

Highlights



Organisation

New regional structure implemented



Preparation

Local election enrolment update campaign completed



Delivery

Tauranga by-election successfully concluded

Performance measures

Our delivery against performance measures for the period of 1 July – 30 September 2022 is detailed in Appendix A.

We have met most of our measures for the quarter, except for those under Impact Measure 2 – ‘People take part in the electoral system’. These measures relate to end-of-year targets to be achieved by 30 June 2023. The four measures in this area all relate to enrolment campaigns that are focused on General Election years and are on track to meet the specified targets by 30 June.

Under Output Measure 4 – ‘Make it easy and simple for people to take part’, the Q1 result of 36.5% for the percentage of enrolment transactions that are conducted digitally, is below the 40% end-of-year target. This measure generally fluctuates throughout the reporting year, but we are confident the full year result will meet the SPE target.

Key upcoming milestones

| | |
|-------------------------|---|
| 31 October 2022 | Election Access Fund launch |
| 9 November 2022 | Annual Report draft considered by Board |
| 10 December 2022 | Hamilton West by-election |

Strategic priorities

Building our capability

Quarter 1 saw further implementation of the new structure and ways of working resulting from the Target Operating Model.

Following the implementation of the new regional structure on 22 August, an implementation plan was developed to set out further work to be completed in the medium term (to December 2022) and the longer term (from January 2023 onward) to further realise the benefits from the Regional Review. A Board paper was prepared to note the plan, target state for each stream and the associated risks and mitigations. The closing of offices is complete as of 30 September with updating process maps and documentation to be completed in mid-October.

Invitations to our Have Your Say 2022 staff engagement survey were sent out. Employees have until 12 October to complete this.

An initial cultural analysis for the Target Operating Model (TOM) programme's culture workstream has been recently completed and will be updated to include the data from the engagement survey. This work will inform how the Commission will move to a more consistent culture that will drive operational alignment and support increased engagement.

The second workshop of Senior Leadership Group members was undertaken on 20 September to further develop future operating arrangements and introduce the group to Ngā Maihihioterā, our Māori Strategic Plan.

Preparing for an election

As at 30 September our involvement in the local authority election continued to meet milestones, and the post-election review was underway. The three centralised enrolment processing centres were fully operational and focused on meeting local election demand. Around 340,000 forms have been processed, with consist of 59% online forms and 41% paper forms. The processing activities will be concluded on 13 October. Community engagement teams have been delivering a full programme of work to support community events, meetings, and council briefings leading to the election day on 8 October. There are many activities planned for after the local elections to build up the momentum for the upcoming General Election.

After consultation on the Election Access Fund (EAF) closed on August 12, responses were collated, and a summary sent to respondents. The survey responses also informed the candidate application guidelines and the EAF policy. A separate document has been drafted to offer guidance on becoming a candidate. A campaign is prepared to raise awareness of the EAF once it's open. Creative concepts are being considered and the EC is working with an agency that specialises in communications for disabled people to ensure it meets the audience's needs.

1 July – 30 September 2022

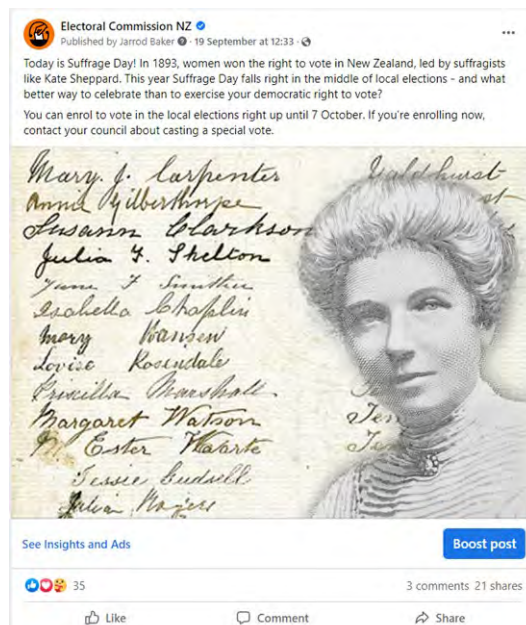
Four community members have been selected for the EAF Applications Panel. All are disabled people with extensive community experience, and one has Tikanga Māori expertise. This group will make recommendations to the Commission on approval of fund applications.

The Māori Electoral Option project team is continuing to plan for a 31 March 2023 implementation date. Work within the Enrolment and Community Engagement team continues to identify areas where MEO requirements and delivery will overlap with those for the General Election, and an initial meeting has been held with NZ Post on mailout requirements for both projects.

Building relationships and understanding

In our MFAT-funded international liaison programme we have continued to support the Tokelau Chief Electoral Officer in the review of the Tokelau electoral laws and associated resources for electoral officials and voters. An advisor was in Tokelau for two weeks in September to work with the senior officials on the rules and manuals.

The Commonwealth Elections network has confirmed their Pacific conference to be held in Wellington, 7-11 November. There will be 11 Commonwealth election management bodies (EMB) from the Pacific invited and five non-Commonwealth countries. We will be jointly co-facilitating this conference, which has the theme of absentee voting. Social media comments and messages reduced after the completion of the local elections enrolment update campaign. Our most successful post (on Facebook, Instagram and Twitter) celebrated Suffrage Day on 19 September:



Support for the Independent Electoral Review Panel continues, including working on information requests and preliminary work on the Commission's submission to the Panel.

Preparing for the future

A refresh of our Health, Safety and Wellbeing Policy is underway, with a draft policy due to go out for consultation soon. A small group provided initial feedback on a draft by 30 September. We received a great response to this request for initial feedback.

Key activities

- Centralised our Enrolment Processing to three centres based in Auckland, Wellington and Christchurch, and nine Community Engagement hubs based in Whangārei, Auckland, Hamilton, Rotorua, Gisborne, Napier, Wellington, Christchurch and Dunedin.
- Welcomed our three new Deputy Chief Executives, Lucy Hickman, Anusha Guler and Leigh Deuchars.
- Commenced a headquarters simulation to test a number of changes made to the core election management system (EMS). The test will look to confirm that the instructions, systems, and processes provided to Electorate HQ Managers are fit for purpose and integrate as expected with other Commission systems.
- Readied our new Financial Management Information System (FMIS) for implementation.
- Returned the writ for the Tauranga by-election on schedule, 7 July.

Risks

While all of the risks for this quarter sit at medium, we continue to closely watch our risk around '*Insufficient funding and/or lack of certainty about funding*', as highlighted in the risk dashboard in Appendix C. Our multi-year appropriation was confirmed in September, which has helped to mitigate this risk, however we continue to monitor costs associated with by-elections and the potential implementation of the Māori Electoral Option Bill.

We continue to watch world supply chains as they impact the delivery of key items for the 2023 General Election, including, in particular, paper and IT equipment. To help mitigate this risk, we brought forward the paper procurement process to early 2022 and are planning for the purchase of IT equipment earlier this electoral cycle.

Financial performance

Expenditure – At the end of September 2022 the Commission had spent \$14.9m against planned spend of \$20.0m, a positive variance of \$5.1m.

Electoral Commission Performance Report

1 July – 30 September 2022



The underspend represents a timing difference as some costs have not been incurred as anticipated and other projects have been delayed or deferred to focus on priorities.

Revenue – Was lower than budget by \$0.6m. This is mostly attributable to revenue expected from MFAT. The Commission recognised revenue of \$0.5m from MFAT to fund expenses relating to the International Assistance Programme. This was lower than planned but reflects the actual costs of the programme (refer to Appendix B for financial information as at 30 September 2022).

Financial sustainability

The Commission's current financial sustainability status (using the measures established by the Ministry of Justice's Monitoring Unit) is summarised below.

| Measure | Test | Forecast | Actual | Notes |
|-----------------|--|----------|--------|---|
| Cash | Cashflow for the three-month period is positive | Pass | Pass | Positive by \$7.6m as at 30 September 2022. |
| Working Capital | Current assets exceed current liabilities | Pass | Pass | Positive by \$9.3m as at 30 September 2022. |
| Going concern | Total assets exceed total liabilities | Pass | Pass | Positive by \$12.4m as at 30 September 2022. |
| Break even | The net operating result for the period is a surplus | Pass | Pass | The result for the period is a \$7.1m surplus against a budgeted deficit of \$0.4m. This is a favourable variance for the period of \$4.5m (due to timing). |

Appendix A – Performance measures as at 30 September 2022

Results in **green font** are at or above target levels, results in **brown font** are below.

The tables below report on the measures from the Commission's Statements of Intent and Performance Expectations.

Impact Measure 1 – People have trust and confidence in the electoral system

| Measures | Current Status | Target 2022/23 |
|--|----------------------------------|--------------------------------|
| Key general election milestones achieved (refer Output Measure 2) | On Track | Achieved |
| Transition to new operating model phase 1 complete: <ul style="list-style-type: none"> General Election implementation programme established Reconfigured Senior Management Team structure Implementation of new delegations policy Proposal for reconfigured field operations finalised | On Track | Achieved (by 31 December 2022) |
| Integrity of by-election results: Official by-election Result Certificates for the electorate are signed by both the electorate Returning Officer, and the attending Justice of the Peace | Completed (Tauranga by-election) | Completed if applicable |

Electoral Commission Performance Report

1 July – 30 September 2022



Impact Measure 2 – People take part in the electoral system

| Measures | Current Status | Target 2022/23 |
|---|----------------|----------------|
| Number of people enrolled (average for the period) | 3.43m | 3.64m |
| Number of 18–24-year-olds enrolled (average for the period) | 0.27m | 0.34m |
| Number of people of Māori descent enrolled (average for the period) | 0.51m | 0.525m |
| Number of people enrolled on the Provisional Roll (17-year-olds) | 0.0047m | 0.0065m |

Output Measure 1 – Maintain and protect the integrity of the electoral system

| Measures | Current Status | Target 2022/23 |
|---|-------------------|----------------|
| Adherence to the Commission’s quality assurance practices around the integrity of the roll | 100% | 100% |
| Staff receive mandatory integrity and compliance training | 100% ¹ | 100% |
| The Commission will follow up failures by a party, candidate or third party to file any relevant return of election expenses, donations or loans within 5 working days | 100% | >95% |
| Allegations of electoral finance or advertising breaches of the Electoral Act are acknowledged, and follow-up is initiated if required, within 10 working days of receipt | 100% | 90% |

Output Measure 2 – Prepare for and conduct well-run, risk-mitigated electoral events

| Measures | Current Status | Target 2022/23 |
|--|----------------|----------------|
| Key general election preparation milestones achieved: <ul style="list-style-type: none"> a) IT procurement complete (Q2) b) Core elections systems ready (Q2) c) Electorate headquarters secured (Q2) d) Returning officers trained (Q3&4) e) Electorate headquarters managers appointed and trained (Q4) | All on track | Achieved |

¹ We believe that nearly all staff comply but we cannot guarantee that all staff complete the modules due to: the nature of recording logins and completions on staff training portal Tupu; the Commission workforce, which is transient and changeable; and organisational reviews that affect the accuracy of roles, structure and coding in Tupu. There may be isolated incidents where individuals do not complete training modules, and some casual employees do not have access to computers.

Electoral Commission Performance Report

1 July – 30 September 2022



| | | |
|---|-----------------------------------|----------|
| f) Electorate headquarters operational (Q3) g) Overseas vote processing operational (Q3) h) Readiness testing and dress rehearsal programme begins (Q4) | All on track | Achieved |
| Enrolment data update for Local Body Elections complete (Q1) | Achieved | Achieved |
| Simulation of key activities to be undertaken by headquarters during the general election complete (Q2) | On track | Achieved |
| By-election conduct measures (if applicable): <ul style="list-style-type: none"> Release of preliminary results from 7.30pm on the day of the by-election Declaration of official results to schedule | Achieved for Tauranga by-election | Achieved |

Output Measure 3 – Help people to understand the electoral system

| Measures | Current Status | Target 2022/23 |
|--|----------------|------------------|
| Strategic Communications Plan developed | On track | By December 2022 |
| Respondents agree or strongly agree that the advisory opinion was timely and adequately answered their request | 100% | >80% |

Output Measure 4 – Make it easy and simple for people to take part

| Measures | Current Status | Target 2022/23 |
|---|----------------|--------------------|
| Percentage of enrolment transactions that are conducted digitally | 36.5% | >40% |
| Participation strategies for priority groups developed | On track | By 31 January 2023 |
| Election Access Fund established | On track | By 31 October 2022 |
| Guidance on electoral matters: Percentage of advisory opinions issued within 5 working days | 100% | >95% |

Appendix B – Financial information as at 30 September 2022

Statement of revenue and expenses For the three months ending 30 September 2022

| | YTD | | | Full Year 2022/23 | | | 30-Jun-22 |
|---------------------------------------|---------------|---------------------------|--------------|-------------------|-----------------------------|----------|----------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | Actual |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| REVENUE | | | | | | | |
| Funding from Crown | 21,183 | 20,690 | 494 | 82,758 | 82,758 | - | 25,618 |
| Interest Received | 5 | 1 | 5 | 2 | 2 | - | 3 |
| Other Income | 207 | 43 | 165 | 170 | 170 | - | 458 |
| International Assistance Programme | 549 | 856 | (307) | 3,423 | 3,423 | - | 1,870 |
| Total Revenue | 21,944 | 21,588 | 356 | 86,353 | 86,353 | - | 27,949 |
| EXPENDITURE | | | | | | | |
| Personnel and Board Fees | 6,865 | 9,079 | 2,214 | 36,317 | 36,317 | - | 18,796 |
| Computer & Telecommunications | 874 | 1,377 | 503 | 5,508 | 5,508 | - | 2,464 |
| Property & Occupancy | 675 | 1,885 | 1,210 | 7,539 | 7,539 | - | 2,455 |
| Specialist Services | 3,251 | 4,446 | 1,195 | 17,782 | 17,782 | - | 11,096 |
| Printing, Stationery & Postage | 2,800 | 3,137 | 337 | 12,546 | 12,546 | - | 760 |
| Depreciation and Amortisation Expense | 135 | 290 | 155 | 1,158 | 1,158 | - | 643 |
| Audit Fees | 20 | 23 | 3 | 91 | 91 | - | 95 |
| Other Costs | 256 | 1,745 | 1,489 | 6,979 | 6,979 | - | 653 |
| Total Operating Expenditure | 14,876 | 21,980 | 7,104 | 87,920 | 87,920 | - | 36,962 |
| Surplus / (Deficit) | 7,068 | (392) [▼] | 7,460 | (1,567) | (1,567) [▼] | - | (9,013) |

