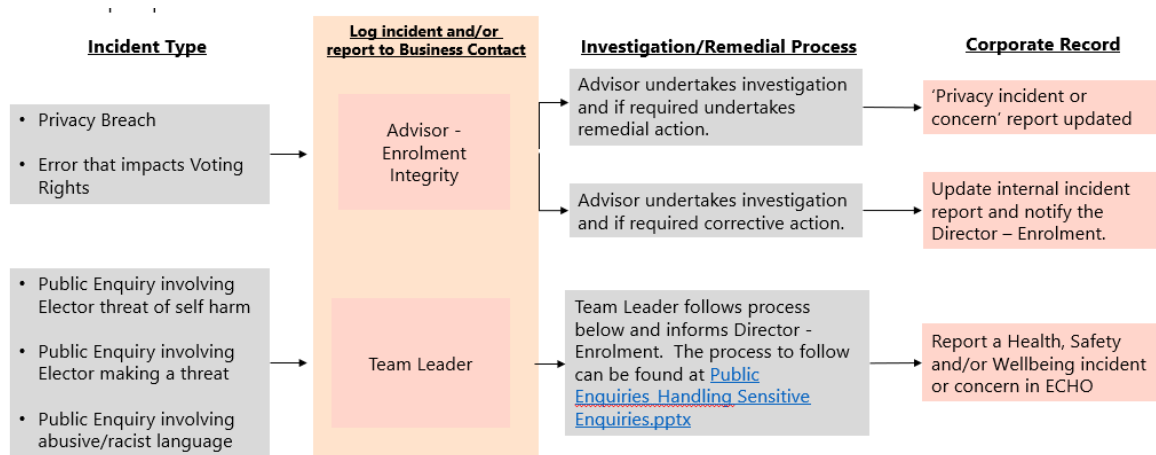
The Advisor Enrolment Integrity is responsible for:

- Developing and maintaining an annual schedule of the assurance activities outlined in Appendix A, covering the period October 2025 until after General Election 2026.
- Ensuring that the scheduled activities for testing the effectiveness of data integrity and assurance controls are carried out as planned.
- Maintaining accurate records of all completed activities, including dates and outcomes, to support transparency and continuous improvement.

10. Escalation, Feedback and Reporting Pathways

To ensure we are identifying, investigating, remediating, and recording operational incidents promptly is essential for protecting both **electors** and the **organisation**. This process ensures transparency, accountability, and continuous improvement in operational integrity.

Enrolment's data integrity escalation pathway:



11. Continuous Improvement

The DQIAP is reviewed and updated regularly through:

- Review Feedback: Corrective action to resolve data quality issues
- Performance Metrics: Tracking data quality KPIs
- Training: Building data literacy around enrolment data
- Technology improvements: Leveraging new tools for enhancing data quality and reducing manual tasks.
- Data Integrity and Assurance Landscape Heatmap: Use heatmap to guide areas for improvement.

Appendix A – Summary of Assurance Activities

This summary defines the testing and review activity that gives effect to the DQIAP.

Activity	Frequency	TYPE	Responsible for ensuring activity is done	Description
Automated Data Validation Checks	Monthly	Data Validation	Advisor Enrolment Integrity Team Leaders	IT run people and address scripts to check for missing, duplicate, or inconsistent data See Appendix B – Data Validation and Exception Checks
Manual Transaction Status Review (TSR)	Every manual record	Quality Assurance	Enrolment Processing Officers Senior Enrolment Officers	Review manually entered data for errors and inconsistencies
Internal Quality Assurance Reviews (QAR) BAU	Monthly	Quality Assurance	Team Leaders Advisor Enrolment Integrity	An automated report containing 20% of transactions from the previous months 10% check by Enrolment Processing Officers 10% provided to Advisor Enrolment Integrity for spot checks
Internal Quality Assurance Reviews (QAR) Event	Daily (during event)	Quality Assurance	Team Leaders Advisor Enrolment Integrity	An automated report containing 20% of transactions from the previous months - a time period is assigned to staff where they focus on QA and achieve a minimum of 5000 checks. This will be validated before the start of Māori electoral Option and then again for GE Enrolment update campaign. Separate QA plan for Event e.g. MEO focus on roll type changes
Batch checks	Weekly (during event)	Quality Assurance	Advisor Enrolment Integrity	Manually check 10% of forms within each batch to ensure correctly processed (e.g. Māori descent and/or roll type change have been actioned correctly or why RO9's have been returned)
MIKE User Access Review	Monthly	Security	Advisor Enrolment Integrity	Audit user permissions and ensure access controls are correctly applied.

Activity	Frequency	TYPE	Responsible for ensuring activity is done	Description
Special Vote Declaration (SVD) decision Audit	Event specific	Audit	Advisor Enrolment Integrity	Test SVD decisions and provides assurance the MIKE system is producing the correct result
Internal Audit	Quarterly	Audit	Advisor Enrolment Integrity/Risk and Assurance team	Working with the Risk and Assurance team to review and undertake a deep dive on operational tasks/process to ensure appropriate controls in place and they are working. Will be driven by the internal QAR undertaken by Advisor, Enrolment Integrity.
Quality Assurance of MIKE release	Migration release	Audit	Advisor Enrolment Integrity	Ensure release is acting as expected in live environment
Data Integrity and Assurance Landscape Review	Six monthly	Reporting	Advisor Enrolment Integrity	Validate that the landscape and maturity heat map remain correct.
Assurance reporting	Monthly	Reporting	Advisor Enrolment Integrity	Gives assurance across all Enrolment controls, that they are working appropriately (to Director)
Management Reporting	Quarterly (reviewed every 6 months)	Reporting	Advisor Enrolment Integrity	Report to ELT and the Board confirming assurance activities, work position and insights.

Appendix B – Data Validation and Exception Checks

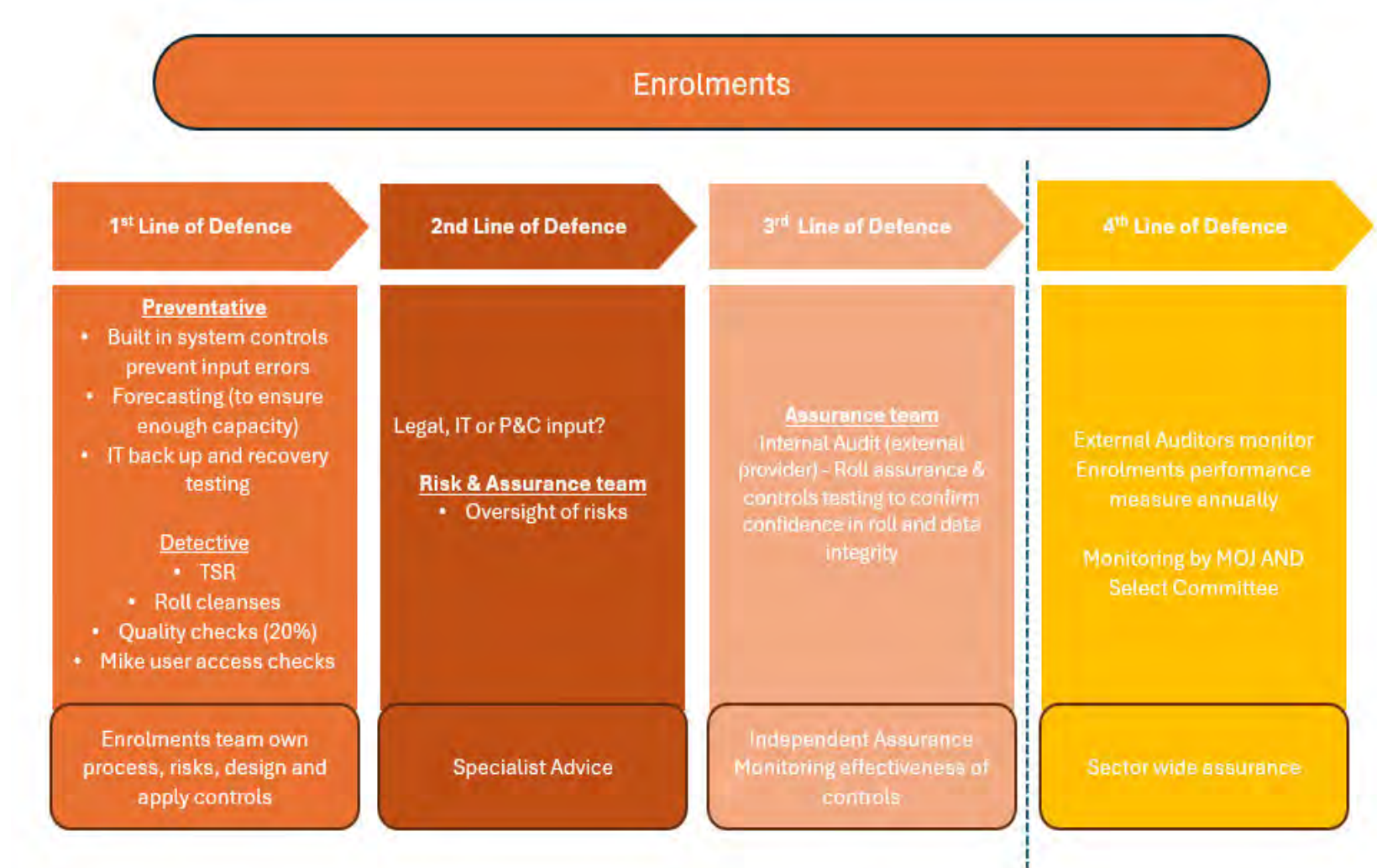
Roll Cleanses	Description
RC1	Lists street/road addresses that are not on the Statistics NZ Meshblock/Streets file that electorate. Generally it highlights double spacing in the Street Name, wrong spelling or Street type etc
RC1A	Lists unofficial and unknown Address points which may be able to be allocated to an official meshblock.
LINZ stories	LINZ provide split/nudge of meshblocks
RC8	Lists electors residing at the same Address with the same first Forename and same Surname but different Date of Birth.
RC9	Lists electors with the same Date of Birth, residing at the same Address point.
DOB Change Report	Lists Date of Birth changes keyed in a specified period.
ER39	Lists electors with the same Date of Birth, Surname and first letter of the First Name(s).
Merged electors	This report lists electors who have been merged where at least one of the following fields are different and has not been marked as a non-duplicate.

Data Exception Checks	Description
Excessive IP searches	External user searches via Elector Search on website more than usual activity
80+ year olds – new to roll	DOB check as this is unusual but legitimate in some cases.
80+ year olds – not retired	DOB and Occupation check as unusual not to be retired when 80+.
TSR and keyer the same	TSR should be performed by someone other than the keyer.
Keyer trans No/type	All transactions keyed by electorate
First and Last Transaction	First and last key stroke
Imaging Enquiries Queue	Entries waiting to be actioned more than 5 days
Imaging TSR waiting to check	Images waiting to be clear from TSR queue
Imaging scanning efforts	How many images remaining in queue
Need address point report	Address point Report not been extracted in more than 5 days
Elector over 120+ years	Check for mistyped DOB
18+ on Provisional Roll	All persons on Provisional Roll must but under 18 years old
Address update reason invalid	When changing address, only certain update reason codes are valid
Address not on boundaries	Address points not aligned to Electorates
Person not on boundaries	Person linked to an address that is not aligned to an Electorate

Appendix C – Data Quality and Integrity Assurance Plan (including MEO and GE 26)

					Māori Electoral Option				EUC Campaign				
	November	December	January	February	March	April	May	June	July	August	September	October	November
Data Validation	Person Roll Cleanses	Person Roll Cleanses	Person Roll Cleanses	Person Roll Cleanses	2 x weekly Person Roll Cleanses	2 x weekly Person Roll Cleanses	2 x weekly Person Roll Cleanses	2 x weekly Person Roll Cleanses	2 x weekly Person Roll Cleanses	2 x weekly Person Roll Cleanses	2 x weekly Person Roll Cleanses	2 x weekly Person Roll Cleanses	2 x weekly Person Roll Cleanses
	Address Roll Cleanses	Address Roll Cleanses	Address Roll Cleanses	Address Roll Cleanses	Address Roll Cleanses	Address Roll Cleanses	Address Roll Cleanses	Address Roll Cleanses	Address Roll Cleanses	Address Roll Cleanses	Address Roll Cleanses	Address Roll Cleanses	Address Roll Cleanses
Quality Assurance	TSR - daily	TSR - daily	TSR - daily	TSR - daily	TSR - daily	TSR - daily	TSR - daily	TSR - daily	TSR - daily	TSR - daily	TSR - daily	TSR - daily	TSR - daily
	QA review (20%)	QA review (20%)	QA review (20%)	QA review (20%)	QA review (20%)	QA review (20%)	QA review (20%)	QA review (20%)	QA review (20%)	QA review (20%)	QA review (20%)	QA review (20%)	QA review (20%)
	Review of MD	Review of MD	Review of MD	Review of MD	Review of MD	Review of MD	Review of MD	Review of MD	Review of MD	Review of MD	Review of MD	Review of MD	Review of MD
	Roll type change	Roll type change	Roll type change	Roll type change	Roll type change	Roll type change	Roll type change	Roll type change	Roll type change	Roll type change	Roll type change	Roll type change	Roll type change
Security	MIKE user access	MIKE user access	MIKE user access	MIKE user access	MIKE user access	MIKE user access	MIKE user access	MIKE user access	MIKE user access	MIKE user access	MIKE user access	MIKE user access	MIKE user access
	MIKE profile	MIKE profile	MIKE profile	MIKE profile	MIKE profile	MIKE profile	MIKE profile	MIKE profile	MIKE profile	MIKE profile	MIKE profile	MIKE profile	MIKE profile
	Offboarding	Offboarding	Offboarding	Offboarding	Offboarding	Offboarding	Offboarding	Offboarding	Offboarding	Offboarding	Offboarding	Offboarding	Offboarding
	Unpub access	Unpub acces	Unpub acces	Unpub acces	Unpub acces	Unpub acces	Unpub acces	Unpub acces	Unpub acces	Unpub acces	Unpub acces	Unpub acces	Unpub acces
Audit	Internal Audit			Internal Audit			Internal Audit			Internal Audit			
				QA of Auto-update queue	QA of Auto-update queue	QA of Auto-update queue		SVD decision Audit					
	Review of QA migration	Review of EAB & QA migration		Review of QA migration	Review of migration								
Reporting	Q&A Report Director Enrolment	Q&A Report Director Enrolment	Q&A Report Director Enrolment	Q&A Report Director Enrolment	Q&A Report Director Enrolment	Q&A Report Director Enrolment	Q&A Report Director Enrolment	Q&A Report Director Enrolment	Q&A Report Director Enrolment	Q&A Report Director Enrolment	Q&A Report Director Enrolment	Q&A Report Director Enrolment	Q&A Report Director Enrolment
			ELT and Board Report			ELT and Board Report			ELT and Board Report			ELT and Board Report	
					Risk Profile Update			Risk Profile Update					Risk Profile Update

Appendix D – Enrolment Assurance lines of defence



[REDACTED] Out of scope [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Auditor-General Recommendations

8. The following 7 recommendations were presented by the Auditor-General in their report:

- Review all vote counting and quality control checks and assurance activities to address gaps and vulnerabilities.
- 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 out the quality control activities.
- Complete end-to-end description of the elections process, inter-dependencies of activities, and identify controls that support the election process.
- Review the personnel resource requirement for elections (including skills and experience required for key roles), the process for recruiting and training elections workers, and planning for contingencies (such as staff unavailability, system outages and fatigue).
- Review hardware requirements, to ensure that electorates have sufficient and fit-for-purpose technology to complete tasks required of them.
- Review the information technology systems that support the election process to ensure they remain fit for purpose for both electorate and national office functions.
- Enhance risk identification processes and continue applying programme and project management disciplines (including managing risks) throughout the election period.

Electoral Commission Response

9. The Board has accepted the recommendations and work is already underway to implement them.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Out of scope

-
- | Age Group | Should Take Action (%) | Should Not Take Action (%) |
|-----------|------------------------|----------------------------|
| 18-29 | 85 | 15 |
| 30-49 | 85 | 15 |
| 50-69 | 85 | 15 |
| 70+ | 85 | 15 |

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

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

19.To address the findings and recommendations the Board has:

- reviewed delivery of the 2023 election comprehensively, particularly in the post-election period
- adopted an updated assurance policy and audit plan that set clearer expectations for the management and reporting of controls activity
- commissioned audits on post-election and enrolment processes to identify further gaps and improvements needed to quality assurance controls
- initiated a review of operating manuals and training to improve the implementation of quality assurance controls during the delivery of elections
- prioritised the making of improvements to post-election processes to improve the integrity and timeliness of the official count
- approved short-term changes to strengthen the official count process for any by-election required before a full review of post-election processes is completed.

- The Board will closely monitor and report on the delivery of these and other improvements to ensure New Zealanders can continue to have trust in the delivery of elections.

Delivery highlights



Delivery

Enrolment services provided for Tauranga City Council election.



Preparation

Development of costing models and frameworks for 2026 General Election.



Organisation

Launch of Ngā Maihihioterā, our Māori strategy.

Upcoming milestones

6 November	Annual report due to Minister of Justice
November TBC	First meeting of Representation Commission
3 December	Annual review hearing

Key organisational risks

See **Appendix A** for our detailed organisational risk profile as at 30 September 2024.

Risk	Planned mitigation
Ability to deliver – financial constraints	We have modelled the impact of cost pressures on election delivery costs, to understand what can be delivered with available funds and at recommended but fiscally prudent service levels. Current levels of funding are insufficient to deliver a general election in 2026 without a reduction in service levels. Options are being developed to outline what service levels are possible at different levels of funding.
Inability to demonstrate that our processes manage risk well, and the efficacy of our controls	We continue to progress the audits into our processes and controls, including enrolment and post-election processes. This will provide an independent assessment of how robust our existing processes and assurance controls are and identify any improvements needed. Improvements to controls will be prioritised by the Board.

Non-financial performance

Performance measures

See **Appendix B** for our external performance measures results for the period 1 July to 30 September 2024.