Electoral Commission Performance Report

1 July – 30 September 2022



**ELECTORAL
COMMISSION**
TE KAITIAKI TAKE KŌWHIRI

| | As at 30 September 2022 | | | 2022/23 Forecast | | | 2022 |
|--------------------------------------|-------------------------|---------------|--------------|------------------|---------------|----------|---------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | Actual |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| CURRENT ASSETS | | | | | | | |
| Cash and cash equivalents | 16,103 | 12,927 | 3,176 | 6,112 | 6,112 | - | 8,524 |
| Debtors and other receivables | 16 | 40 | (24) | 1,025 | 1,025 | - | 3,155 |
| Inventory | 41 | 120 | (79) | 185 | 185 | - | 44 |
| Prepayment | 327 | 101 | 226 | 180 | 180 | - | 107 |
| Total current assets | 16,487 | 13,188 | 3,299 | 7,502 | 7,502 | - | 11,830 |
| NON-CURRENT ASSETS | | | | | | | |
| Property, plant and equipment | 687 | 581 | 106 | 576 | 576 | - | 712 |
| Intangible assets | 2,454 | 1,911 | 543 | 2,306 | 2,306 | - | 2,101 |
| Total non-current assets | 3,141 | 2,492 | 649 | 2,882 | 2,882 | - | 2,813 |
| TOTAL ASSETS | 19,628 | 15,680 | 3,948 | 10,384 | 10,384 | - | 14,643 |
| CURRENT LIABILITIES | | | | | | | |
| Revenue in Advance | 4,703 | 4,323 | (380) | 2,296 | 2,296 | - | 4,743 |
| Creditors and other payables | 1,111 | 875 | (236) | 2,100 | 2,100 | - | 2,605 |
| Employee entitlements | 1,383 | 1,700 | 317 | 1,516 | 1,516 | - | 1,932 |
| Total current liabilities | 7,197 | 6,898 | (299) | 5,912 | 5,912 | - | 9,280 |
| NON-CURRENT LIABILITIES | | | | | | | |
| Employee entitlements | 56 | 56 | - | 95 | 95 | - | 56 |
| Total Non-current Liabilities | 56 | 56 | - | 95 | 95 | - | 56 |
| TOTAL LIABILITIES | 7,253 | 6,954 | (299) | 6,007 | 6,007 | - | 9,336 |
| NET ASSETS | 12,375 | 8,725 | 3,650 | 4,377 | 4,377 | - | 5,307 |
| Equity | | | | | | | |
| Opening Equity | 5,307 | 5,944 | (637) | 5,944 | 5,944 | - | 14,320 |
| Accumulated Surplus / Deficit | 7,068 | 2,781 | 4,287 | (1,567) | (1,567) | - | (9,013) |
| Total taxpayers' funds | 12,375 | 8,725 | 3,650 | 4,377 | 4,377 | - | 5,307 |

Electoral Commission Performance Report

1 July – 30 September 2022



**ELECTORAL
COMMISSION**
TE KAITIAKI TAKE KŌWHIRI

Statement of cash flows For the three months ending 30 September 2022

| | YTD | | | Full Year 2022/23 | | | 2021/22 |
|--|---------------|---------------|--------------|-------------------|----------------|----------|-----------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | Actual |
| | \$ (000) | \$ (000) | \$ (000) | \$ (000) | \$ (000) | \$ (000) | \$ (000) |
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | | | | |
| Receipts from Crown | 27,591 | 25,921 | 1,670 | 84,643 | 84,643 | - | 24,052 |
| Interest received | 5 | 0 | 5 | 2 | 2 | - | 3 |
| Receipts from other revenue | 28 | 411 | (383) | 170 | 170 | - | 130 |
| Payments to Employees | (5,822) | (8,358) | 2,536 | (36,007) | (36,007) | - | (17,038) |
| Payments to Suppliers | (13,789) | (11,966) | (1,823) | (48,748) | (48,748) | - | (21,385) |
| Net cash flow from operating activities | 8,013 | 6,009 | 2,004 | 60 | 60 | - | (14,238) |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | | | | |
| Purchase of property, plant and equipment | (18) | (33) | 15 | (135) | (135) | - | - |
| Purchase of intangible assets | (416) | (255) | (161) | (1,019) | (1,019) | - | (503) |
| Net cash flows from investing activities | (434) | (288) | (146) | (1,154) | (1,154) | - | (503) |
| Net increase/(decrease) in cash and cash equivalents | 7,579 | 5,721 | 1,858 | (1,094) | (1,094) | - | (14,741) |
| Cash and cash equivalents at beginning of year | 8,524 | 7,206 | 1,318 | 7,206 | 7,206 | - | 23,265 |
| CASH AND CASH EQUIVALENTS HELD AT YEAR END | 16,103 | 12,927 | 3,176 | 6,112 | 6,112 | - | 8,524 |

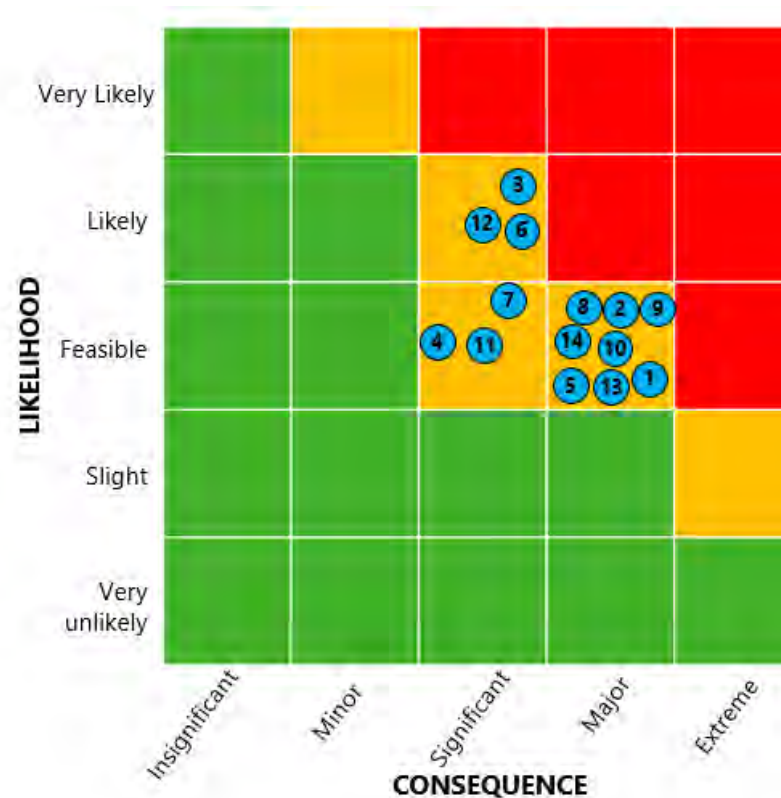
Electoral Commission Performance Report

1 July – 30 September 2022

Appendix C – Electoral Commission risk dashboard

| ID | Risk |
|----|---|
| 1 | Loss of trust in the electoral system |
| 2 | Failing to build and maintain trusting relationships with Māori |
| 3 | Being unable to respond sufficiently to a major disruptive event, including a pandemic |
| 4 | Inability to deliver successfully or meet expectations due to insufficient funding |
| 5 | Commission’s reputation for neutrality is jeopardised by ‘politicisation’ and pressure from key stakeholders |
| 6 | Critical supplier fails to deliver |
| 7 | Failing to deliver on strategic objectives |
| 8 | Failing to prevent or respond adequately to a cyber security incident |
| 9 | Critical system failure at a critical time |
| 10 | Failing to successfully implement critical legislative and/or regulatory change |
| 11 | Failing to meet obligations to implement robust health, safety and wellbeing practices |
| 12 | Over-reliance on core staff results in critical points of failure |
| 13 | Failing to understand and/or connect with the wider environment results in unforeseen consequences and/or limits our resilience |
| 14 | Inadequate planning and implementation results in poorly embedded organisational change |

Heat Map (by Risk ID)



Highlights



Delivery

Hamilton West by-election successfully held



Preparation

Planning for implementation of legislative changes to the Māori Electoral Option



Organisation

Confirmed decisions for capability uplift and regional reviews

Performance measures

Our delivery against performance measures for the period of 1 October to 31 December 2022 is detailed in Appendix A.

We have met most of our measures for the quarter. Two measures were completed slightly after their target dates. The four measures under Impact Measure 2 – ‘People take part in the electoral system’ relate to end-of-year targets to be achieved by 30 June 2023. These are focused on the General Election and are on track to meet the specified targets by 30 June.

Key upcoming milestones

| | |
|------------------------|--|
| January 2023 | Final 2021/22 Annual Report submitted |
| 17 January 2023 | Return of the Writ for Hamilton West by-election |
| 31 March 2023 | Māori Electoral Option implementation |
| 14 October 2023 | General Election |

Strategic priorities

This was a busy quarter in which we completed or made significant progress on a range of areas including operational delivery, developing key relationships and positioning the Commission for the coming election year.

Building our capability

The Target Operating Model (TOM), which is currently being implemented, was established to build the Commission's capability for the future and de-risk future elections. As a long-term initiative it is essential that the changes are embedded in the way we work. To facilitate this, the responsibility for TOM has been transferred from a project structure and incorporated into the Commission's business as usual. We will continue to track and monitor progress. Highlights of the work include the implementation of the Regional Review, the capability baseline review, updating the Commission's delegations framework, and the implementation of the new organisational structure in April 2022. This quarter also saw the adoption of organisational changes to all three Electoral Commission National Office groups to embed the new organisational structure.

The Have Your Say 2022 annual staff engagement survey was conducted in October and achieved a good completion rate (85%, compared with 75% last year). Overall response scores improved, with the average organisation score increasing from 61% last year to 66% in 2022, which is a positive result in comparison with similar state sector agencies. Employees will receive a summary report of the survey findings in the next quarter.

One area of capability development sought by the Commission is better use of technology, data and insights to drive our decision-making. New technology is a key enabler of this outcome. We developed new Tableau data visualisation dashboards for our reporting and planning purposes. The Commission implemented its new financial management information system, which will improve our internal controls, and we implemented new SnapHire systems to improve our recruitment and 'onboarding' processes.

We are also working to improve the effectiveness of our services for Māori. We are doing this at an organisational level through the development of the draft Ngā Maihi Māori strategy which will be launched in the coming months. At the same time, we progressed our plans to improve our service delivery to Māori voters in the coming election, following a successful pilot during the 2020 election.

Preparing for an election

The Headquarters Simulation was conducted from 19 September to 14 October. The simulation tested most of the systems and processes that occur in an electorate headquarters throughout an election event. Of the 36 items tested, 24 were assessed as ready for a general election. The remaining 12 require minor or moderate work, which is well underway.

The Hamilton West by-election was held on 10 December. We received the Writ directing us to hold the by-election from the Governor-General on 2 November, marking the closure of the electoral roll for printing, and the start of formal acceptance of candidate nominations. On 9 November we announced the by-election candidates, started printing the required ballot papers, and confirmed Hamilton West voting places to be used in advance voting and on by-election day. Advance voting started on 28 November. Following the by-election, we declared the official results on 21 December, and the return of the Writ concluded the by-election process on 17 January 2023 (in the following quarter). The Commission now focuses all its attention on preparing for the 2023 General Election.

1 October – 31 December 2022

Planning is underway to provide more opportunity for Māori voters to change roll types following the November 2022 passage of the Electoral (Māori Electoral Option) Legislation Bill.

Recruitment has commenced for 32 staff to work with our regional teams to deliver community engagement services across the country. We are also seeking seven community organisations to deliver targeted engagement. Qualitative research with Māori was completed in December, and the insights gathered will direct the creative content now being developed by our advertising agency for a public information and education campaign.

In December an independent quality assurance review process was agreed for the 2023 General Election (GE23) programme. This will provide assurance that the GE23 work is on track for successful completion or identify any areas of change or mitigation. The first such review is intended to be held in early 2023.

The 2022 local authority elections were held on 8 October, following the Commission's roll update process and enrolment processing activities. The Commission's activity in this quarter focused primarily in supporting councils with post-election special vote processing, by confirming that the address an elector has provided on their special vote declaration matches that on their enrolment record. In the period 9-14 October, Commission staff checked 26,000 special vote declarations on behalf of councils. Over the duration of the Local Body Election Campaign (1 July – 7 October), we:

- processed 337,000 enrolment forms (60% of which were online)
- completed 892 enrolment checks on candidates and their nominators on behalf of councils
- responded to 6,673 enquiries from the public
- completed 1,714 separate community engagement activities to encourage enrolment across our communities (at an average of 122 per week).

Building relationships and understanding

The Commonwealth Elections network held its Pacific conference in Wellington on 7-11 November. The Commission jointly co-facilitated the event, which had the theme of 'Absentee Voting – Enhancing Election Management Body Resilience and Inclusiveness'. It supported participants to adopt good practices, build capacity, and helped election officials improve their election preparedness. Officials attended from election management bodies across the Pacific: Australia, Kiribati, Nauru, New Zealand, Papua New Guinea, Bougainville, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu, Federated States of Micronesia, Republic of Marshall Islands, and Timor-Leste.

In our MFAT-funded international liaison programme, three technical advisors (TA) completed seven deployments in Fiji to assist with the delivery of the 2022 Fiji General Election. They worked closely with the Deputy Supervisor of Elections providing support and operational advice. During the final week of election, an additional TA was provided to advise the team managing the Election Visitor Programme, which was also considered a success. A representative from the NZ Electoral Commission was included among the participants.

This quarter the Election Access Fund (EAF) Applications Panel met for the first time in preparation for its work considering applications for EAF support to disabled candidates. This group makes recommendations to the Commission on approval of fund applications. The

opening of the fund marks a significant amount of work with the Disability Community who we have sought to involve in the design and operation of the fund as much as possible.

Across the country, our community engagement teams do great work with their communities to encourage enrolment as well as increasing trust and participation in voting. We want to better leverage the skills, knowledge and insights of our people on the ground to ensure that across the country we deliver the best possible service to priority groups and that we can identify successes and learn from different approaches. During this quarter, we progressed work on a National Community Engagement Strategy that provides for consistency at national level, with flexibility to adapt to suit New Zealand's many communities. This strategy will be implemented ahead of the general election and provides us with an approach to evaluate the effectiveness of our programmes.