We have year-to-date results available for eight of our performance measures and are on track to achieve those measures.

Progress towards our strategic priorities

The Commission's focus this quarter has been on progressing design of the 2026 General Election based on the lessons learned from the previous election and challenges that need to be addressed.

Preparing for an election

Preparing for the 2026 General Election (GE 2026)

- We developed comprehensive costing models and frameworks for GE 2026, which also enable us to provide relevant costings for policy change or a potential referendum.
- The GE 2026 programme workstreams completed project briefs in August, setting out at a high level each workstream's objectives and scope. These were reviewed and approved by the GE 2026 Programme Board. A set of change initiatives will progress to the detailed design phase. This will enable decisions to be made on how the Commission will prioritise its investments into GE 2026. This work includes investigating options to improve the timeliness of the official count.
- We added a system modernisation and IT work management workstream to the GE 2026 programme to consolidate activity that had previously been split across other workstreams.
- We are evaluating responses to our RFP for suppliers of print related services, including physical print, digital print, envelopes, cartons and small-scale mailout services. Our high-level market analysis indicated that there are only a small number of companies that have the capability to print and finish ballot papers and declaration forms to the Commission's requirements. Contracts for our current panel of suppliers reached their maximum term in September 2024.

2025 local body elections

- Preparations are well advanced for the delivery of the 2025 local body elections enrolment update campaign and Māori Electoral Option campaign. Decisions on the design of the enrolment updates will be made in November.

Preparing for the future

- We continued to support the Ministry of Justice's development of the electoral reform work programme for this term. This has included providing information, including detailed costings, and comment on the implications for a range of options for improving the efficiency, effectiveness and timeliness of enrolment, special vote processing and the vote count.
- We provided feedback and initial costings for briefings to the Minister on the potential referendum for increasing the length of the electoral cycle to four years. We are also providing comment on the draft Cabinet paper and Regulatory Impact Statement.

- We provided input to Parliamentary Services on the Parliament Bill.
- The Commission staff members appointed as advisors to the Justice Committee attended hearings of submissions for the Inquiry into the 2023 General Election. They worked with the Ministry of Justice to summarise submissions, respond to information requests and provide input for the draft report into the Inquiry. The first review of the draft report occurred on 26 September.

Building relationships and understanding

New Zealand

- We updated the Scrutineer, Party Registration and Member of Parliament handbooks, incorporating feedback and lessons learned from the 2023 General Election.
- We worked with NZ Police to develop a more streamlined Unpublished Roll application process for Police staff and their families. We are now reviewing other Unpublished Roll application processes to identify improvements, for instance the process for staff at Corrections.
- We published updated core information about enrolling to vote in 28 different languages and in accessible formats for disabled people.
- In late August we started our 'always on' advertising for the Māori Electoral Option to help raise awareness about the Option. Questions from the public include the difference between the Māori and general rolls, and eligibility for the Māori roll.
- We developed an information kit to help our staff talk about the Māori Electoral Option with the public and stakeholders. We also published new resources to help our stakeholders promote the Option amongst their communities.
- We worked with the Ministry for Pacific Peoples and Ministry for Ethnic Communities to support community education.
- We worked with the National Iwi Chairs Forum to explore opportunities to provide information and education for Māori, including utilising data to support communications regarding the Māori Electoral Option.

International

Note: Our international liaison activities are planned with and funded by the Ministry of Foreign Affairs and Trade, under the New Zealand Aid Programme.

- In late July, our Lead Technical Advisor accompanied a Fijian Elections Office official to Samoa to observe work on Samoan and Tokelauan legislation as part of a new cross Pacific knowledge exchange initiative.

Building our capability

- We identified the staff and experience needed to address the recommendations of our review of the 2023 General Election and the Auditor-General's review. Roles are being filled.
- An audit of our Enterprise Information Management System's compliance with the Public Records Act 2005 and associated standards was completed. The next steps are to prioritise the recommendations of the report and create a project brief to address the major remedial actions.
- In September we introduced Ngā Maihihioterā, our Māori strategy, to staff. The strategy sets out how we will improve our operational policies and build our capability and our relationships to enhance services for Māori. This will help us to achieve our legislated outcomes to improve understanding, maintain confidence and facilitate participation in parliamentary elections.
- We consulted with staff on a revised acceptable behaviour policy and new guidelines and expect to finalise these shortly. We are running a series of culture building initiatives

across the organisation. Workshops were held with the Executive Leadership Team and our People and Culture team and will be rolled out to all staff next quarter.

- We reviewed and rolled out new or refreshed training in a variety of areas, including e-learning modules for enrolment staff, cyber security and privacy online training modules, and the first two modules of our online management essentials course. We also offered a session to all staff on political neutrality and refreshed our guidance available to staff.
 - We continued to review and document the current state of key enrolment and post-election processes and assurance controls.
 - We released an RFP for a new Payroll system and HRIS (human resource information system) in September. We are seeking a software-as-a-service option to replace our current Payroll system to better meet New Zealand payroll and employment legislation and to provide staff with more accurate payroll information and leave entitlements. The HRIS will improve the Commission's ability to meet our compliance and legislative requirements.
 - We did not renew the leases for our properties in Napier and Gisborne to rationalise our property footprint and associated costs. A small number of staff were affected and have been supported to work from home.
-

Other key activities

- The Board approved updates to the party registration policy, which will enable a shift away from requiring newspaper advertising as part of the public consultation process.
- We completed our internal evaluation of the Election Access Fund and provided feedback on the Ministry of Justice's review report.
- We completed delivery of enrolment-related services for the Tauranga City Council election.
- During the Tauranga City Council by-election, we observed the systems and practices used by the election provider, Electionz.com, to electronically process postal votes to assess the role that technology can play in efficient vote counting processes.

Representation Committee

- The first Steering Committee meeting took place in August.
- Preparations for the first meeting of the Representation Commission continue. A likely Chair has been identified and we are awaiting announcement of the political appointees to the Commission.
- A draft communications plan was prepared and work is underway on a communications schedule and work programme to deliver information to the public and stakeholders.

Compliance activities

- We published the 2023/24 annual registered political party financial statements on our website on 5 July, for parties whose financial statements were due on 30 June. We referred one party to the Police for not filing their financial statements.
- Eight parties were due to file their annual financial statements by 30 September. We received six financial statements by the due date, but one was missing an audit report. We are following up with parties who have not met their requirements.

Out of scope

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- c) Progress addressing the Office of the Auditor-General's (OAG) review of counting errors in the 2023 General Election

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Out of scope

Improving quality assurance of the official count

22. The OAG made seven recommendations as a result of its review of the official count errors in 2023. Good progress has been made on actions such as identifying our enrolment and count quality assurance controls and documenting our processes.
23. Responding to the Auditor-General's recommendations includes implementing more effective controls, improved training and risk management maturity and governance and increased external assurance over the operation of key controls.

Out of scope

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Service level scenarios - Budget 2025 cost pressure template

13. Since meeting with you, the Commission has modelled several more scenarios for election delivery. These are presented in our attached Budget template and an overview table provided on the following page.

Scenario	Preferred	Scaled v1	Scaled v2	Scaled v3
Out of scope				
OAG recommend ation component	\$39.424m	\$39.424m	\$22.964m	\$4.758m

Out of scope

Timing summary for modernisation

19. The table below provides a summary of modernisation activity and proposed delivery timeframes and subsequent commentary after the table provides more details.

Initiative	Pre GE2026	Between GE2026 and GE2029	Beyond GE2029
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED]	[REDACTED]	
Modernising delivery business case	Process simplification and improvements to improve integrity and reduce risk of error including implementing recommendations from the OAG review.	- Business case development - Redesign of voting processes and tools to support staff manage increased numbers - Develop future election delivery operating model	Modernised delivery and election technologies progressively introduced

Delivery highlights



Delivery

First meeting of the Representation Commission.
Timeline published.



Preparation

Service delivery plan completed for local body elections 2025.



Organisation

New dashboards developed, with neighbourhood-level data to support election planning.

Upcoming milestones

24 March	Representation Commission release proposed new electoral boundaries for public consultation
1 April (TBC)	Māori Electoral Option and enrolment update campaign begins
9 - 18 June	Representation Commission hold public hearings on proposed electorate names and boundaries

Key organisational risks

The risk profile is unchanged from September 2024. See **Appendix A**. While key risks are not considered to have changed since the September update, work to address key risks has progressed, which is informing planning and improvements for the next General Election.

Risk	Planned mitigation
Ability to deliver – financial constraints	We have modelled the impact of cost pressures on election delivery costs, to understand what can be delivered with available funding. Current levels of funding are insufficient to deliver a general election in 2026 without a significant reduction in service levels. Advice has been provided on service levels at different levels of funding.
Inability to demonstrate that our processes manage risk well, and the efficacy of our controls	We continue to progress the audits into our processes and controls, including enrolment and post-election processes. These will provide an independent assessment of how robust our existing processes and assurance controls are, and identify any improvements needed. Improvements to controls will be prioritised by the Board.

Non-financial performance

Performance measures

See **Appendix B** for our external performance measures results for the period 1 October to 31 December 2024.