While our formal role in local authority elections is not a large one, we worked closely to support local authorities and LGNZ during the 2022 local elections, including supporting the debrief and identifying opportunities for future elections.

Delivering elections requires a large network of agencies and providers working together. An early focus has been stepping up our work with government security agencies in preparation for GE23. Our cross-agency work will increase in volume during the election year.

Preparing for the future

In this quarter the Board considered a new draft health, safety and wellbeing policy for consultation with staff, and agreed in principle to a new data and information management policy. The Board also agreed a work programme of policy reviews to be considered by the Board from January to June 2023. In its policy and legal advice function, the Commission has:

- provided advice on the operational implications of policy and legislative proposals including advice on the Electoral Amendment Act 2022, the Electoral (Māori Electoral Option) Legislation Act 2022, and voting age legislation.
- assisted with the Independent Electoral Review, responding to information requests from the panel and making a written submission.
- issued updated guidance for parties and candidates for the 2023 general election to reflect the legislative changes. We have been discussing a systematic approach to building trust in the electoral system with partner agencies across government and with key academic commentators. We are also drawing on the experience of our Australian colleagues and the way they addressed mis- and disinformation in the May 2022 Australian federal election.

Key activities

- Held Hamilton West by-election, 10 December.
- Developed Ngā Maihi, our Māori Strategy, for implementation in 2023.
- Implemented our new Financial Management Information System (FMIS).
- Formalised terms of reference for the Executive Leadership Team and Senior Leadership Group.
- Issued updated guidance to candidates and parties informed by recent legislative changes.

Risks

The most recent risk assessment has identified several risks that are trending upward, but their overall risk rating remains Amber. These are:

- Inability to deliver successfully or meet expectations due to insufficient funding
- Critical supplier leaves the market or is operationally compromised
- Failing to deliver on strategic objectives
- Failing to deliver on a critical legislative and/or regulatory change
- Inadequate planning and implementation results in poorly embedded organisational change.

One risk, 'Over-reliance on core staff results in critical points of failure', has moved into red. This risk was recently reviewed by the Senior Leadership Group and refined to focus mitigations from more general retention strategies to a focused set of actions on a key set of staff. These mitigations are being implemented but the combination of the Hamilton by-election, a coming general election, staff turnover and a tight employment market have combined to shift the level of risk. Next steps have been identified and will be a focus in the coming months.

Financial performance

Expenditure – At the end of December 2022, the Commission had spent \$28.9m against planned spend of \$44.0m, a positive variance of \$15.1m.

The underspend represents a timing difference as some costs have not been incurred as anticipated and other projects have been delayed or deferred to focus on priorities.

Revenue – Was higher than budget by \$0.9m. This is mostly attributable to unplanned funding received for the Hamilton West by-election of \$1.0m, offset by lower revenue from MFAT. The Commission recognised revenue of \$0.8m from MFAT to fund expenses relating to the International Assistance Programme. This was lower than planned but reflects the actual costs of the programme (refer to Appendix B for financial information as at 31 December 2022).



Financial sustainability

The Commission's current financial sustainability status (using the measures established by the Ministry of Justice's Monitoring Unit) is summarised below.

| Measure | Test | Forecast | Actual | Notes |
|-----------------|--|----------|--------|---|
| Cash | Cashflow for the three-month period is positive | Fail | Pass | Positive by \$16.1m as at 31 December 2022. The full year budget plans for a negative cashflow, so the forecast is in line with budget. |
| Working Capital | Current assets exceed current liabilities | Fail | Pass | Positive by \$17.9m as at 31 December 2022. The full year forecast is for a deficit of \$2.3m reflecting higher forecast expenditure than budgeted. |
| Going concern | Total assets exceed total liabilities | Pass | Pass | Positive by \$20.0m as at 31 December 2022. Forecast of \$0.7m as at 30 June 2023. |
| Break even | The net operating result for the period is a surplus | Fail | Pass | The result for the period is a \$15.2m surplus against a budgeted deficit of \$0.8m. This is a favourable variance for the period of \$16.0m (due to timing). The full year forecast is for a deficit of \$5.2m against a budgeted deficit of \$1.6m, reflecting higher forecast expenditure than budgeted. |

Appendix A – Performance measures as at 31 December 2022

Results in **green font** are at or above target levels, results in **brown font** are below.

The tables below report on the measures from the Commission’s Statements of Intent and Performance Expectations.

Impact Measure 1 – People have trust and confidence in the electoral system

| Measures | Current Status | Target 2022/23 |
|--|---------------------------------------|--------------------------------|
| Key general election milestones achieved (refer Output Measure 2) | On track | Achieved |
| Transition to new operating model phase 1 complete: <ul style="list-style-type: none"> • General Election implementation programme established • Reconfigured Senior Management Team structure • Implementation of new delegations policy • Proposal for reconfigured field operations finalised | Achieved | Achieved (by 31 December 2022) |
| Integrity of by-election results: Official by-election Result Certificates for the electorate are signed by both the electorate Returning Officer, and the attending Justice of the Peace | Completed (Hamilton West by-election) | Completed if applicable |

Impact Measure 2 – People take part in the electoral system

| Measures | Current Status ¹ | Target 2022/23 |
|---|-----------------------------|----------------|
| Number of people enrolled (average for the period) | 3.43m | 3.64m |
| Number of 18–24-year-olds enrolled (average for the period) | 0.27m | 0.34m |
| Number of people of Māori descent enrolled (average for the period) | 0.512m | 0.525m |
| Number of people enrolled on the Provisional Roll (17-year-olds) | 0.0040m | 0.0065m |

Output Measure 1 – Maintain and protect the integrity of the electoral system

| Measures | Current Status | Target 2022/23 |
|--|-------------------|----------------|
| Adherence to the Commission’s quality assurance practices around the integrity of the roll | 100% | 100% |
| Staff receive mandatory integrity and compliance training | 100% ² | 100% |

¹ See ‘Performance measures’ note p.1 for an explanation of this performance.

² We believe that nearly all staff comply but we cannot guarantee that all staff complete the modules due to: the nature of recording logins and completions on staff training portal Tupu; the Commission workforce, which is transient and changeable; and organisational reviews that affect the accuracy of roles, structure

Electoral Commission Performance Report



1 October – 31 December 2022

| | | |
|---|------|------|
| The Commission will follow up failures by a party, candidate or third party to file any relevant return of election expenses, donations or loans within 5 working days | 100% | >95% |
| Allegations of electoral finance or advertising breaches of the Electoral Act are acknowledged, and follow-up is initiated if required, within 10 working days of receipt | 100% | 90% |

Output Measure 2 – Prepare for and conduct well-run, risk-mitigated electoral events

| Measures | Current Status | Target 2022/23 |
|--|---|----------------|
| <p>Key general election preparation milestones achieved:</p> <ul style="list-style-type: none"> a) IT procurement complete (Q2) b) Core elections systems ready (Q2) c) Electorate headquarters secured (Q2) d) Returning officers trained (Q3&4) e) Electorate headquarters managers appointed and trained (Q4) f) Electorate headquarters operational (Q3) g) Overseas vote processing operational (Q3) h) Readiness testing and dress rehearsal programme begins (Q4) | a) and c) substantially achieved; all others on track | Achieved |
| Enrolment data update for Local Body Elections complete (Q1) | Achieved | Achieved |
| Simulation of key activities to be undertaken by headquarters during the general election complete (Q2) | Achieved | Achieved |
| <p>By-election conduct measures (if applicable):</p> <ul style="list-style-type: none"> • Release of preliminary results from 7.30pm on the day of the by-election • Declaration of official results to schedule | Achieved for Hamilton West by-election | Achieved |

and coding in Tupu. There may be isolated incidents where individuals do not complete training modules, and some casual employees do not have access to computers.

Electoral Commission Performance Report

1 October – 31 December 2022



Output Measure 3 – Help people to understand the electoral system

| Measures | Current Status | Target 2022/23 |
|--|----------------|------------------|
| Strategic Communications Plan developed | Achieved | By December 2022 |
| Respondents agree or strongly agree that the advisory opinion was timely and adequately answered their request | 100% | >80% |

Output Measure 4 – Make it easy and simple for people to take part

| Measures | Current Status | Target 2022/23 |
|---|----------------|--------------------|
| Percentage of enrolment transactions that are conducted digitally | 50.5% | >40% |
| Participation strategies for priority groups developed | On track | By 31 January 2023 |
| Election Access Fund established | Achieved | By 31 October 2022 |
| Guidance on electoral matters: Percentage of advisory opinions issued within 5 working days | 100% | >95% |

Electoral Commission Performance Report

1 October – 31 December 2022



Appendix B – Financial information as at 31 December 2022

Statement of revenue and expenses For the six months ending 31 December 2022

| | YTD | | | Full Year 2022/23 | | | 30-Jun-22 |
|---------------------------------------|---------------|---------------|---------------|-------------------|----------------|----------------|----------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | Actual |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| REVENUE | | | | | | | |
| Funding from Crown | 41,757 | 41,382 | 375 | 82,905 | 82,758 | 147 | 25,618 |
| Interest Received | 85 | - | 85 | 6 | 2 | 4 | 3 |
| Other Income | 1,509 | 84 | 1,425 | 1,400 | 170 | 1,230 | 458 |
| International Assistance Programme | 764 | 1,710 | (946) | 2,700 | 3,423 | (723) | 1,870 |
| Total Revenue | 44,115 | 43,176 | 939 | 87,011 | 86,353 | 658 | 27,949 |
| EXPENDITURE | | | | | | | |
| Personnel and Board Fees | 15,803 | 18,156 | 2,353 | 37,601 | 36,317 | (1,284) | 18,796 |
| Computer & Telecommunications | 1,397 | 2,754 | 1,357 | 6,491 | 5,508 | (983) | 2,464 |
| Property & Occupancy | 1,417 | 3,768 | 2,351 | 9,270 | 7,539 | (1,731) | 2,455 |
| Specialist Services | 5,568 | 8,892 | 3,324 | 21,367 | 17,782 | (3,585) | 11,096 |
| Printing, Stationery & Postage | 3,631 | 6,276 | 2,645 | 10,100 | 12,546 | 2,446 | 760 |
| Depreciation and Amortisation Expense | 276 | 582 | 306 | 953 | 1,158 | 205 | 643 |
| Audit Fees | 47 | 48 | 1 | 103 | 91 | (12) | 95 |
| Other Costs | 770 | 3,492 | 2,722 | 6,372 | 6,979 | 607 | 653 |
| Total Operating Expenditure | 28,909 | 43,968 | 15,059 | 92,257 | 87,920 | (4,337) | 36,962 |
| Surplus / (Deficit) | 15,206 | (792) | 15,998 | (5,246) | (1,567) | (3,679) | (9,013) |

Electoral Commission Performance Report

1 October – 31 December 2022



**ELECTORAL
COMMISSION**
TE KAITIAKI TAKE KŌWHIRI

Statement of financial position As at 31 December 2022

| | As at 31 December 2022 | | | 2022/23 Forecast | | | 2022 |
|--------------------------------------|------------------------|---------------|---------------|------------------|---------------|----------------|---------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | Actual |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| CURRENT ASSETS | | | | | | | |
| Cash and cash equivalents | 24,639 | 10,656 | 13,984 | 2,228 | 6,112 | (3,884) | 8,524 |
| Debtors and other receivables | 245 | 40 | 205 | 1,025 | 1,025 | - | 3,155 |
| Inventory | 31 | 120 | (89) | 185 | 185 | - | 44 |
| Prepayment | 1,378 | 95 | 1,283 | 180 | 180 | - | 107 |
| Total current assets | 26,293 | 10,911 | 15,383 | 3,618 | 7,502 | (3,884) | 11,830 |
| NON-CURRENT ASSETS | | | | | | | |
| Property, plant and equipment | 667 | 482 | 185 | 781 | 576 | 205 | 712 |
| Intangible assets | 1,451 | 1,519 | (68) | 2,306 | 2,306 | - | 2,101 |
| Total non-current assets | 2,118 | 2,001 | 117 | 3,087 | 2,882 | 205 | 2,813 |
| TOTAL ASSETS | 28,411 | 12,912 | 15,500 | 6,705 | 10,384 | (3,679) | 14,643 |
| CURRENT LIABILITIES | | | | | | | |
| Revenue in Advance | 4,600 | 3,833 | (767) | 2,296 | 2,296 | - | 4,743 |
| Creditors and other payables | 1,830 | 2,170 | 340 | 2,100 | 2,100 | - | 2,605 |
| Employee entitlements | 1,915 | 1,700 | (215) | 1,516 | 1,516 | - | 1,932 |
| Total current liabilities | 8,345 | 7,703 | (642) | 5,912 | 5,912 | - | 9,280 |
| NON-CURRENT LIABILITIES | | | | | | | |
| Employee entitlements | 56 | 56 | - | 95 | 95 | - | 56 |
| Total Non-current Liabilities | 56 | 56 | - | 95 | 95 | - | 56 |
| TOTAL LIABILITIES | 8,401 | 7,759 | (642) | 6,007 | 6,007 | - | 9,336 |
| NET ASSETS | 20,010 | 5,152 | 14,858 | 698 | 4,377 | (3,679) | 5,307 |
| Equity | | | | | | | |
| Opening Equity | 4,804 | 5,944 | (1,140) | 5,944 | 5,944 | - | 14,320 |
| Accumulated Surplus / Deficit | 15,206 | (792) | 15,998 | (5,246) | (1,567) | (3,679) | (9,013) |
| Total taxpayers' funds | 20,010 | 5,152 | 14,858 | 698 | 4,377 | (3,679) | 5,307 |