We have year-to-date results available for nine of our performance measures and are on track to achieve those measures.

Progress towards our strategic priorities

This quarter the Commission has been planning its approach to the Māori Electoral Option and enrolment update campaigns for the 2025 local body elections, as well as supporting the Representation Commission and continuing to design the 2026 General Election programme.

Preparing for an election

Preparing for the 2026 General Election (GE2026)

- Detailed design is underway on improvements to electoral services and associated quality assurance controls.
- We have identified the role competencies required for our temporary GE2026 workforce, which will inform the design of election roles.
- We have updated our referendum processes and upgraded the referendum module in the Election Management System (EMS).

2025 local body elections

- In November, the Board agreed to run a combined Māori Electoral Option and enrolment update campaign for the 2025 local body elections. The campaign will involve a combined mailout and a targeted public information and education programme.
- By combining the two campaigns we have reduced the amount budgeted for these campaigns by \$2.389 million from the original proposal.
- The service delivery plan for the campaign and associated enrolment activities has been completed, as has the communications plan. Input is being sought from key stakeholders, such as Local Government New Zealand and Taituarā (the membership network for local government professionals).

Preparing for the future

- We continued to support the Justice Committee as advisors for the Inquiry into the 2023 General Election. The final report of the committee was published on 11 November 2024.
- We are working with the Ministry of Justice on next steps for the Inquiry's recommendations and continuing to support the development of the electoral reform work programme for this term.
- We have also contributed to discussions between the Ministry of Justice and the Privacy Commission on potential changes to data-sharing arrangements that would enable us to use digital channels to communicate with electors.
- We provided advice to Stats NZ on their planning for the next Census.

- Work on our long-term strategy progressed including modelling the impacts of projected population growth and potential service changes on the sustainability of the electoral system.

Building relationships and understanding

New Zealand

- In December we published General Election 2023 voter turnout statistics to an electorate level on elections.nz. For the first time this included data broken down by neighbourhoods, providing a more detailed view of turnout in each electorate.
- We met with advisors to the National Iwi Chairs to get input to information and education planned for the Māori Electoral Option being undertaken for the local body elections.

International

- On 14 November we hosted a delegation from the Independent Electoral Commission of Lesotho who had come to learn about New Zealand's approach to framing and administering referendums. Lesotho is planning to hold its first referendums soon and chose New Zealand due to our similar electoral systems.
- Our Manager International travelled to Nadi in Fiji in November to help deliver professional development on strengthening electoral integrity and inclusion. The 'talanoa', or gathering, included representatives from 12 Pacific countries and a Commonwealth participant from Nigeria.

Building our capability

- The Board approved an updated acceptable behaviour policy and guidelines, and held workshops with staff to help implement the policy. In total, 133 people attended the workshops (an attendance rate of more than 85%).
- Proposals for change in our IT and People and Culture functions were finalised, with the new structure coming into effect on 27 January. Where possible, existing staff were redeployed into new roles. The changes aim to strengthen service delivery in these areas.
- We have developed an enrolment forecasting tool, which supports decision making around staffing needed for GE2026.
- We have also developed internal dashboards that combine enrolment and turnout data with census and other public data to provide electorate and neighbourhood-level data. This supports our staff to target their services (e.g. voting places and mobile services) to be most effective for individual communities.
- The refresh of our panel of suppliers of print and related products is nearly complete. We have secured 11 suppliers to deliver a wide range of printed products for election services. This ensures that we most efficiently manage the sourcing and production of a significant volume of material.
- We have gone out to market for contact centre services, a key support to the public during electoral events. Work is underway to renew our logistics and freight contracts until early 2027.

Other key activities

- Hon Justice Simon Moore KC took on the role of Chair on 18 November 2024. He will receive an induction programme in early 2025.

- The Board and the Manager Legal and Policy attended the annual review hearing with the Justice Committee on 5 December 2024 and responded to a wide range of questions during the three-hour hearing.

Representation Committee

- The Representation Commission met for the first time on 11 December. Members of the Commission nominated District Court Judge Kevin Kelly as Chair and confirmed a timetable for the six-month long review.

Compliance activities

- We referred a party to Police on 4 October for not filing financial statements due 30 June 2024 and provided further information to Police. The unaudited financial statements were lodged on 16 December.
- We referred an individual to the Police on 8 November for providing a false statement in an application to enrol as an elector.
- On 27 November, the Board cancelled the registration of the Democratic Alliance and its logo at the party's request. The Register of Political Parties has been updated to reflect this change.

27 February 2025

Ref: EC25-001

Electoral system quality assurance improvements

Purpose: This briefing updates you on activities to address the findings of the Auditor-General's report (OAG report) on errors in the official count for the 2023 General Election. It also informs you about release of subsequent assurance reports.

Minister	Action Sought	Minister's Deadline
Hon Paul Goldsmith, Minister of Justice	Note the information provided	

Contact for telephone discussion (if required)

Name	Position	Contact (work)	Contact (mobile)	First Contact?
Karl Le Quesne	Chief Electoral Officer		9(2)(a) [REDACTED]	Yes
Leigh Deuchars	Deputy Chief Executive Strategy, Governance and Development		[REDACTED] [REDACTED]	No

Recommendations

It is recommended that you:

- a. **note** the progress made in addressing the recommendations of the OAG report
- b. **note** the findings of a subsequent PricewaterhouseCoopers (PwC) assurance review of enrolment and official count processes
- c. [REDACTED] Out of scope [REDACTED]
[REDACTED]
- d. [REDACTED]
[REDACTED]
- e. [REDACTED]

Purpose

1. This briefing updates you on activities to address the findings of the Auditor-General's report (OAG report) on errors in the official count for the 2023 General Election. [REDACTED]
[REDACTED]

Background

2. In May 2024 the Office of the Auditor-General produced a report on quality assurance processes for counting votes following errors identified in the 2023 General Election results: [General Election 2023: Independent review of counting errors – Office of the Auditor-General New Zealand](#). The Commission's Board commissioned a range of work to address the findings and recommendations of the OAG review, which are detailed below. Further assurance reports on key Commission processes were also commissioned in 2024 to inform improvements, particularly for enrolment and the official count.

Discussion

Activities in response to the OAG review

3. Progress on activities undertaken in response to the OAG review is reported in the table below. The Commission remains committed to implementing change to address the Auditor-General's recommendations, and is proceeding as quickly as resources allow.
4. As noted, many of the recommendations require implementation as part of detailed design process for GE2026. Final decisions will depend on available funding. The Commission intends publishing the progress reported below on its website.

Table of activities

Commitment	Progress update
a) a comprehensive internal review of the delivery of the 2023 General Election and post-election period	We completed our lessons learned activities and produced the s8 2023 General Election report , which has been tabled in Parliament. A detailed review of our processes and quality assurance controls is progressing.
b) adopting a new assurance framework	A new assurance framework was adopted in July 2024. An updated risk policy has been approved by the Board and training of staff will start in February 2025.
c) audits of post-election and enrolment processes to identify any further gaps or improvements	We have received a report from PwC on the post-election and enrolment processes. This is attached at Appendix 1: PwC review of post-election and enrolment processes. The findings are being used to improve controls over both enrolment and post-election processes.
d) reviewing operating manuals and training to improve the implementation of quality assurance controls during delivery of elections	Work has started on improving operating manuals to deliver the 2026 General Election. These will be completed as related legislative change is finalised.
e) prioritising improvements to post-election processes to improve the integrity and timeliness of the official count	Improvements to post-election processes are underway and will be ready for the 2026 General Election. Improvements will cover processes, IT systems and improved management oversight. Some of these will depend on legislative reform.
f) approving short-term changes to strengthen the official count process for any by-election required before a full review of post-election processes is completed.	Completed in 2024.

The PwC report

- PwC was commissioned to report on quality assurance of enrolment and post-election processes to inform actions to reduce risk. PwC's report (attached as Appendix 1: PwC review of post-election and enrolment processes) provides a comprehensive assessment of the Commission's controls and operational risks, and identifies strategic challenges and changes that would require resolution to reduce the risk profile of the election to a tolerable level. This assessment has informed the modernisation options and advice in the Commission's budget bid (see the Budget Bid Annex attached as Appendix 2).
- PwC's report identified more than 90 controls, many of which are manual and paper-based processes. The age and inflexibility of our IT systems, and the high level of prescription in legislation on how to carry out processes were identified as key constraints to reducing the risk of enrolment and official count errors.

7. The modernisation we have recommended and advice in the Budget bid provide the basis for strengthening those controls over the longer term, and for specific improvements for the 2026 General Election.
8. Key findings from the PwC report include:
 - a) Despite identifying many controls over enrolment and the official count, the current systems, processes and operating models lack comprehensive quality assurance.
 - b) There is high reliance on the effective operation of a significant number of manual, paper-based processes and controls to reduce risk.
 - c) These processes are likely to come under increasing pressure as the population size and volumes of special votes increase.
9. The PwC report makes operational recommendations that will improve risk management but will leave a high level of residual risk of errors. Other strategic recommendations to further reduce risk will require investment in legislative changes, better IT systems, simplifying processes, and will take time to implement given the three-year electoral cycle.
10. Many of the proposed reforms to enrolment being considered for the Electoral Matters Bill will help address those strategic recommendations (e.g. updating enrolment details through data matching, and greater use of technology). The Budget bid also includes resourcing to strengthen controls both for the 2026 General Election, and over the longer term in the modernisation case.
11. Decisions on final responses to findings and identified gaps are presently being considered in the context of existing resources and pending Budget 2025 decisions. This reflects the current planning phase in the three-year electoral cycle.

Requests for information

12.

Out of scope
13.
14.
15.

16. [REDACTED] Out of scope
[REDACTED]
[REDACTED]

Next steps

17. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Appendices

1 – PwC internal audit report: Electoral Enrolment and Electoral Results quality assurance processes and controls.

2 – Electoral Commission Budget Bid - Annex A Modernisation and Improvement initiatives.

3 – [REDACTED]

Modernisation and Integrity Improvements

1. Successive general election reports and advice have reported on the need to:
 - Reduce complexity of settings
 - Modernise aging technology systems
 - Provide steady and stable funding streams to enable development and continuous improvement during the Commission's most productive periods
 - Reduce the growing pressure of increasing special votes
2. The [IER](#) report highlights the particular challenges of overly prescriptive legislation and the increasing complexity of the legislation due to piecemeal improvements.

The Office of the Auditor General review

3. In GE 2023, a series of challenges were experienced that have been well canvassed in the [Auditor-General's Independent review of Counting errors](#).¹ This was also discussed at the Justice Select Committee on [23 May 2024](#).
4. The report made seven main recommendations and made a number of observations:
 - a. review all vote counting and quality assurance checks and controls to address gaps and vulnerabilities;
 - b. 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;
 - c. complete the end-to-end description of the election process and inter-dependencies of activities, and identify controls that support the election process;
 - d. review the personnel requirements for elections, the process for recruiting and training election workers, and planning for contingencies (such as staff unavailability, system outages, and fatigue);
 - e. review hardware requirements, to ensure that electorates have sufficient technology to complete tasks required of them;
 - f. review the information technology systems that support the election process to ensure that they remain fit for purpose for both electorate and National Office functions; and
 - g. enhance risk identification processes and continue to apply programme and project management disciplines (including managing risks) throughout the election period.
5. Many of these responses are underway and are costed as part of the integrity improvements in our budget bid.

PwC review

6. Subsequent to the Auditor-General's findings, the Commission requested that PwC examine the enrolment and post election processes in more detail and specifically to advise ***"What is the level of mitigated risk for the electoral enrolment and electoral results processes, and to what extent do their systems of controls provide confidence that the objectives of those processes will consistently be met?"***

1

https://ndhadeliver.natlib.govt.nz/webarchive/20240119114109mp_/https://electoralreview.govt.nz/assets/PDF/Independent-Electoral-Review-Final-Report-November-2023.pdf

Appendix A

7. The report built on the OAG review and found that whilst the Commission has many processes and controls in place, there is still a significant risk that material errors may be made during the delivery of an election.
8. PwC assessed the level of risk using the following key trends/assumptions:
 - Consistent level of resourcing with prior years.
 - Consistent processes and technology.
 - Similar patterns of behaviours as seen during the 2023 general election cycle (e.g. later enrolment, and increased volumes of special votes).
 - Increasing complexity in the legislative settings.
 - A relatively consistent spread of results, with between 2-6 electorates having a margin following voting of below 100 votes determining the win.
 - The estimated eligible voter population has increased and will continue to (the most likely scenario for the 2026 election is a 3.5-4% increase in population since the 2023 election).
9. **Immediate improvement areas:** The review recommended areas to strengthen risk management maturity, and operational controls. A programme of work to address these is costed in the improvement areas of our budget bid. It should be noted that our management response to the review is awaiting funding decisions as this determines the scope of the improvements that can be implemented.
10. **Strategic interventions:** The review also noted that if the Commission is to address the level of risk in these electoral system areas, without changes to the legislative, delivery and information technology settings, significant change and investment will be required to deliver the **future state**.
 - a. **The future state should be:**
 - ✓ **Streamlined**, to reduce multiple transactions and remove complexity, volume and known blockers from the process. This may include legislative change to simplify and remove risk, or a different operating model within the Commission to deliver enrolment and election processes
 - ✓ **Technology assisted and automated** where appropriate, noting there is likely to be a requirement for a manual count for the foreseeable future. Consider how scanning, optical character recognition (OCR) and artificial intelligence (AI) can identify errors
 - ✓ **Flexible and future proofed**, to set the Commission up to successfully deliver with high-integrity, efficient and responsive tools.
11. A strategic level change is required because the existing administrative processes and technology need **significant change**, that cannot be safely delivered within the limited time available before the next election.
12. To achieve this change, PwC recommended that the Commission need to enable step change, that:
 - a. **Fundamentally changes the volume and flow of enrolment activity across the electoral cycle, so the roll is more consistently accurate and complete, and less change is required during an election period**

Appendix A

- *The single biggest driver of risk in electoral administration appears to be the completeness and accuracy of the electoral rolls in relation to the total eligible population. This drives complexity and has potential to cause (sometimes significant) timeliness challenges downstream in the electoral processes.*
- *Voter behaviour has shifted materially, compared to when the enrolment process was legislated.*
- *The Commission should:*
 - *Take steps to enable rolls to remain up to date throughout the electoral cycle*
 - *As far as is possible and feasible, take action to identify and reach unenrolled people, and electors whose information is not up to date*
 - *Make it easy and transactionally simple for eligible voters to keep electoral roll information up to date; and ensure the systems used to hold and support enrolment data enable these actions.*

b. Fundamentally changes how the Commission uses technology to prevent errors from occurring and to better detect whether errors have occurred by moving away from manual processes and controls

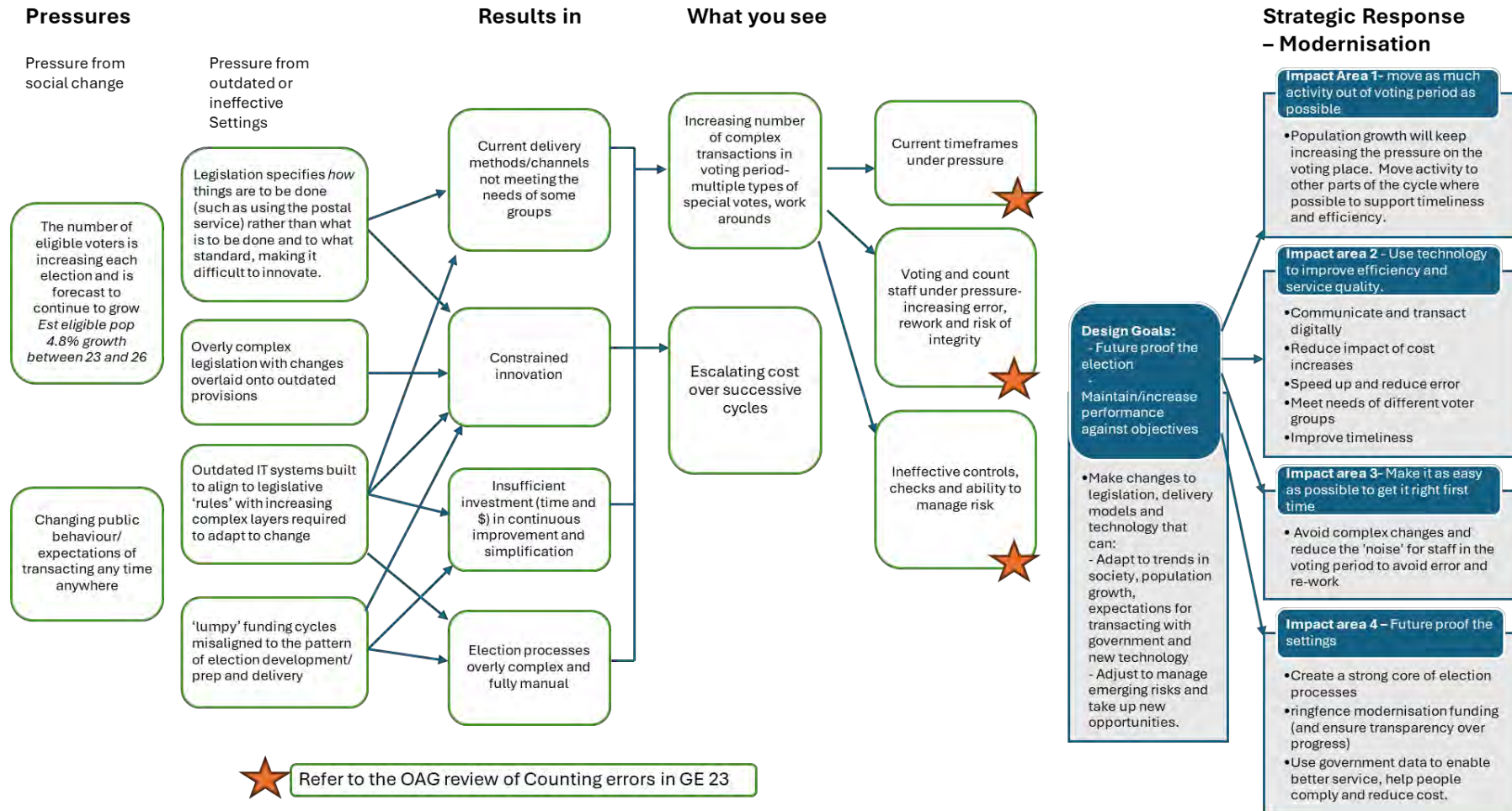
- *The Commission's processes are predominantly manual, and manual processes come with an inherent expectation of error. The additional controls that can be introduced to address areas like data entry and transposition errors will likely require investment, robust trials, and prototyping, but will ultimately increase the integrity of the Commission's processes. Additionally, the technology systems the Commission relies on were built to address different base requirements.*
- *The Commission will have to avoid overinvesting in existing systems that are inflexible and reflect the prescriptive legislation. A greater return in performance will need legislative and service delivery reforms. This may leave some risks not fully mitigated in the short term.*