Electoral Commission Performance Report

1 October – 31 December 2022



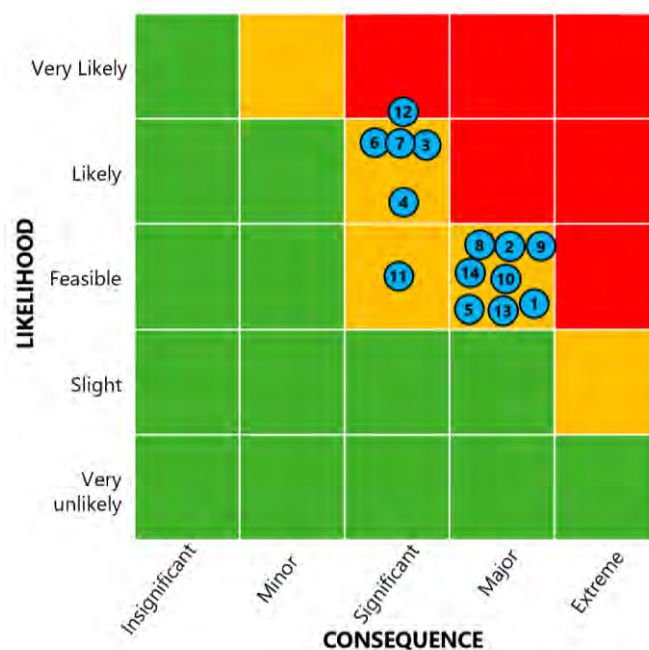
Statement of cash flows For the six months ending 31 December 2022

| | YTD | | | Full Year 2022/23 | | | 2021/22 |
|--|---------------|---------------|----------------|-------------------|----------------|----------------|-----------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | Actual |
| | \$ (000) | \$ (000) | \$ (000) | \$ (000) | \$ (000) | \$ (000) | \$ (000) |
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | | | | |
| Receipts from Crown | 52,627 | 42,322 | 10,306 | 84,067 | 84,643 | (576) | 24,052 |
| Interest received | 85 | - | 85 | 6 | 2 | 4 | 3 |
| Receipts from other revenue | 507 | 84 | 423 | 1,400 | 170 | 1,230 | 130 |
| Payments to Employees | (11,642) | (18,006) | 6,364 | (37,291) | (36,007) | (1,284) | (17,038) |
| Payments to Suppliers | (25,406) | (20,374) | (5,032) | (52,006) | (48,748) | (3,258) | (21,385) |
| Net cash flow from operating activities | 16,171 | 4,026 | 12,146 | (3,824) | 60 | (3,884) | (14,238) |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | | | | |
| Purchase of property, plant and equipment | (20) | (66) | 46 | (135) | (135) | - | - |
| Purchase of intangible assets | (36) | (510) | 474 | (1,019) | (1,019) | - | (503) |
| Net cash flows from investing activities | (56) | (576) | 520 | (1,154) | (1,154) | - | (503) |
| Net increase/(decrease) in cash and cash equivalents | 16,115 | 3,450 | (8,155) | (4,978) | (1,094) | (3,884) | (14,741) |
| Cash and cash equivalents at beginning of year | 8,524 | 7,206 | 1,318 | 7,206 | 7,206 | - | 23,265 |
| CASH AND CASH EQUIVALENTS HELD AT YEAR | | | | | | | |
| END | 24,639 | 10,656 | (6,837) | 2,228 | 6,112 | (3,884) | 8,524 |

Appendix C – Electoral Commission risk dashboard

Heat Map (by Risk ID)

| ID | Risk |
|----|---|
| 1 | Loss of trust in the electoral system |
| 2 | Failing to build and maintain trusting relationships with Māori |
| 3 | Being unable to respond sufficiently to a major disruptive |
| 4 | Inability to deliver successfully or meet expectations due to |
| 5 | Commission's reputation for neutrality is jeopardised by 'politicisation' and pressure from key stakeholders |
| 6 | Critical supplier fails to deliver |
| 7 | Failing to deliver on strategic objectives |
| 8 | Failing to prevent or respond adequately to a cyber security |
| 9 | Critical system failure at a critical time |
| 10 | Failing to successfully implement critical legislative and/or |
| 11 | Failing to meet obligations to implement robust health, safety |
| 12 | Over-reliance on core staff results in critical points of failure |
| 13 | Failing to understand and/or connect with the wider environment results in unforeseen consequences and/or limits our resilience |
| 14 | Inadequate planning and implementation results in poorly embedded organisational change |



Highlights



Delivery

Successfully implementing a new continuous Māori Electoral Option



Preparation

The announcement of a General Election on 14 October starts our election-year timeline



Organisation

All-staff wānanga to embed organisational values across our teams and locations

Performance measures

Our delivery against performance measures for the period of 1 January to 31 March 2023 is detailed in Appendix A.

We have met most of our measures for the quarter. The four measures under Impact Measure 2 – ‘People take part in the electoral system’ relate to end-of-year targets to be achieved by 30 June 2023. These are focused on the General Election and are on track to meet the specified targets by 30 June.

Key upcoming milestones

| | |
|--------------------------|---|
| 13 July 2023 | Final day for Māori Electoral Option roll changes |
| 14 July 2023 | Regulated period for election advertising expenses begins |
| 10 September 2023 | Writ Day |
| 14 October 2023 | General Election |

Strategic priorities

This was a productive quarter in which we learned the date of the 2023 General Election, and completed or made significant progress on a range of election preparation workstreams. The Commission also prioritised taking the time to promote its values across the organisation.

Building our capability

As the Commission prepares for its busy election year, and as the organisational changes agreed in 2022 are bedding in, the organisation set aside time in March to emphasise the importance of the four organisational values set out in the Statement of Intent, and build a common understanding across the entire Commission of how we work together and support the democratic process. The process commenced with a Senior Leadership Group wānanga on 7 March, which led to a successful all-staff wānanga on 16 March. The latter, which set the direction for the Commission in election year and beyond, was a hybrid gathering at various Commission locations around the country, with some staff participating online.

In February the Board approved a master services agreement (MSA) with Catalyst.Net Ltd to provide software development and system administration services to the Commission over a six-year period. Since 1997 Catalyst has provided software development and system administration services for operational systems to New Zealand Post, the then Chief Electoral Office and, since its establishment, the Electoral Commission. The two key elements of the MSA are a) systems supported and managed services, and b) cloud hosted infrastructure services.

We activated Phase 2 of our upgraded financial management information system (FMIS) in January, modernising our approach to internal financial management. All budget managers have been trained how to use the new system, and budgeting for 2023/24 started.

The Commission's new Tableau-based internal data platform (Te Kauhanganaroa) was launched, providing an effective tool for sharing electoral and organisational performance data. It makes accessing enrolment data, a common task for our Operations teams, straightforward.

The Legal & Policy team are working with the Ministry of Justice to arrange the secondment of six staff to the Commission from June to October 2023 to support our election-related legal and policy work. This secondment is a routine arrangement for general election years.

Preparing for an election

The then-Prime Minister's 19 January announcement of this year's General Election date started the Commission's election year with a clear understanding of the election timeline. Our detailed existing planning was modified based on the new date and to update organisational timelines to deliver the 14 October General Election date.

A key activity in the quarter was forming internal working groups to assess the impacts of Cyclone Gabrielle on General Election campaign delivery. The working groups consulted StatsNZ for its recent 2023 Census experience, and spoke to local authorities in the affected areas. Working with NZ Post, undeliverable enrolment packs returned from the affected areas were specially marked. More broadly beyond the cyclone response, the Commission is also developing and testing election disruption scenarios as part of our contingency planning for major electoral events.

1 January – 31 March 2023

The Commission has implemented recent legislative changes permitting a continuous Māori Electoral Option (MEO). We fully implemented the new MEO system in this quarter, and it was launched on 31 March with a public information campaign. Electors can switch their roll status until 13 July, which is three months out from the General Election. In an innovative new approach, our promotional material for MEO was produced using regional dialects from each of the Māori electorates, which involved considerable input from our Māori advisor and communications teams. Where possible, we plan to use this approach for our General Election-related campaigns.

We worked closely with NZ Post to produce and check mailout packs for the MEO implementation. A total of 512,000 packs were ready to be mailed on 1 April.

The Commission's electorate managers (EM) are temporary staff contracted to lead election services in General Election year in each of the 65 general electorates and seven Māori electorates. In February the Commission held its regular four-day EM training workshop providing a comprehensive understanding of their vital work, with high-level involvement from the Governor-General Rt Hon Dame Cindy Kiro, Commission Chair Dame Marie Shroff, and Chief Electoral Officer Karl Le Quesne. The Commission also advertised for 32 fixed-term community engagement staff for its regional offices in January.

The Commission's Party Portal, a secure area of our website for party officials where technical information can be shared, has been updated for election year. Revised guidance for parties added recently include a new obligation to report donations over \$20,000 (which came into force on 1 January). Handbooks recently updated include those for candidates, third parties, scrutineers and MPs.

The Voting Services team are working with Māori community representatives to select voting places and promote working for the Electoral Commission.

The Legal & Policy team has worked closely to support the Ministry of Justice on the draft legislation on the voting age. The team has also commenced the Broadcasting Allocation for election year, with the notice period for parties wishing to apply for broadcasting funding open from 1 February to 1 March.

Our Election Access Fund (EAF) panel has assessed and processed the first application for EAF funding for the 2023 election. The EAF is a new fund designed to support candidates with disabilities seeking to stand in the General Election. A six-month promotion for the EAF to raise awareness amongst the disability community commenced in March.

The Electoral Commission has recently decided to employ eight trust and security advisors to inform our preparation for and conduct of the election. They will provide local expertise in election security matters throughout the country, to help electorate managers respond to emerging security concerns.

Building relationships and understanding

Community Engagement staff from Auckland, Whangarei, Hamilton and Christchurch attended the Te Matatini kapa haka festival in Auckland to engage with voters ahead of the General Election and Māori Electoral Option campaigns.

1 January – 31 March 2023

The Chief Electoral Officer and its Māori advisory team have held a couple of meetings with advisors to the Iwi Chairs Forum, to examine mutual interests in the promotion of electoral participation. This work is continuing.

The Commission's regular coordination meetings with StatsNZ usually focus on potential workforce collaboration (contractors for the Census often go on to contracts for the General Election), but in this quarter a strong focus was responding to Cyclone Gabrielle and understanding how best to engage with communities with restricted access and/or limited communications.

As part of its established partnership with TVNZ the Commission met the broadcaster to support its Vote Compass initiative. The Commission has supported the initiative since 2014.

The Commission met with the Broadcasting Standards Authority, the Advertising Standards Authority and the Media Council to establish relationships and prepare for the General Election media briefing in April.

Preparing for the future

The Operations team has completed its procurement pipeline planning to produce an up-to-date schedule of contracts across the Commission. This will be a considerable benefit to organisational planning and will help the Board maintain clear oversight of procurement spending.

The Commission published its Pay Gap Action Plan on our website, outlining the organisation's recent improvement in reducing its pay gap. In particular, the appointment of three new Deputy Chief Executives in the previous quarter, all of whom are female, has contributed to reducing the gap. The median differences between male and female salaries at individual grades is minimal.

The Legal & Policy team prepared the Commission's submission for the Justice Committee's inquiry into the 2022 local authority elections, and the Review into the Future for Local Government. Both submissions were provided in February.

Key activities

- Preparing and launching the updated Māori Electoral Option campaign
- Responding to deliver electoral services in areas affected by Cyclone Gabrielle
- Community Engagement staff from Auckland, Whangārei, Hamilton and Christchurch attended the Te Matatini kapa haka festival in Auckland to engage with voters
- Appearing before the Justice Committee for our 2021/22 Annual Review hearing
- Our international business unit, which is fully funded by MFAT, took part in a three-day Fiji Elections Office workshop to review that country's 2022 General Election.

Risks

The most recent risk assessment has identified several risks that are classified as ‘likely’, but the overall risk rating remains Amber. These are:

- Being unable to respond sufficiently to a major disruptive event, including a pandemic
- Inability to deliver successfully or meet expectations due to insufficient funding
- Critical supplier fails to deliver
- Failing to deliver on strategic objectives.

The risk ‘Over-reliance on core staff results in critical points of failure’ was reduced this quarter from red to amber as a result of key appointments being made and the more advanced state of planning for GE 23.

Failing to deliver on a critical legislative and/or regulatory change was reduced from amber to green as the progress of the MEO option continues well.

The risk ‘Critical system failure at a critical time’ is rated ‘feasible’ with major consequences, should it occur. The risk is addressed through comprehensive certification and accreditation checks on key systems. It has also recently been mitigated by a new Master Services Agreement with Catalyst. Part of the agreement requires regular disaster procedures and regular testing.

Financial performance

Expenditure – At the end of March 2023, the Commission had expenditure of \$47.995m against planned spend of \$65.952m, a variance of \$17.957m.

As with previous months, we continue to report an underspend against budget. This is due in part to some real savings, but also there is some delayed spending. The FY22/23 budget and forecast were calculated using the assumption of a September election date. The confirmation of an October election date this quarter has seen some areas of expenditure deferred into later months, as the timeline for the election has moved out by one month. Spending is expected to be above the quarterly budget in the next reporting period as the General Election Enrolment Update Campaigns roll out, slightly later than planned.

Revenue – Was higher than budget by \$1.091m YTD. This is mostly attributable to unplanned funding received for the Hamilton West by-election of \$1.2m, offset by lower revenue from MFAT. The Commission recognized revenue of \$1.591m from MFAT to fund expenses relating to the International Assistance Programme. This was lower than planned but reflects the actual costs of the programme (refer to Appendix B for financial information as of 31 March 2023).

Financial sustainability

The Commission’s current financial sustainability status (using the measures established by the Ministry of Justice’s Monitoring Unit) is summarised below.

Electoral Commission Performance Report

1 January – 31 March 2023



**ELECTORAL
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TE KAITIAKI TAKE KŌWHIRI

| Measure | Test | Forecast | Actual | Notes |
|-----------------|--|----------|--------|---|
| Cash | Cashflow for the three-month period is positive | Fail | Pass | Positive by \$21.6m as at 31 March 2023. The full year budget plans for a negative cashflow, so the forecast is in line with budget. |
| Working Capital | Current assets exceed current liabilities | Fail | Pass | Positive by \$20.793m as at 31 March 2023. The full year forecast positive is \$11.845m |
| Going concern | Total assets exceed total liabilities | Pass | Pass | Positive by \$22.664m as at 31 March 2023. |
| Break even | The net operating result for the period is a surplus | Fail | Pass | The result for the period is a \$17.860m surplus against a budgeted deficit of \$1.2m. This is a favourable variance for the period of \$19.048m. |

Appendix A – Performance measures as at 31 March 2023

Results in **green font** are at or above target levels, results in **brown font** are below.

The tables below report on the measures from the Commission’s Statements of Intent and Performance Expectations.