How our improvements and modernisation components of our budget bid align

13. The set of improvement recommendations in the Commission's budget bid draw from the combined conclusions above and detailed analysis by the Commission of the opportunities to redesign or improve its processes.
14. In addition to directly addressing the recommendations of the OAG, improvement and integrity options have been designed to:
 - Reduce (or smooth) the volume of transactions at critical periods
 - Manage volume: streamline or reduce time to complete key tasks
 - Reduce complexity and effort
 - Improve integrity of our processes, controls and our system.
15. The recommended combination of options is designed to enable, as much as possible, the improvements needed to address integrity issues and the contributing sources of pressure on the election system, particularly with a focus on 2026.
16. The modernisation options address the combination of systemic drivers and strategic level changes identified by PwC and previous reviews. See **Annex one**.
17. A breakdown of integrity improvements is attached as **Annex two**.

Appendix A

Annex One: Systemic drivers and strategic level changes



Appendix A

Annex two: Integrity Improvements

Improvement benefits and costs over 6 years (\$m)

Benefit statement	Cost (preferred)	Cost (scaled)
Benefit 1: Reduce (or smooth) the volume of transactions at critical periods	1.331	1.331
Benefit 2: Manage volume: streamline or reduce time to complete key tasks	6.511	2.722
Benefit 3: Reduce complexity and effort	4.851	2.792
Benefit 4: Improve integrity of our processes, controls and our system	17.727	8.388
Project managers, business analysts and other support across full packages	1.570	1.570
Assurance across change packages on system changes working	2.676	1.403
Subtotal	34.666	18.206
Capability uplift	4.758	4.758
Total cost	\$39.424m	\$22.964m

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Benefit 1: Reduce (or smooth) the volume of transactions at critical periods

Options in this category include systems changes to post election processes to reduce bottlenecks by adjusting the order in which tasks are completed, reduce the amount of rework and to oversee and manage the volume of activity throughout the post-election period

Initiative	Preferred (6yrs)	Scaled (6yrs)
Increase automation of TSR transactions by deprioritising the transactions that do not impact on voting rights before post -election roll close. (Enrolment process efficiencies - OAG)	\$385,863	\$385,863
Provide date of birth on roll information available to electorates (ERSA)	\$255,000	\$255,000
Post election -seeing the volume to better identify challenges and act (integrity)	\$690,109	\$690,109
TOTAL	\$1,330,973	\$1,330,973

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Benefit 2: Manage volume: streamline or reduce time to complete key tasks

Options in this category include systems changes to post election processes and systems to simplify processes, reduce special votes, target resources in high impact areas, speed up qualification processes. Note- changes to some settings such as changes to unpublished voters to ordinary votes, require legislative change. Items in the scaled option are retained due to the strength of impact on integrity and timeliness. The items in the preferred options reduce overall pressure on key roles and processes.

Initiative	Preferred (6yrs)	Scaled (6yrs)
Remove unnecessary manual duplication of verification for enrol online updates	\$265,053	\$265,053
Improve the flow of 'new' vs 'update'	\$204,654	\$204,654
Provide a proxy EasyVote after using Enrol Online	\$144,377	\$144,377
Role simplification- Reduce contract variations by as far as possible separating legal aspects of work from training, resourcing and monitoring work completed	\$102,000	-
Making DOB an operationally mandatory field in Special Vote Declaration, reduces challenge of qualification	\$371,138	-
Reconciliation app prepopulated with materials issued to a voting place, reducing likelihood of error and avoiding time consuming post-election re-work	\$555,124	\$67,018
Make unpublished voters ordinary votes by using a different unique identifier on their EasyVote card and on the printed roll	\$507,082	-
Inform voters not to update their enrolment status after voting	\$109,862	-
Expand eRoll to enable 'dormant' electors to be updated	\$2,209,836	-
Post election process leaders and Post election manager –adjusted staffing	\$1,478,273	\$1,478,273
Targeted support and flying squad for dual vote investigations	\$562,487	\$562,487
TOTAL	\$6,509,886	\$2,721,862

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Benefit 3: Reduce complexity and effort

Options in this category aim to simplify processes and tasks to avoid error in the voting place, automate complex activity and complete proof of concept activities that support future modernisation. Scaled options target core OAG recommendations and modernisation activities. The trade-off between options is an increase in error leading to increased post-election time, reduced ability to recruit temporary workforce and increased special votes.

Initiative	Preferred (6yrs)	Scaled (6yrs)
Increase automation of TSR (enrolment process efficiencies - OAG)	\$314,278	\$314,278
Make Snaphire simpler so potential recruits are more likely to complete the process	\$302,448	-
Improve integration of Snaphire so field staff have the right access at the right time	\$302,448	-
Systems changes to enable visibility of field activities and personnel demands to enable targeted support and inform future planning and efficiencies.	\$623,170	-
Increase instructions and training to ensure the legibility of enrolment forms Using colour to make it easier - Colour envelope containing enrolment forms Enrolment forms include colour on essential fields Improve training on scanning and uploading forms ASAP after ED Enrolment forms in voting places parcelled on a daily basis to improve visibility of enrolment forms to be processed from voting places	\$213,877	-
Automate qualification of overseas votes – Overseas app	\$1,800,333	\$1,800,333
Reconsider data matching as a stepping stone for digital enrolment – Proof of concept	\$617,052	-
Digital Communications (EUC) – Proof of concept	\$422,306	\$422,306
Digital Communications (EasyVote) – Proof of concept	\$255,000	\$255,000
TOTAL	\$4,850,912	\$2,791,917

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Benefit 4: Improve integrity of our processes, controls and our system

Options in this category include a large number addressing improved controls and accuracy, improved risk management and reduction of pressure on the official count timeline. Includes addressing key systems that are out of support. Reducing to the scaled option results in lower quality in risk documentation in election delivery requiring greater oversight and increasing overall integrity risk (although offset somewhat by other improvements).

Initiative	Preferred (6yrs)	Scaled (6yrs)
Staff enrolment processing for the volume required to be processed in time for timely roll close	\$5,007,031	\$2,396,789
Strengthen QA process for merged / over written electors	\$205,577	\$205,577
Blind double entry or watching other person entering results	\$151,611	\$151,611
Voting services quality control sampling	\$423,060	\$423,060
Provide fast feedback when data entered does not match enrolment data	\$612,000	\$612,000
Improve sign off process for final certification - record of issues dealt with and resolved provided as part of sign off process.	\$167,688	\$167,688
Assurance sampling of transactions: Sampling enrolment – OAG Recommendation 1	\$477,732	\$477,732
Assurance sampling of transactions: Sampling Voting Services– OAG Recommendation 1	\$318,488	\$318,488
Risk documentation for election delivery	\$786,275	-
Equipment for election delivery staff	\$4,633,402	\$686,234
Enhancing risk identification processes: Risk management	\$2,045,343	\$681,781
Enhancing risk identification processes: Tools to support	\$581,812	\$581,812
Election Finances	\$153,000	\$153,000
ECHO Replacement	\$1,224,000	\$1,224,000
Party Portal enhancements	\$51,000	-
Review & update standard operations manuals & instructions, to improve the clarity of information about quality control activities and why they are important and to clarify accountability & responsibility for carrying them out.	\$888,331	\$308,078
TOTAL	\$17,726,350	\$8,387,850

Delivery highlights



Delivery

Launched electoral boundary review information and submission portal on vote.nz.



Preparation

2025 local elections enrolment update preparations completed.



Organisation

New risk policy and framework approved.

Upcoming milestones

1 April	Māori Electoral Option and enrolment update campaign begins for local elections
April	Additional staff contracted short-term to deliver groundwork for implementation of responses to the OAG report on election integrity
13 - 15 May	Voting place test conducted for GE2026 to inform staff and resource allocation under various policy settings currently being finalised
Early June (TBC)	Decisions to confirm scopes and activities for Build and prepare. Confirmation of improvement activities to implement OAG recommendations, digital initiatives and system improvements.
9 - 18 June	Representation Commission holds public hearings on proposed electorate names and boundaries
10 July	Māori Electoral Option closes for local elections
Late July	Electorate headquarters test conducted for GE2026

Key organisational risks

The Commission monitors and assesses strategic and operational risks. The key risks under management in the last quarter are below.