Impact Measure 1 – People have trust and confidence in the electoral system

| Measures | Current Status | Target 2022/23 |
|--|---------------------------------------|--------------------------------|
| Key general election milestones achieved (refer Output Measure 2) | On track | Achieved |
| Transition to new operating model phase 1 complete: <ul style="list-style-type: none"> General Election implementation programme established Reconfigured Senior Management Team structure Implementation of new delegations policy Proposal for reconfigured field operations finalised | Achieved | Achieved (by 31 December 2022) |
| Integrity of by-election results: Official by-election Result Certificates for the electorate are signed by both the electorate Returning Officer, and the attending Justice of the Peace | Completed (Hamilton West by-election) | Completed if applicable |

Impact Measure 2 – People take part in the electoral system

| Measures | Current Status ¹ | Target 2022/23 |
|---|-----------------------------|----------------|
| Number of people enrolled (average for the period) | 3.43m | 3.64m |
| Number of 18–24-year-olds enrolled (average for the period) | 0.26m | 0.34m |
| Number of people of Māori descent enrolled (average for the period) | 0.512m | 0.525m |
| Number of people enrolled on the Provisional Roll (17-year-olds) | 0.0029m | 0.0065m |

Output Measure 1 – Maintain and protect the integrity of the electoral system

| Measures | Current Status | Target 2022/23 |
|--|-------------------|----------------|
| Adherence to the Commission’s quality assurance practices around the integrity of the roll | 100% | 100% |
| Staff receive mandatory integrity and compliance training | 100% ² | 100% |

¹ See ‘Performance measures’ note p.1 for an explanation of this performance.

² We believe that nearly all staff comply but we cannot guarantee that all staff complete the modules due to: the nature of recording logins and completions on staff training portal Tupu; the Commission workforce, which is transient and changeable; and organisational reviews that affect the accuracy of roles, structure

Electoral Commission Performance Report



**ELECTORAL
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1 January – 31 March 2023

| | | |
|---|------|------|
| The Commission will follow up failures by a party, candidate or third party to file any relevant return of election expenses, donations or loans within 5 working days | 100% | >95% |
| Allegations of electoral finance or advertising breaches of the Electoral Act are acknowledged, and follow-up is initiated if required, within 10 working days of receipt | 100% | 90% |

Output Measure 2 – Prepare for and conduct well-run, risk-mitigated electoral events

| Measures | Current Status | Target 2022/23 |
|--|--|----------------|
| <p>Key general election preparation milestones achieved:</p> <ul style="list-style-type: none"> a) IT procurement complete (Q2) b) Core elections systems ready (Q2) c) Electorate headquarters secured (Q2) d) Returning officers trained (Q3&4) e) Electorate headquarters managers appointed and trained (Q4) f) Electorate headquarters operational (Q3) g) Overseas vote processing operational (Q3) h) Readiness testing and dress rehearsal programme begins (Q4) | <ul style="list-style-type: none"> a) achieved b) substantially achieved c) achieved d) achieved e) achieved f) substantially achieved g) substantially achieved h) on track | Achieved |
| Enrolment data update for Local Body Elections complete (Q1) | Achieved | Achieved |
| Simulation of key activities to be undertaken by headquarters during the general election complete (Q2) | Achieved | Achieved |
| <p>By-election conduct measures (if applicable):</p> <ul style="list-style-type: none"> • Release of preliminary results from 7.30pm on the day of the by-election • Declaration of official results to schedule | Achieved for Hamilton West by-election | Achieved |

and coding in Tupu. There may be isolated incidents where individuals do not complete training modules, and some casual employees do not have access to computers.

Electoral Commission Performance Report

1 January – 31 March 2023



Output Measure 3 – Help people to understand the electoral system

| Measures | Current Status | Target 2022/23 |
|--|------------------------------|------------------|
| Strategic Communications Plan developed | Achieved | By December 2022 |
| Respondents agree or strongly agree that the advisory opinion was timely and adequately answered their request | Not measured Q3 ³ | >80% |

Output Measure 4 – Make it easy and simple for people to take part

| Measures | Current Status | Target 2022/23 |
|---|----------------|--------------------|
| Percentage of enrolment transactions that are conducted digitally | 65.6% | >40% |
| Participation strategies for priority groups developed | Achieved | By 31 January 2023 |
| Election Access Fund established | Achieved | By 31 October 2022 |
| Guidance on electoral matters: Percentage of advisory opinions issued within 5 working days | 100% | >95% |

³ As advisory opinions are typically far more frequent in the immediate pre-election period, and are infrequent outside that period, the Commission only conducts surveys every 18 months. The next such survey will be in June 2023.

Appendix B – Financial information as at 31 March 2023

Statement of revenue and expenses For the nine months ending 31 March 2023

| | YTD | | | Full Year 2022/23 | | | 30-Jun-22 |
|---------------------------------------|---------------|----------------|---------------|-------------------|----------------|---------------|----------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | Actual |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| REVENUE | | | | | | | |
| Funding from Crown | 62,663 | 62,073 | 590 | 82,365 | 82,758 | (393) | 25,618 |
| Interest Received | 227 | - | 227 | 407 | 2 | 405 | 3 |
| Other Income | 1,374 | 126 | 1,248 | 1,782 | 170 | 1,612 | 458 |
| International Assistance Programme | 1,591 | 2,565 | (974) | 2,244 | 3,423 | (1,179) | 1,870 |
| Total Revenue | 65,855 | 64,764 | 1,091 | 86,798 | 86,353 | 445 | 27,949 |
| EXPENDITURE | | | | | | | |
| Personnel and Board Fees | 22,893 | 27,234 | 4,341 | 31,893 | 36,317 | 4,424 | 18,796 |
| Computer & Telecommunications | 2,253 | 4,131 | 1,878 | 5,225 | 5,508 | 283 | 2,464 |
| Property & Occupancy | 4,898 | 5,652 | 754 | 9,298 | 7,539 | (1,759) | 2,456 |
| Specialist Services | 8,657 | 13,338 | 4,681 | 15,157 | 17,782 | 2,625 | 11,598 |
| Printing, Stationery & Postage | 5,074 | 9,414 | 4,340 | 9,998 | 12,546 | 2,548 | 760 |
| Depreciation and Amortisation Expense | 411 | 873 | 462 | 594 | 1,158 | 564 | 643 |
| Audit Fees | 75 | 72 | (3) | 174 | 91 | (83) | 95 |
| Other Costs | 3,734 | 5,238 | 1,504 | 5,734 | 6,979 | 1,245 | 652 |
| Total Operating Expenditure | 47,995 | 65,952 | 17,957 | 78,073 | 87,920 | 9,847 | 37,464 |
| Surplus / (Deficit) | 17,860 | (1,188) | 19,048 | 8,725 | (1,567) | 10,292 | (9,515) |

Electoral Commission Performance Report

1 January – 31 March 2023



Statement of financial position As at 31 March 2023

| | As at 31 March 2023 | | | 2022/23 Forecast | | | 2022 |
|--------------------------------------|---------------------|---------------|----------------|------------------|---------------|----------------|---------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | Actual |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| CURRENT ASSETS | | | | | | | |
| Cash and cash equivalents | 30,094 | 9,880 | 20,214 | 21,552 | 6,112 | 15,440 | 8,524 |
| Debtors and other receivables | 544 | 40 | 504 | 5 | 1,025 | (1,020) | 3,155 |
| Inventory | 39 | 120 | (81) | 50 | 185 | (135) | 44 |
| Prepayment | 71 | 89 | (18) | 71 | 180 | (109) | 107 |
| Total current assets | 30,748 | 10,129 | 20,619 | 21,678 | 7,502 | 14,176 | 11,830 |
| NON-CURRENT ASSETS | | | | | | | |
| Property, plant and equipment | 584 | 383 | 201 | 530 | 576 | (46) | 712 |
| Intangible assets | 1,343 | 1,228 | 115 | 1,214 | 2,306 | (1,092) | 1,598 |
| Total non-current assets | 1,927 | 1,611 | 316 | 1,744 | 2,882 | (1,138) | 2,310 |
| TOTAL ASSETS | 32,675 | 11,740 | 20,935 | 23,422 | 10,384 | 13,038 | 14,140 |
| CURRENT LIABILITIES | | | | | | | |
| Revenue in Advance | 4,382 | 2,978 | (1,404) | 3,244 | 2,296 | (948) | 4,743 |
| Creditors and other payables | 4,375 | 2,250 | (2,125) | 4,495 | 2,100 | (2,395) | 2,605 |
| Employee entitlements | 1,198 | 1,700 | 502 | 2,094 | 1,516 | (578) | 1,932 |
| Total current liabilities | 9,955 | 6,928 | (3,027) | 9,833 | 5,912 | (3,921) | 9,280 |
| NON-CURRENT LIABILITIES | | | | | | | |
| Employee entitlements | 56 | 56 | - | 60 | 95 | - | 56 |
| Total Non-current Liabilities | 56 | 56 | - | 60 | 95 | - | 56 |
| TOTAL LIABILITIES | 10,011 | 6,984 | (3,027) | 9,893 | 6,007 | (3,921) | 9,336 |
| NET ASSETS | 22,664 | 4,756 | 17,908 | 13,529 | 4,377 | 9,117 | 4,804 |
| Equity | | | | | | | |
| Opening Equity | 4,804 | 5,944 | (1,140) | 4,805 | 5,944 | (1,139) | 14,320 |
| Accumulated Surplus / Deficit | 17,860 | (1,188) | 19,048 | 8,725 | (1,567) | 10,292 | (9,515) |
| Total taxpayers' funds | 22,664 | 4,756 | 17,908 | 13,530 | 4,377 | 9,153 | 4,805 |

Statement of cash flows For the six months ending 31 March 2023

| | YTD | | | Full Year 2022/23 | | | 2021/22 |
|--|---------------|--------------|---------------|-------------------|----------------|---------------|-----------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | Actual |
| | \$ (000) | \$ (000) | \$ (000) | \$ (000) | \$ (000) | \$ (000) | \$ (000) |
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | | | | |
| Receipts from Crown | 76,463 | 63,482 | 12,981 | 86,281 | 84,643 | 1,638 | 24,052 |
| Interest received | 227 | - | 227 | 407 | 2 | 405 | 3 |
| Receipts from other revenue | 587 | 126 | 461 | 110 | 170 | (60) | 130 |
| Payments to Employees | (18,000) | (27,009) | 9,009 | (30,997) | (36,007) | 5,010 | (17,038) |
| Payments to Suppliers | (37,706) | (33,061) | (4,645) | (42,745) | (48,748) | 6,003 | (21,385) |
| Net cash flow from operating activities | 21,571 | 3,538 | 18,033 | 13,056 | 60 | 12,996 | (14,238) |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | | | | |
| Purchase of property, plant and equipment | - | (99) | 99 | (28) | (135) | 107 | - |
| Purchase of intangible assets | - | (765) | 765 | - | (1,019) | 1,019 | (503) |
| Net cash flows from investing activities | - | (864) | 864 | (28) | (1,154) | 1,126 | (503) |
| Net increase/(decrease) in cash and cash equivalents | 21,571 | 2,674 | 2,548 | 13,028 | (1,094) | 14,122 | (14,741) |
| Cash and cash equivalents at beginning of year | 8,524 | 7,206 | 1,318 | 8,524 | 7,206 | (1,318) | 23,265 |
| CASH AND CASH EQUIVALENTS HELD AT YEAR END | 30,095 | 9,880 | 3,866 | 21,552 | 6,112 | 12,804 | 8,524 |

Appendix C – Electoral Commission risk dashboard



Highlights



Delivery

Successfully implementing the new continuous Māori Electoral Option



Preparation

Our General Election temporary worker recruitment campaign is ready to launch on 3 July



Organisation

Our organisation-wide induction programme, Democracy Matters, was refreshed

Performance measures

Our delivery against performance measures for the period of 1 April to 30 June 2023 is detailed in Appendix A.

We have met most of our measures for the quarter. The four measures under Impact Measure 2, 'People take part in the electoral system', are focused on General Election goals. The selection of a mid-October General Election date, around a month later than our planning assumptions, has meant the enrolment update campaign is also later this year. Enrolment statistics have yet to reflect the uptick in participation the campaign always brings, but we are confident that the campaign will be successful. Notably, the Māori Electoral Option update campaign has meant our Māori enrolment performance is stronger than other measures.

Key upcoming milestones

| | |
|--------------------------|---|
| 13 July 2023 | Final day for Māori Electoral Option roll changes |
| 14 July 2023 | Regulated period for election advertising expenses begins |
| 10 September 2023 | Writ Day |
| 14 October 2023 | General Election |

Strategic priorities

This quarter we completed or made significant progress on a range of election preparation work, and ran the Māori Electoral Option successfully. The Commission also laid the groundwork for its General Election temporary workforce hiring programme.

Building our capability

The Commission's organisation-wide induction programme, Democracy Matters, was refreshed and re-launched in April. The programme includes an in-person induction and mihi whakatau, and is required for all permanent employees and fixed-term employees with contracts of over three months.

Work on updating and refining the Commission's policy and processes suite has been progressing well, including recent updates to time off in lieu (TOIL) guidance, the preparation of a draft travel policy update, and working groups to improve our remuneration and rewards system and our processes to address any bullying and harassment, discrimination and victimisation.

The Commission has appointed a Property and Procurement Manager who is prioritising building staff understanding of procurement practice across all Commission teams, and developing stronger oversight of procurement and contract management.

Our newly-appointed Manager, Strategy, Risk and Assurance, has begun analysing enterprise risk across the Commission and coordinating risk discussions across the Board and Executive Leadership Team.

Preparing for an election

One of the Commission's main focuses in this quarter has been implementing the continuous Māori Electoral Option (MEO), which was launched on 31 March with a public information campaign. Electors can switch between the general and Māori rolls until 13 July, which is three months out from the General Election. Our MEO advertising switched to its final phase on 25 June, letting electors know 'time is running out' if they wish to change rolls. As at 30 June, there had been a net increase of 2516 electors added to the Māori Roll and a net decrease of 187 electors to the General Roll. Over 19,000 electors took the opportunity to update their details without changing rolls, which will help us to lift the accuracy of the rolls for the upcoming General Election.

Recruiting large numbers of temporary staff for the election is a significant focus for the Enterprise Services and Operations teams. Recruitment advertising are scheduled to start on 3 July, seeking to fill around 25,000 roles.

In June around 3.4 million enrolment details were sent to NZ Post to print for the enrolment update mailout campaign. All enrolled voters will receive the update packs.

On 12 May the Commission released its decision on the allocation of funding to political parties for election broadcasting programmes on radio, television and online for the 2023 General Election. The amount of money available for this year's allocation is \$4,145,750 incl GST (\$3,605,000 excl GST). The Commission also prepared factual information to inform the later High Court case taken by some parties affected by the broadcasting allocation decision, including

a detailed submission and three affidavits. (The High Court ruled in favour of the Commission on 17 July).