Risk	Planned mitigation
Scale of change impacts Commission's ability to deliver effectively	Decision making will manage carefully the trade-offs between funding, time to implement, and supporting the public to understand legislative and operational changes that affect their interactions with the electoral system. Additional short-term resources will be applied or reallocated where possible.
Inability to demonstrate that	We continue to analyse our processes and controls, including enrolment and post-election processes, to better understand their

Risk	Planned mitigation
our processes manage risk well, and the efficacy of our controls	effectiveness and any potential gaps. Audits before the next election will provide an independent assessment of how robust they are, and identify any improvements needed. Improvements to controls will be prioritised by the Board.

Non-financial performance

Cycle stage and overall status of preparations

The Commission is presently completing the design of improvements for delivery of the 2026 general election, and starting readiness testing of improvements, changes to give effect to any changes to the Electoral Act, and improvements to quality controls. This phase of work is anticipated to run until 28 February 2026.

We are completing the high-level design and service level expectations for the election, which can be confirmed following Budget 2025 decisions. Decisions on quality assurance improvements in response to the OAG recommendations will also be dependent on subsequent decisions on the Budget contingency established for this work.

This quarter, the Commission has been preparing the Māori Electoral Option and enrolment update campaigns for the 2025 local elections. For the first time this will be a combined update and mailout, which will help us make considerable savings. The Commission is also supporting the Representation Commission and continuing to design the 2026 General Election programme.

Performance measures

See **Appendix A** for our external performance measures results for the period 1 July 2024 to 31 March 2025.

We have year-to-date results available for 14 of our performance measures and are on track to achieve 11 measures.

This quarter we ran our annual survey of public confidence and understanding of the electoral system. We met our targets for understanding of voting and enrolment processes, but not for understanding of the Māori Electoral Option and confidence in the Commission and its staff. This is the second time we have conducted the annual survey (previously only run during election years) and we are still building a baseline for these measures across the electoral cycle. It is too early to determine whether we are seeing indicators of a trend of declining public confidence or if this is part of a pattern that we have not previously measured, where confidence declines during the middle period of the electoral cycle when the public does not have a recent experience of voting or interacting with the Commission.

Progress towards our strategic priorities

Preparing for an election

Preparing for the 2026 General Election (GE2026)

- We have determined which improvements to electoral services and the integrity of our systems, processes and assurance controls we can implement before the next general election. Detailed design work is underway. We have been advised that the additional funding needed for this work will be set up as a contingency fund. We have started preparing advice for release of the funding required in 2025/26. This will help us to reduce the risk that delays accessing this funding impact preparation for these improvements for the next general election.
- A review of the process for selecting voting places, including how political neutrality is maintained, has been completed. Secretaries of political parties will be consulted on the new guidance.
- We are building technical changes to our Election Management System (EMS). This includes changes that will improve bringing on temporary workers, support management and distribution of supplies to voting places, and partially automate processes for overseas and remote voting that will help ensure timely post-election processing of ballot papers.
- We continue to update our processes and training documentation and are preparing to test these. A voting place test is scheduled for May and a headquarters test in July. These will test a range of policy and legislative settings so we can estimate resource and planning implications. These tests will include running a referendum and implementing an earlier enrolment close off.
- The re-opening of the Election Access Fund was postponed to early May 2025 to prevent this from overlapping with messaging about local election selection activities, which are not covered under the Election Access Fund Act 2020. (The fund is now open for applications.)

2025 local body elections

- Preparations to deliver the combined Māori Electoral Option and local elections enrolment update campaign were completed, with the campaign commencing on 1 April.
- We developed predictive modelling of enrolment numbers, customer service needs and special vote declarations for local elections to support workload planning. Training of additional staff to support the modelled increase in enrolment activity commenced on 24 March. This modelling and workload planning will inform enrolment for the next general election.

Preparing for the future

- We are continuing to work with the Ministry of Justice on policy proposals, costings, and regulatory impact statements (RIS) relating to possible changes to be included in an Electoral Amendment Bill in 2025, and the government response to the inquiry into the 2023 General Election.
- We also continue to work with Stats NZ and the Ministry of Justice on the Census modernisation, including discussing potential implications for the electoral roll and the Boundary Review process (Representation Commission).

Building relationships and understanding

New Zealand

- Local Body elections provide opportunities to boost enrolment and to improve understanding of General elections.

- We are working with local government across the country to help inform and educate electors about enrolment, the Māori Electoral Option and local elections. This has included developing consistent information and sharing stall space at large community events such as the 2025 Te Matatini Festival in New Plymouth.
- A local elections section has been added to vote.nz where people can find information on how and when to enrol for the local elections, the roll choice for Māori, and links to council pages on the elections.
- The media approach to raise awareness of the boundary review public consultation process was designed and implemented. To optimise the use of budget, the campaign is targeting areas most affected by the proposed changes,
- Work continues to develop an overarching Memorandum of Understanding between Stats NZ and the Commission that will cover the provision of electoral data.
- By-election content has been added to the Candidate Hub on elections.nz.
- We worked with NZ Post and Telnet to plan and deliver an email and SMS campaign to contact enrolled electors for whom NZ Post will no longer deliver mail to their home. We encouraged these electors to provide us with an alternative postal address.

International

- We provided an advance voting place for the 2025 Western Australian State Election at our Wellington National Office from 24 February to 7 March. Thirty-six votes were cast.
- Annual work plans have been agreed with Tonga and Papua New Guinea as part of our international work programme, funded by the Ministry of Foreign Affairs and Trade.

Building our capability

- A new risk policy and framework was approved and related training is being delivered to operational teams. This is part of improving risk management ahead of the 2026 General Election.
- Key procurement activities continue for services and supplies for General Election 2026. This includes the renewal of our storage and distribution contracts until April 2027, and procurement of ICT equipment for election field staff.

Other key activities

Representation Commission

- The Representation Commission issued its proposed electoral boundaries report on 25 March with a press conference at the National Library. The release attracted considerable media attention and generated significant traffic to the Electoral Commission website.
- The proposed boundaries are open for public consultation until 21 May.

Compliance activities

- Annual donations and loans forms and representation letters were sent by email to parties in mid-January, with a reminder of their compliance obligations due by 30 April 2025.
- The New Nation Party, and logo, were cancelled at the party's request. We received updated constitutions from the Women's Rights Party and from ACT New Zealand. These were uploaded to the Register of Political Parties on our website.

Delivery highlights



Delivery

Launched enrolment update and Māori Electional Option campaign for 2025 local elections on 1 April.



Preparation

Voting place test conducted 13-15 May to inform election planning. Results being analysed.



Organisation

Risk management training and workshops held with operational teams.

Upcoming milestones

16 - 17 July	GE2026: Electional headquarters testing
30 July	By-election: Writ issued
1 August	Local elections: Roll closes for postal voting
8 August	Representation Commission: Final electional boundaries released
25 August	By-election: Advance voting opens
6 September	By-election: Election day

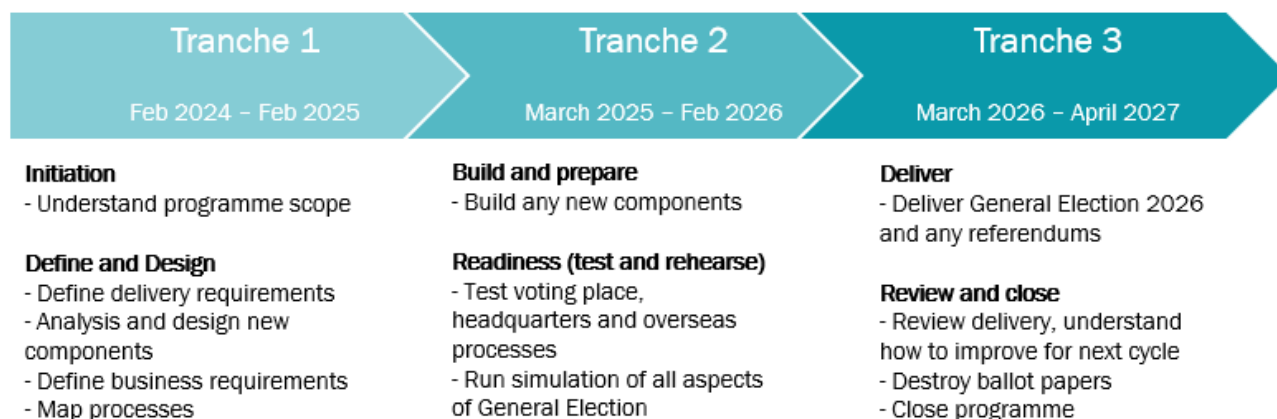
Key organisational risks

Risk	Planned mitigation
Scale of change impacts Commission’s ability to deliver effectively	Decision making will manage carefully the trade-offs between funding, time to implement, and supporting the public to understand legislative and operational changes that affect their interactions with the electional system.
Inability to demonstrate that our processes manage risk well, and the efficacy of our controls	We continue to progress analysis of our processes and controls, including enrolment and post-election processes. Audits before the next election will provide an independent assessment of the robustness of our existing processes and assurance controls, and identify any improvements needed. Improvements to controls will be prioritised by the Board.