The Board have been seeking assurance on planning to deliver the General Election by meeting with electorate managers to review their arrangements for voting. This has included visiting and observing assessment of potential voting places and Commission electorate headquarters and how they will support voting places. The visits have provided valuable insights into election preparedness and the challenges and opportunities within each region.

The Commission has established a General Election Delivery Taskforce (GEDT), which will be activated in September to provide overall management of delivery of the General Election.

In June the Commission launched its new Candidate Hub on the elections.nz website. It provides candidates and prospective candidates with the information they require to contest the 2023 General Election, with information on becoming a candidate, key information and dates, candidate rules, and resources. In addition to the text, four informative videos have been produced to explain the details. The Commission also launched a General Election information hub for its own staff on Echo, the Commission intranet.

The second phase of advertising for our Election Access Fund (EAF) supporting candidates with disabilities commenced on 25 June on digital platforms and commercial and community radio. We have also written to political parties and 45 other stakeholders to raise awareness of the fund.

Meetings are continuing with partner agencies to agree how they will support delivery of the General Election if required. The Department of Prime Minister and Cabinet has also initiated a GE23-specific work programme through the National Security System (Major Events Security Committee and Security and Intelligence Board). This includes coordinating threat assessments, scenario planning and testing at a strategic level, and coordinating work on mis- and disinformation. The Commission and DPMC will meet weekly from now until the election to coordinate work programmes.

The Commission has reviewed arrangements for delivery a safe and trusted election, covering use of properties, security of ballot papers, recruitment and responding to disruption. As part of these arrangement the Commission has established five Regional Security and Resilience Advisor positions to support Electorate Managers.

Building relationships and understanding

Aotearoa New Zealand

Following the Commission's all-staff wānanga in March, the results of the post-event survey revealed that participants valued being able to come together as an organisation and to focus on our values. There was constructive feedback received about ways to make wānanga equally as effective for online attendees as for those attending in person.

Our Strategic Engagement and Partnerships team has developed a partnership agreement with the Ministry for Pacific Peoples, and the agreement is now being considered by each agency's executive leadership team. We have also developed informal partnership agreements with the Ministry for Ethnic Communities, the Ministry of Youth Development and the Ministry of Disabled People.

Te reo Māori speakers in our regional community engagement team have received media training to support opportunities for local iwi radio interviews discussing the electoral system, MEO and the election. Interviews have taken place in Rotorua, Napier and Ruatoria to date.

The Commission, through its Māori advisory team, is developing an enduring relationship with the Iwi Chairs Forum to discuss non-partisan cooperation opportunities improve Māori understanding of, confidence in and participation in elections.

Our social media tool reports that the Commission's Facebook content was seen by 30 percent more people in June compared with May. Our Instagram reach was up 27.7 percent over the same period. The Communications team has developed an 'Electoral Connection' fortnightly all-staff newsletter as an informative sibling to the fortnightly all-staff Teams meeting.

International

The MFAT-funded International Business Unit has provided in-person support and electoral matters expertise in deployments to Papua New Guinea, Samoa, Fiji and the Solomon Islands. Invitations have also been issued to Pacific countries for the General Election visitor programme, in which members of international election management bodies visit New Zealand during the election period to observe operational processes.

Commission staff attended the Pacific Islands, Australia and New Zealand Electoral Administrators (PIANZEA) network in Fiji from 1-5 May. This was the first in-person PIANZEA meeting since COVID-19, and marked the 25th anniversary of the PIANZEA forum, which currently consists of 18 members from the Pacific and Oceania.

In April the Commission welcomed a delegation from the Australian Electoral Commission, led by Deputy Commissioner Jeff Pope. This was a valuable opportunity to share experiences with Australian colleagues, learning from their experiences running the May 2022 federal election, and preparations for the Indigenous Voice referendum, the first such referendum in Australia since 1999. The delegation met with a wide range of representatives from across the Commission to hear about our electoral system, the Commission's structure, and our General Election planning.

Preparing for the future

The Board has commissioned the development of a 10-year strategy for the Commission. This work will be a priority for the post-election period and into 2024.

The Board engaged closely with the Independent Electoral Review, contributing a detailed submission to inform its initial report and findings released in June. The Board met with the review panel to discuss potential implications for various changes to the electoral system. The Legal & Policy team will provide supplementary information in July.

As a part of strengthening its procurement practices the Commission created central oversight of all major contracts, including those ending over the next electoral term.

Legal & Policy also worked closely with the Ministry of Justice in this quarter to support its policy development work on proposals for legislation lowering the voting age.

Key activities

- Running the updated Māori Electoral Option campaign
- Sending 3.4 million enrolment details to NZ Post for the enrolment update mailout campaign
- Developing a partnership agreement with the Ministry for Pacific Peoples
- Te reo Māori speakers in our regional community engagement team have received media training to support opportunities for local iwi radio interviews.

Risks

The most recent risk assessment showed some risks that were previously considered to be trending upward were considered to have stabilised in the last quarter. The changes to these risks are outlined below:

- *Inability to deliver successfully or meet expectations due to insufficient funding:* our budgeting process indicates we will be able to manage the current and coming year within our funding available.
- *Critical supplier leaves the market or is operationally compromised:* we are bolstering our permanent procurement capacity. The risk has not continued to trend upward.
- *Failing to deliver on strategic objectives:* The Commission has implemented a thorough programme management approach to delivering the 2023 General Election, and after the election will be preparing a 10-year strategy to plan over the longer term to deliver our strategic objectives beyond a three-year operational cycle based on the timing of elections. We also continue to build our capacity in the strategy area, but delivery pressures will limit the ability of the wider Commission to focus on this in the coming six months.

One risk, *Over-reliance on core staff results in critical points of failure*, moved into red in the last quarter. A combination of key management roles now being filled and able to focus on supporting key staff; some hard to recruit roles being filled; and election planning being well advanced, has resulted in the risk returning to amber.

Risk 10: *Failing to successfully implement critical and/or legislative change*, has decreased. This risk is currently focused mostly on the implementation of the MEO changes, which has been implemented. While some future changes are signalled, this status is now green.

Financial performance

Net Surplus/(Deficit) – The year finished with a surplus of \$11.608m which, due predominately to lower expenditure, was \$13.175m better than the budgeted deficit of \$1.567m and \$2.883m better than the forecasted surplus of \$8.725m.

Expenditure – At June 2023, the Commission had expenditure of \$75.356m against planned spend of \$87.920m, a positive variance of \$12.564m.

Continuing the trend of previous months, the Commission continued to underspend against budget. This is due in part to some real savings, but also there is some significant delayed spending. The FY2023 budget was calculated using the assumption of a September election date. With the confirmation of an October election date, the last two quarters has seen some

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areas of expenditure deferred into later months, than had been budgeted for. Although the forecast made some adjustment for known expenditures slides into FY2024, lower than expected spending continued in both the personnel category (due to slower recruitment and related training) and non-personnel categories (e.g. delayed advertising and the General Election Enrolment Update Campaigns roll out, slightly later than planned). Partially offsetting this under-expenditure was \$1.730m overspend in property and occupancy costs due to higher lease costs for the 65 electorate headquarters.

Revenue – The 12 months ending June saw revenues slightly higher than budget by \$0.611m (less than 1%). This is mostly attributable to unplanned funding received for the Hamilton West by-election of \$1.5m, along with interest revenue (significant underspending allowed the Commission to take advantage of term deposits offering steadily increasing interest rates) offset by lower revenue from the International Assistance Programme, funded through the Ministry of Foreign Affairs & Trade.

Financial sustainability

The Commission's current financial sustainability status (using the measures established by the Ministry of Justice's Monitoring Unit) is summarised below.

| Measure | Test | Forecast | Actual | Notes |
|-----------------|--|----------|--------|--|
| Cash | Cashflow for the three-month period is positive | Fail | Pass | Positive by \$17.4m as at 30 June 2023. The full year budget expected a negative cash flow due to large expenditure flowing out in the fourth quarter. The forecast expected significantly less levels of expenditure than what was set when completing the budget. Greater levels of cash was held as at June than what was even forecasted due to further expenditure now sliding into FY2024. |
| Working Capital | Current assets exceed current liabilities | Fail | Pass | Positive by \$14.7m as at 30 June 2023 predominately due to the higher than budgeted and forecasted cash balances |
| Going concern | Total assets exceed total liabilities | Pass | Pass | Positive by \$16.4m as at 30 June 2023, better than both budget (\$4.4m) and forecast (\$13.5m). |
| Break even | The net operating result for the period is a surplus | Fail | Pass | The result for the full year is a \$1.608m surplus against a budgeted deficit of \$1.567m. This is a favourable variance for the period of \$13.175m. |

Appendix A – Performance measures as at 30 June 2023

Results in **green font** are at or above target levels, results in **brown font** are below.

The tables below report on the measures from the Commission’s Statements of Intent and Performance Expectations.

Impact Measure 1 – People have trust and confidence in the electoral system

| Measures | Current Status | Target 2022/23 |
|--|---------------------------------------|--------------------------------|
| Key general election milestones achieved (refer Output Measure 2) | On track | Achieved |
| Transition to new operating model phase 1 complete: <ul style="list-style-type: none"> • General Election implementation programme established • Reconfigured Senior Management Team structure • Implementation of new delegations policy • Proposal for reconfigured field operations finalised | Achieved | Achieved (by 31 December 2022) |
| Integrity of by-election results: Official by-election Result Certificates for the electorate are signed by both the electorate Returning Officer, and the attending Justice of the Peace | Completed (Hamilton West by-election) | Completed if applicable |

Impact Measure 2 – People take part in the electoral system¹

| Measures | Current Status ² | Target 2022/23 |
|---|-----------------------------|----------------|
| Number of people enrolled (average for the period) | 3.43m | 3.64m |
| Number of 18–24-year-olds enrolled (average for the period) | 0.25m | 0.34m |
| Number of people of Māori descent enrolled (average for the period) | 0.510m | 0.525m |
| Number of people enrolled on the Provisional Roll (17-year-olds) | 0.0031m | 0.0065m |

¹ Results in Impact Measure 2 and the first row of Output Measure 4 reflect the average over the quarter. The result reflected in the Commission’s 2022/23 Annual Report will differ slightly due to being the mean result over the full year period.

² See ‘Performance measures’ note p.1 for an explanation of this performance.

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1 April – 30 June 2023

Output Measure 1 – Maintain and protect the integrity of the electoral system

| Measures | Current Status | Target 2022/23 |
|---|--------------------|----------------|
| Adherence to the Commission's quality assurance practices around the integrity of the roll | 100% | 100% |
| Staff receive mandatory integrity and compliance training | 98.3% ³ | 100% |
| The Commission will follow up failures by a party, candidate or third party to file any relevant return of election expenses, donations or loans within 5 working days | 100% | >95% |
| Allegations of electoral finance or advertising breaches of the Electoral Act are acknowledged, and follow-up is initiated if required, within 10 working days of receipt | 100% | 90% |

Output Measure 2 – Prepare for and conduct well-run, risk-mitigated electoral events

| Measures | Current Status | Target 2022/23 |
|--|--|----------------|
| <p>Key general election preparation milestones achieved:</p> <ul style="list-style-type: none"> a) IT procurement complete (Q2) b) Core elections systems ready (Q2) c) Electorate headquarters secured (Q2) d) Returning officers trained (Q3&4) e) Electorate headquarters managers appointed and trained (Q4) f) Electorate headquarters operational (Q3) g) Overseas vote processing operational (Q3) h) Readiness testing and dress rehearsal programme begins (Q4) | <ul style="list-style-type: none"> a) achieved b) substantially achieved c) achieved d) achieved e) achieved f) substantially achieved g) substantially achieved h) achieved | Achieved |
| Enrolment data update for Local Body Elections complete (Q1) | Achieved | Achieved |
| Simulation of key activities to be undertaken by headquarters during the general election complete (Q2) | Achieved | Achieved |
| <p>By-election conduct measures (if applicable):</p> <ul style="list-style-type: none"> • Release of preliminary results from 7.30pm on the day of the by-election • Declaration of official results to schedule | Achieved for Hamilton West by-election | Achieved |

³ 347 people out of 353 (98.3%) had completed all three modules by 30 June.

Electoral Commission Performance Report

1 April – 30 June 2023



Output Measure 3 – Help people to understand the electoral system

| Measures | Current Status | Target 2022/23 |
|--|----------------|------------------|
| Strategic Communications Plan developed | Achieved | By December 2022 |
| Respondents agree or strongly agree that the advisory opinion was timely and adequately answered their request | 81.8% | >80% |

Output Measure 4 – Make it easy and simple for people to take part

| Measures | Current Status | Target 2022/23 |
|---|----------------|--------------------|
| Percentage of enrolment transactions that are conducted digitally | 45.2% | >40% |
| Participation strategies for priority groups developed | Achieved | By 31 January 2023 |
| Election Access Fund established | Achieved | By 31 October 2022 |
| Guidance on electoral matters: Percentage of advisory opinions issued within 5 working days | 99.3% | >95% |

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1 April – 30 June 2023



Appendix B – Financial information as at 30 June 2023

Statement of revenue and expenses For the year ending 30 June 2023

| | YTD | | | Full Year 2022/23 | | | 30-Jun-22 |
|---------------------------------------|---------------|----------------|---------------|-------------------|----------------|---------------|----------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | Actual |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| REVENUE | | | | | | | |
| Funding from Crown | 84,441 | 82,758 | 1,683 | 82,365 | 82,758 | (393) | 25,618 |
| Interest Received | 454 | 2 | 452 | 407 | 2 | 405 | 3 |
| Other Income | 108 | 170 | (62) | 1,782 | 170 | 1,612 | 458 |
| International Assistance Programme | 1,961 | 3,423 | (1,462) | 2,244 | 3,423 | (1,179) | 1,870 |
| Total Revenue | 86,964 | 86,353 | 611 | 86,798 | 86,353 | 445 | 27,949 |
| EXPENDITURE | | | | | | | |
| Personnel and Board Fees | 34,109 | 36,317 | 2,208 | 31,893 | 36,317 | 4,424 | 18,796 |
| Computer & Telecommunications | 4,488 | 5,508 | 1,020 | 5,225 | 5,508 | 283 | 2,464 |
| Property & Occupancy | 9,269 | 7,539 | (1,730) | 9,298 | 7,539 | (1,759) | 2,456 |
| Specialist Services | 14,260 | 17,782 | 3,522 | 15,157 | 17,782 | 2,625 | 11,598 |
| Printing, Stationery & Postage | 8,029 | 12,546 | 4,517 | 9,998 | 12,546 | 2,548 | 760 |
| Depreciation and Amortisation Expense | 582 | 1,158 | 576 | 594 | 1,158 | 564 | 643 |
| Audit Fees | 280 | 91 | (189) | 174 | 91 | (83) | 95 |
| Other Costs | 4,339 | 6,979 | 2,640 | 5,734 | 6,979 | 1,245 | 652 |
| Total Operating Expenditure | 75,356 | 87,920 | 12,564 | 78,073 | 87,920 | 9,847 | 37,464 |
| Surplus / (Deficit) | 11,608 | (1,567) | 13,175 | 8,725 | (1,567) | 10,292 | (9,515) |

Electoral Commission Performance Report

1 April – 30 June 2023



**ELECTORAL
COMMISSION**
TE KAITIAKI TAKE KŌWHIRI

Statement of financial position As at 30 June 2023

| | As at 30 June 2023 | | | 2022/23 Forecast | | | 2022 |
|--------------------------------------|--------------------|---------------|----------------|------------------|---------------|----------------|---------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | Actual |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| CURRENT ASSETS | | | | | | | |
| Cash and cash equivalents | 25,928 | 6,112 | 19,816 | 21,552 | 6,112 | 15,440 | 8,524 |
| Debtors and other receivables | 1,390 | 1,025 | 365 | 5 | 1,025 | (1,020) | 2,247 |
| Inventory | 25 | 185 | (160) | 50 | 185 | (135) | 44 |
| Prepayment | 109 | 180 | (71) | 71 | 180 | (109) | 107 |
| Total current assets | 27,452 | 7,502 | 19,950 | 21,678 | 7,502 | 14,176 | 10,922 |
| NON-CURRENT ASSETS | | | | | | | |
| Property, plant and equipment | 530 | 576 | (46) | 530 | 576 | (46) | 712 |
| Intangible assets | 1,226 | 2,306 | (1,080) | 1,214 | 2,306 | (1,092) | 1,598 |
| Total non-current assets | 1,756 | 2,882 | (1,126) | 1,744 | 2,882 | (1,138) | 2,310 |
| TOTAL ASSETS | 29,208 | 10,384 | 18,824 | 23,422 | 10,384 | 13,038 | 13,232 |
| CURRENT LIABILITIES | | | | | | | |
| Revenue in Advance | 4,774 | 2,296 | (2,478) | 3,244 | 2,296 | (948) | 4,283 |
| Creditors and other payables | 5,272 | 2,100 | (3,172) | 4,495 | 2,100 | (2,395) | 2,225 |
| Employee entitlements | 2,674 | 1,516 | (1,158) | 2,094 | 1,516 | (578) | 1,864 |
| Total current liabilities | 12,720 | 5,912 | (6,808) | 9,833 | 5,912 | (3,921) | 8,372 |
| NON-CURRENT LIABILITIES | | | | | | | |
| Employee entitlements | 76 | 95 | 19 | 60 | 95 | 35 | 56 |
| Total Non-current Liabilities | 76 | 95 | 19 | 60 | 95 | 35 | 56 |
| TOTAL LIABILITIES | 12,796 | 6,007 | (6,789) | 9,893 | 6,007 | (3,886) | 8,428 |
| NET ASSETS | 16,412 | 4,377 | 12,035 | 13,529 | 4,377 | 9,152 | 4,804 |
| Equity | | | | | | | |
| Opening Equity | 4,804 | 5,944 | (1,140) | 4,804 | 5,944 | (1,140) | 14,320 |
| Accumulated Surplus / Deficit | 11,608 | (1,567) | 13,175 | 8,725 | (1,567) | 10,292 | (9,515) |
| Total taxpayers' funds | 16,412 | 4,377 | 12,035 | 13,529 | 4,377 | 9,152 | 4,804 |

Electoral Commission Performance Report

1 April – 30 June 2023

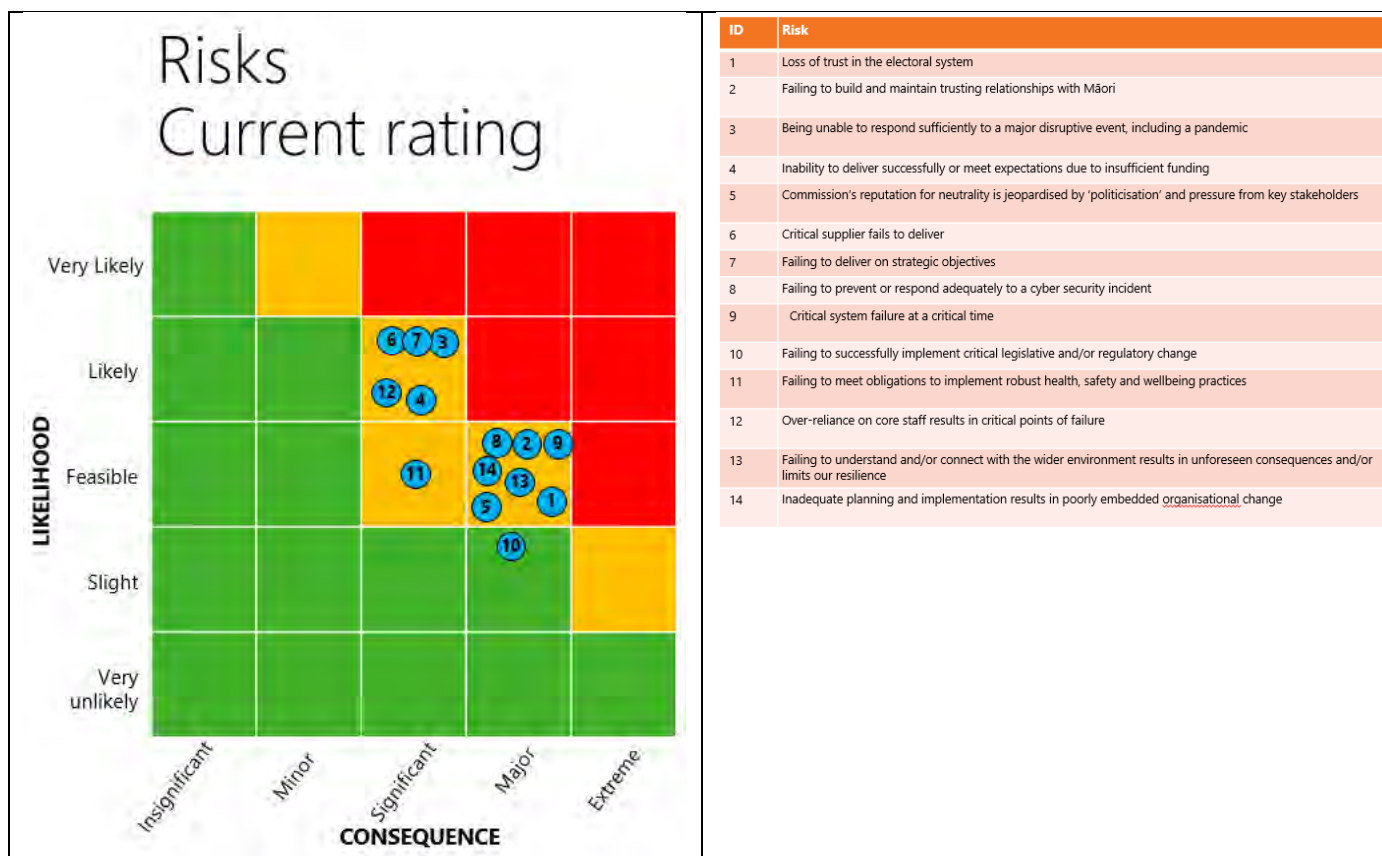


**ELECTORAL
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Statement of cash flows For the year ending 30 June 2023

| | YTD | | | Full Year 2022/23 | | | 2021/22 |
|--|---------------|----------------|---------------|-------------------|----------------|---------------|-----------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | Actual |
| | \$ (000) | \$ (000) | \$ (000) | \$ (000) | \$ (000) | \$ (000) | \$ (000) |
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | | | | |
| Receipts from Crown | 83,961 | 84,643 | (682) | 86,281 | 84,643 | 1,638 | 24,052 |
| Interest received | 454 | 2 | 452 | 407 | 2 | 405 | 3 |
| Receipts from other revenue | 4,787 | 170 | 4,617 | 110 | 170 | (60) | 132 |
| Payments to Employees | (31,722) | (36,007) | 4,285 | (30,997) | (36,007) | 5,010 | (17,038) |
| Payments to Suppliers | (40,047) | (48,748) | 8,701 | (42,745) | (48,748) | 6,003 | (21,891) |
| Net cash flow from operating activities | 17,433 | 60 | 17,373 | 13,056 | 60 | 12,996 | (14,742) |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | | | | |
| Purchase of property, plant and equipment | (29) | (135) | 106 | (28) | (135) | 107 | - |
| Purchase of intangible assets | - | (1,019) | 1,019 | - | (1,019) | 1,019 | - |
| Maturity of short term investments | 30,000 | - | 30,000 | - | - | - | - |
| Placement of short term investments | (30,000) | - | (30,000) | - | - | - | - |
| Net cash flows from investing activities | (29) | (1,154) | 1,125 | (28) | (1,154) | 1,126 | - |
| Net increase/(decrease) in cash and cash equivalents | 17,404 | (1,094) | 18,498 | 13,028 | (1,094) | 14,122 | (14,741) |
| Cash and cash equivalents at beginning of year | 8,524 | 7,206 | 1,318 | 8,524 | 7,206 | 1,318 | 23,265 |
| CASH AND CASH EQUIVALENTS HELD AT YEAR END | | | | | | | |
| END | 25,928 | 6,112 | 19,816 | 21,552 | 6,112 | 15,440 | 8,524 |

Appendix C – Electoral Commission risk dashboard





Highlights



Delivery

- GE2023 public information and enrolment update campaigns kicked off
- Overseas voting started 27 September



Preparation

- Finalised preparations for GE 2023
- 20,031 people employed or offered employment in General Election roles by 30 September 2023



Organisation

- New GE2023 health, safety and welfare guidelines for approved to ensure we meet our obligations as a PCBU
- Certification of key systems completed

Performance measures

Our delivery against our performance measures for the period 1 July to 30 September 2023 is detailed in Appendix A.

We achieved all our first quarter General Election related milestones and are on track to achieve most other measures. However, it appears that the enrolment number targets set for 2023/24 may have been too ambitious. We will have a clearer picture next quarter once enrolments received during the election period have been processed and we have received updated population estimates for total eligible voters and eligible voters aged 18-24 years.

Forecasting enrolment numbers is a challenge as we do not receive population estimates for all our populations of interest. Also, enrolment numbers fluctuate depending on where we are in the general election cycle, with public awareness and engagement highest just prior to an election.

Post Q1 – Key upcoming milestones

| | |
|-------------------------|--|
| 14 October 2023 | Election Day |
| 20 October 2023 | Candidate nominations close for Port Waikato By-Election |
| 3 November 2023 | General Election official results due |
| 25 November 2023 | Port Waikato By-Election Day |

Strategic priorities

Our primary focus this quarter was on ensuring that final preparations for the General Election were delivered on schedule and we have robust processes and systems in place so we can quickly respond to any disruptive events during the election period.

Building our capability

Recruitment for our three regional enrolment processing teams was completed in July, with two of the teams fully trained and operational before the GE2023 enrolment update campaign went live on 30 July.

In early August, we provided our staff with the campaign kit for the 2023 General Election. The kit contains all the information our people need to feel confident managing public enquiries, including a refresher on political neutrality.

We developed new health, safety and welfare guidelines, called guardrails, which will help keep our staff safe during the election period and beyond. Staff were briefed on these guidelines and on physical security awareness. Additional training and resources were provided to field staff, and we have implemented new digital tools for reporting on health and safety and security risks and incidents.

We worked closely with iwi and Māori communities to improve the delivery of voting services for Māori in this year's General Election. This involved identifying priority locations where Māori voter turnout has been low in the past, and then working with local contacts to identify appropriate voting places and to recruit people from within those communities to work with us. This resulted in 16 Kaupapa Māori voting places (where people could complete the voting process in Te Reo Māori) and 197 other election day voting places that were identified with Māori communities.

Work continued to update and refine the Commission's suite of corporate policies and processes. We finalised both our travel policy and our Time Off in Lieu (TOIL) guidelines.

Preparing for an election

Māori Electoral Option

The Māori Electoral Option closed on 13 July, three months prior to the General Election. Between 31 March, when the law change expanding opportunities to change rolls came into effect, and midnight on 13 July, nearly 40,000 voters of Māori descent changed rolls, enrolled for the first time, or updated their details:

- 14,587 changed roll types: 8,109 from the general roll to the Māori roll, and 6,478 from the Māori roll to the general roll.
- there were 2,133 new enrolments on the Māori roll and 1,108 new enrolments on the general roll.
- another 22,136 voters of Māori descent didn't change rolls, but updated their details, for example their address.

Recruitment

Recruitment advertising to fill general election-related roles started on 3 July. This year we highlighted the skills people may have gained through their communities, hobbies or interests, rather than just through work. To combat misconceptions that election workers are volunteers, we promoted that we are a living wage employer and that all our roles are paid. Our imagery included a variety of people to show that we want our voting places to reflect the communities they serve. As well as appearing on major job websites, such as SEEK and TradeMe Jobs, our advertising was positioned in national, community and ethnic newspapers, as digital banners on websites, and as sponsored content on social media. We also placed billboards and posters in communities across the country.

Public information and enrolment campaigns

Our general election public information and education campaign began on 30 July, with the first phase of the campaign letting people know that they would be receiving their enrolment update pack in the mail. 3,357,425 enrolment update packs were delivered and a further 71,241 packs were posted to New Zealanders living overseas in 136 different countries. In September the motivational layer of our campaign began, with a focus on reaching people who may not usually vote or who are hesitant because they feel their voice may not be heard. This year's campaign used a wide range of channels, including television, print media, radio, digital media, social media, posters, billboards, outdoor digital signage, and buses. We have also developed media partnerships, for instance with TVNZ and Whakaata Māori, which involve us working with these organisations to create engaging content for their channels.