Overview of the quarter

We have been delivering the enrolment update and Māori Electoral Option campaign for the 2025 local elections, supporting the consultation phase of the Representation Commission's review of electoral boundaries as well as continuing our preparations for the 2026 General Election.

We are currently in Tranche 2 of the General Election 2026 programme although some work is still continuing from Tranche 1. This mainly involves process mapping, risk identification and identifying process controls. See the 'preparing for an election' section below, for key progress during quarter four.



Non-financial performance

Performance measures

See **Appendix A** for our external performance measures results for the period 1 July 2024 to 30 June 2025.

We have unaudited year-end results for all but one of our performance measures. Final results will be published in our annual report 2024/25.

Achieved	Not achieved	Awaiting result	Nothing to report
10	3	1	5

We have unaudited results for 13 measures have achieved 10 of these measures. Four of our measures are for by-election performance and were therefore not applicable in 2024/25. We also have nothing to report for our new measure related to the effectiveness of the design of our key election processes. We are still designing the assurance programme that sits behind the measure. This will be approved by the Board later in 2025 and we will report on this measure in 2025/26.

The three measures we have not achieved relate to public confidence in the Commission and its staff and public understanding of the Māori Electoral Option.

We started to measure public confidence and understanding annually in 2023/24, to gain insight into whether levels fluctuates across an electoral cycle. We do not yet have baseline results for a full electoral cycle. It is too early to tell whether we are seeing early indicators of a decline in confidence in the Commission, which may be part of a global pattern of declining confidence in public institutions. There may be a cyclical pattern where confidence is highest immediately after a general election when people have been engaging with the electoral system and then decreases over time as elections and the Electoral Commission become less visible. We will review the appropriateness of our measure targets once we have a full cycle of data.

Progress towards our strategic priorities

Preparing for an election

2026 General Election (GE2026)

- Recruitment and training of our temporary regional workforce for the 2026 General Election is underway. Our three temporary regional managers commenced work in May (alongside our two permanent regional managers) and received induction training. We successfully recruited nine regional advisors as planned (to work alongside our one permanent regional advisor).
- The temporary workforce and recruitment plan for the election, which will guide our recruitment into approximately 28,000 roles, was agreed in late June.
- We ran a voting place test at our National Office between 13-15 May. This was the first of a series of tests and simulations we will run to ensure we are ready for the 2026 General Election. The voting place test used multiple scenarios of different types of voters and ballots to test our updated processes, documentation, software applications and printed materials. The testing scenarios included running a referendum alongside regular voting and implementing an earlier enrolment close off, testing scenarios where voters might not be eligible to cast a vote. The results of the test are being analysed to better understand processing times for different voting place processes and to inform resource allocation.
- Physical equipment held in storage for the next election, including roll scanners, barcode readers and audio-visual kit, was tested.
- Technical changes to our Election Management System (EMS) have been built and are ready to be tested. This includes changes that will improve onboarding of temporary workers, support the management of supplies and their distribution to voting places, and partially automate processes for overseas and remote voting that will help reduce post-election processing time and improve reporting and monitoring of system controls during the post-election period.
- Work has also progressed on requirements for technical changes to the Electronic Roll Scrutiny Application (ERSA) that will improve audit functionality and controls in the system and address a number of recommendations made by PwC in their review of our post-election assurance controls.
- The Election Access Fund reopened in early May for the 2026 General Election, supported by an information and education campaign. By 30 June we had received one enquiry. (The Fund will also accept any applications for the Tāmaki Makaurau by-election).

2025 local elections

- The combined Māori Electoral Option and enrolment update campaign for the local elections commenced on 1 April. 3,646,029 packs were delivered to electors in New Zealand and overseas and included a reminder to provide the Commission with alternate contact details, such as an email address or phone number.
- The campaign also includes targeted advertising, community information and education activities. Information in multiple languages and alternative formats for disabled people is available on our website and was distributed to stakeholders to share with their communities. Advertising to remind Māori about the exemption period for the Māori Electoral Option began on 20 June. We have seen a significant increase in traffic to our website since the campaign started.
- Temporary enrolment processing staff received training by e-Learning in April. This provided an opportunity to test and review our updated e-Learning training modules before we take on temporary enrolment staff for the 2026 General Election enrolment update campaign.
- Between 1 April and 30 June, we processed 262,364 paper and digital enrolment forms. For context we had processed 18,569 forms in the previous quarter before the campaign began.
- Our forecasting of enrolment activity trends and our staffing needs using our predictive modelling tool has proven useful. New dashboards comparing forecast and actual activity are

enabling us to make timely and well-informed decisions about resourcing. We will refine the modelling tool for the General Election, using data and insights we have obtained during this campaign.

- We are working closely with local election providers as we approach the deadline for candidate nominations and roll close off.

Tāmaki Makaurau by-election

- The death of the Member of Parliament for Tāmaki Makaurau on 26 June necessitated by-election planning and preparations.
- An out-of-cycle budget bid is being prepared to secure funding for the by-election, informed by delivery and cost modelling.
- Work is progressing to secure headquarters and voting places, and to prepare equipment, supplies and training materials for the 6 September by-election.

Preparing for the future

- During the quarter, we confirmed our strategic priorities and completed our Statement of Intent 2025/26 – 2028/29, signalling our future direction and our priorities for the next four or more years. Our new strategic priorities are strengthening our foundations, modernising electoral services, and building knowledge and trust.
- Additional funding that we obtained through Budget 25 for modernising electoral services will enable us to investigate the potential benefits of technologies. This will allow us to provide robust advice on further investment and any further legislative amendments that will be needed to modernise electoral services to improve timeliness and efficiency and mitigate the impacts of volume and cost pressures.
- We continued to work with the Ministry of Justice on policy proposals and to review drafting instructions for the planned Electoral Amendment Bill.
- We also continued to work with Stats NZ and the Ministry of Justice on the future of the census and implications for the boundary review process.

Building relationships and understanding

New Zealand

- Since May, the 2026 General Election has been a monthly agenda item at the Major Events Security Committee. This is an opportunity to socialise our need for help and to build understanding across the wider sector about elections and the related risks, and what role agencies are expected to play in support.
- In April, we received applications from eight organisations for funding to provide community-based activities to build awareness and understanding of the 2025 local elections. Just under \$54,000 was distributed to five successful applicants.
- Work continues to develop an overarching Memorandum of Understanding between Stats NZ and the Commission that will cover the provision of electoral data.
- We published a new page on vote.nz on the 50th anniversary of the Māori Electoral Option in English and te reo Māori as part of New Zealand's official commemorations programme. The page explains the history of the Option, including the 2022 legislative change to a continuous option.

International

- Annual work plans were agreed with Tonga and Papua New Guinea as part of our international work programme, funded by the Ministry of Foreign Affairs and Trade (MFAT).

- In June, the Manager International visited Vanuatu at the request of MFAT to observe the MFAT-funded United Nations Development Programme (UNDP) and assess whether our work would complement the programme.
- Also in June, the Manager International joined an “NZ Inc” roundtable visit to Solomon Islands with MFAT. There were meetings with many different stakeholders and community groups and opportunities to explore whether we could collaborate with other New Zealand government departments to support the Solomon Islands.

Building our capability

- Risk management training and workshops have been held with teams that are closely involved in election readiness and delivery. We have started to develop our approach to risk management for 2026 General Election field staff.
- Building on our earlier work to document our election processes, we have made significant progress documenting and analysing existing controls and identifying control gaps in our post-election and enrolment processes.
- Key procurement activities continue for services and supplies for General Election 2026. This included completion of the Request for Proposal (RFP) for 0800 information contact services.
- The reorganised structures for the Commission’s people and culture and information technology functions are now in place. All people and culture roles have been filled, and all but three of the information technology roles have been filled, with recruitment continuing in July. These functions were reviewed in 2024 to ensure we have the necessary capability in place for future elections.
- Sessions were held with staff across the Commission to help them to understand how to use Ngā Maihihioterā (our Māori strategy) and poutokomanawa (our values) in their everyday work.
- The Ministry for Pacific Peoples delivered training to our Strategic Engagement and Partnerships team on the foundations for Pasifika engagement. This built knowledge and competence within the team and will enhance the effectiveness of their information and education activities with Pasifika communities.

Other key activities

Representation Committee

- Public consultation on the proposed electoral boundaries closed on 21 May.
- Counter objections were published on 28 May, supported by a media release and information to stakeholders. Public hearings on the proposed electorate boundaries and names were then held from 9-16 June in Auckland, Palmerston North, Christchurch and Wellington. Submitters from other areas gave their submissions via videoconference.
- The final report is on track for presentation to the Administrator of the Government at Government House on 8 August, and publication the same day.

Compliance activities

- Annual donations and loans returns were due on 30 April and were published online on 5 May. Two parties did not submit returns and one did not provide the audit report by the due date. Compliance follow-up was undertaken and returns and audits were satisfactorily provided.
- Financial statements were due by 30 June 2025 for eight registered parties. Seven parties filed statements by the due date. One party did not file and one filed but without the audit report. We are following up with parties who have not met their requirements.