We held a media briefing on 2 August in the National Library auditorium. Chief Electoral Officer Karl Le Quesne and Manager Legal and Policy Kristina Temel spoke, talking about the start of the enrolment drive and public information programme and reminding those who attended about key dates over the election period and the timeline for the release of results.

Integrity of electoral processes

Following our announcement of the broadcasting allocation on 12 May 2023, four political parties requested a High Court judicial review of the allocation. The case was decided on 13 July 2023, with the judge upholding our approach to the statutory criteria.

Our monitoring of election advertising resulted in two separate referrals to Police on 15 August related to election advertisements broadcast on radio stations outside the election period.

Preparedness for disruption and risk management

On 21 August we published the General Election protocols, which were developed with the Ministry of Justice, the Department of the Prime Minister and Cabinet, Government Communications Security Bureau, and the New Zealand Security Intelligence Service. The protocols set out the respective roles and responsibilities of the Electoral Commission and government agencies for the delivery and support of the election. They include protocols on managing election disruptions and communications.

Our GE Delivery Taskforce was activated on Writ Day, 10 September. The Taskforce brings together a range of key people from across the Commission to coordinate both operational and tactical support. The taskforce is the first port of call for any issues that arise for our field staff and has been providing daily reports and updates to the ELT. Prior to Writ Day, the taskforce held two trial runs to test processes and channels.

Running the election

Candidate nominations closed at noon on 15 September, and we released the list of eligible parties and candidates online the next day, following rigorous assurance checking of the nominations. This process triggers the huge effort to collate, print and distribute candidate information for Easy Vote packs and voting papers.

Overseas voting started on Wednesday 27 September for eligible New Zealand voters. As at 30 September, 18,328 voting papers had been downloaded and 6,065 completed papers had been uploaded. More than 70 voting places are available around the world for people wanting to vote in person.

Building relationships and understanding

New Zealand

The focus of our community engagement this quarter was on raising awareness of the upcoming general election and increasing New Zealanders' understanding of how to enrol or update their enrolment details and how to vote. We held 860 engagement activities either in person or online with groups across New Zealand, complementing the messaging from our public information and education campaign (see **Preparing for an election** section above).

This engagement activity included attending INVOLVE 2023: The Stars That Guide Us conference in Auckland. INVOLVE is the national conference for youth health and development in New Zealand. Our staff were able to make new connections with others working in the youth sector, share information and enrol attendees to vote.

Over 117,000 students from 667 schools took part in Kids Voting, our civic education programme that provides teachers with curriculum-linked resources that take students through the election process. Students from years 1 to 13 participate in a mock election and vote for the same real-life candidates as eligible voters. Kids Voting kicked off on 19 September.

International

Preparations continued for the General Election visitor programme, which will see for 37 representatives from 13 countries to visit New Zealand over three days in October. The visitors will receive presentations from Commission staff about our electoral system and processes and visit electoral offices and voting places to see firsthand how we run an election. In exchange for support provided for the Fiji General Election visitors programme, we will have a representative from the Fijian Elections Office working with us for two weeks to deliver the visitor programme.

Preparing for the future

This quarter we established our “lessons learned” approach for the General Election. Through this process we will review all aspects of the election programme from planning to delivery, gathering insights from temporary and permanent staff, partner agencies, service providers and a sample of voters and non-voters. Insights from this process will be a key input into our planning for the next general election but will also inform development of our longer-term strategy and plans.

We continued to work with the Ministry of Justice and the Department of Internal Affairs on the Electoral (Lowering Voting Age for Local Elections and Polls) Legislation Bill. While the Bill would

not change the voting age for parliamentary elections, it would establish a new category of electors, named youth electors, and provide for 16-year-olds and 17-year-olds to be registered on a youth electoral roll, which we would administer.

We also met with the Ministry of Youth Development's 10-year youth strategy working group and signalled our interest in involvement in the civic participation workstream.

Key activities

- Launched our General Election awareness and information campaign.
- Commenced recruitment of staff to work during the election period and training delivery.
- Supported the audit of our 2022/23 financial statements and performance that began on 11 September 2023, with KPMG conducting the audit on behalf of the Auditor-General.

Risks

Our focus this quarter was on risks to the delivery of the election. To this end ELT and the Board reviewed a number of key enterprise-wide risks through Enterprise Risk Deep Dives, including:

- Recruitment
- Cybersecurity
- Disruptive events at voting places
- Cyclone impacted areas
- Māori engagement
- Privacy and Information management.

During the election, the GE taskforce was activated to triage and manage election delivery risks.

With the focus on GE2023 and related risks, the detailed enterprise risk profile has not yet been completed and is planned to be reviewed in November 2023. A high-level review does not indicate material changes to the risk levels (see Appendix C).

Financial performance

Net Surplus/(Deficit) – The quarter has resulted with a deficit of \$5.847m which, due predominately to lower revenue, is 38% lower than budgeted deficit of \$9.480m. However year-end forecast is expected to be at \$14.153m deficit which is 25% higher than budgeted deficit of \$11.308m, largely due to unbudgeted expenditure for election related activities involving the easy vote project and voting services. Forecast does not reflect the costs of running the Port Waikato By-Election.

Expenditure – Total operating expenditure is \$50.209m, which is approximately 8% lower than budget. The underspend is largely due to timing of advertising and publicity in the Broadcasting Allocation as there is a lag for the political parties to pass on invoices to the Commission, so it is expected that spend will catch up after the election period.

Revenue – Year-to-date revenue is slightly lower than budget by \$0.619m (approximately 1%), mainly due to lower revenue recognised from the Election Access Fund and the International Assistance Programme, funded through the Ministry of Foreign Affairs & Trade. However, this is partly offset by higher interest earned due to significant positive net cash flows, which have allowed the Commission to take advantage of short-term deposits offering steadily increasing interest rates.

See Appendix B for detailed financial information as at 30 September 2023.

Financial sustainability

The Commission’s current financial sustainability status (using the measures established by the Ministry of Justice’s Monitoring Unit) is summarised below.

| Measure | Test | Forecast | Actual | Notes |
|-----------------|---|----------|--------|---|
| Cash | Net cashflow for the three-month period is positive | Fail | Fail | Negative by \$0.261m as at 30 September 2023 compared to negative budget of \$12.252m. The variance is due to higher net cash inflows from operating activities resulting from lower payments made to suppliers and employee related expenses than anticipated. Aside from a lag in invoicing from vendors, it is also expected that spend will catch up after the election period as the invoices for the larger pieces of work are processed. |
| Working Capital | Current assets exceed current liabilities | Pass | Pass | Positive by \$9.004m as at 30 September 2023. This is 262% higher than budget of \$2.484m due to higher cash balance resulting from an early drawdown of funding from the Crown through Ministry of Justice. Working capital ratio reflects the fact that it factors in current assets and current liabilities, which are generally defined as being able to be converted into cash within a year. As of 30 September, the current ratio is 149% against a budget of 129%, i.e., there is \$1.49 current asset |

Electoral Commission Performance Report

1 July – 30 September 2023



**ELECTORAL
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| Measure | Test | Forecast | Actual | Notes |
|---------------|--|----------|--------|--|
| | | | | to cover for every \$1 current liability, so the Commission can theoretically pay off all its liabilities with its existing assets. |
| Going concern | Total assets exceed total liabilities | Pass | Pass | Positive by \$10.565m as at 30 September 2023, approximately 161% higher than budget. |
| Break even | The net operating result for the period is a surplus | Fail | Fail | The result for the quarter is \$5.847m deficit against a budgeted deficit of \$9.480m. The favourable variance is due to underspends in expenditure (~8% lower than budget), however this is partly offset by lower revenue (~1% lower than budget). The underspend is largely driven by the timing of advertising, publicity, and freight in the General Election event. |

Appendix A – Performance measures as at 30 September 2023

The tables below report on the measures from the Commission’s Statements of Performance Expectations 2023/24.

Additional information provided only for context and understanding is indicated in grey.

Year-end forecasts indicate whether we are currently on track to achieve each measure. Explanations are provided where we are forecasting to not achieve or not report on a measure.

Impact 1 Measures – People have trust and confidence in the electoral system

| Measures | GE 2014 | GE 2017 | GE 2020 | Target 2023/24 | Result Q1 | YE Forecast |
|---|-----------------------------|------------------------------|------------------------------|------------------------------|-----------------|-------------|
| Key general election milestones achieved [Estimates measure] | (refer to Output Measure 2) | | | | | |
| % of surveyed population have confidence the Electoral Commission conducts Parliamentary elections fairly in New Zealand | Not a survey question* | 78% total or high confidence | 87% total or high confidence | 87% total or high confidence | Available Q2/Q3 | Achieved |
| % of surveyed population have confidence that Electoral Commission staff conduct Parliamentary elections impartially in New Zealand | Not a survey question* | 79% total or high confidence | 85% total or high confidence | 85% total or high confidence | Available Q2/Q3 | Achieved |

*Prior to 2017 we measured the “Percentage of New Zealanders who express confidence in the administration of the electoral system.”

| Measures | 2020/21 | 2021/22 | 2022/23 | Target 2023/24 | Result Q1 | YE Forecast |
|---|----------------------|-----------|-----------|----------------|-------------------------------|-------------|
| Integrity of by-election results: Official by-election Result Certificates for the electorate are signed by both the electorate Returning Officer, and the attending Justice of the Peace | No by-elections held | Completed | Completed | Completed | Available Q2 for Port Waikato | Achieved |

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Impact 2 Measures – People take part in the electoral system

| Measures | 2020/21 | 2021/22 | 2022/23 | Target 2023/24 | Result Q1 | YE Forecast |
|--|---------|---------|---------|----------------|-----------|----------------|
| Number of people enrolled (average for the period) [Estimates measure] | 3.48m | 3.52m | 3.441m | 3.64m | 3.450m | Not achieved** |
| Percentage of people enrolled (average for the period) * | 92.3% | 92.0% | 88.6% | 94.1% | 89.1% | - |
| Number of 18 to 24-year-olds enrolled (average for the period) [Estimates measure] | 0.33m | 0.30m | 0.266m | 0.34m | 0.257m | Not achieved** |
| Percentage of 18 to 24-year-olds enrolled (average for the period) * | 72.7% | 68.8% | 62.8% | 81.4% | 59.7% | - |
| Number of people of Māori descent enrolled (average for the period) | 0.53m | 0.53m | 0.515m | 0.53m | 0.509m | Not achieved** |
| Number of people enrolled on the Provisional Roll (17-year-olds) | 0.0066m | 0.004m | 0.0035m | 0.0065m | 0.0041m | Not achieved** |

* This information is provided for context and to illustrate that enrolments peak in an election year. We do not receive population estimates for people of Māori descent and 17-year-olds.

** We will have a clearer picture at the end of the second quarter once enrolments received during the election period have been processed and we have received updated population estimates. Targets for 2023/24 total enrolments and 18 to 24-year-old enrolments appear unrealistic when considered as a percentage of the current population estimates. This is because they were set to match the enrolment percentage on election night 2020. This target doesn't take into account that enrolment figures peak as at election night and are likely to decline post-election. Factors contributing to the decrease in enrolments since 2022/23 include positive net migration following the re-opening of New Zealand's borders and an increasingly mobile population. Despite significant effort to contact electors displaced by the January and February severe weather events, this displacement was also a factor.

| Measures | GE 2014 | GE 2017 | GE 2020 | Target 2023/24 | Result Q1 | YE Forecast |
|---|---------|---------|---------|----------------|--------------|-------------|
| Percentage of people entitled to vote enrolled on election night (3-year comparative measure) | 92.6% | 92.4% | 94.1% | 94.1% | Available Q2 | Achieved |

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Output 1 Measures – Maintain and protect the integrity of the electoral system

| Measures | 2020/21 | 2021/22 | 2022/23 | Target 2023/24 | Result Q1 | YE Forecast |
|---|-------------|-----------|---------|----------------|---------------|----------------------|
| Adherence to the Commission’s quality assurance practices around the integrity of the roll [Estimates measure] | 100% | Completed | 100% | 100% | 100% | Achieved |
| All employees and contractors understand how to maintain political neutrality in their work | New measure | | | >95% | Available TBC | Partially achieved** |
| The Commission will follow up failures by a party, candidate or third party to file any relevant return of election expenses, donations or loans within 5 working days | 100% | 100% | 100% | >95% | 100% | Achieved |
| Allegations of electoral finance or advertising breaches of the Electoral Act are acknowledged, and follow-up is initiated if required, within 10 working days of receipt | 98.6% | 100% | 100% | 90% | 96% | Achieved |

**We may only be able to report results for a percentage of employees this year, rather than all employees and contractors. The proposed methodology is a voluntary annual staff survey.

Electoral Commission Performance Report

1 July – 30 September 2023



Output 2 Measures – Prepare for and conduct well-run, risk-mitigated electoral events

| Measures | Target 2023/24 | Result Q1 | YE Forecast |
|--|---|--|---|
| <p>Key general election preparation milestones achieved: [Estimates measure]</p> <ul style="list-style-type: none"> Completion of certificates for election systems Training for election-period workforce and delivery commenced Candidates briefed Electoral Headquarters opened Advanced voting and election day properties secured Final readiness testing and election night dress rehearsal complete Release of preliminary election results – Beginning no later than 8pm on election day Declaration of official election results Publication of post-election report | <p>Q1</p> <p>Q1</p> <p>Q1</p> <p>Q1</p> <p>Q1</p> <p>Q1</p> <p>Q1</p> <p>Q2</p> <p>Q2</p> <p>Q4</p> | <p>Achieved</p> <p>Achieved</p> <p>Achieved (Held 18 to 23 Sept)</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Available Q2</p> <p>Available Q2</p> <p>Available Q4</p> | <p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p> |
| <p>The Electoral Commission will issue the broadcasting allocation decision prior to the start of the regulated period for the General Election.</p> | <p>Achieved</p> | <p>Achieved (Decision May 12 2023 Regulated period began 14 July 2023)</p> | <p>Achieved</p> |
| <p>By-election conduct measures (if applicable):</p> <ul style="list-style-type: none"> Release of preliminary results from 7.30pm on the day of the by-election Declaration of official results to schedule | <p>Completed if applicable</p> <p>Completed if applicable</p> | <p>Available Q2</p> <p>Available Q2</p> | <p>Achieved</p> <p>Achieved</p> |

Electoral Commission Performance Report

1 July – 30 September 2023



Output 3 Measures – Help people to understand the electoral system

| Measures | GE 2014 | GE 2017 | GE 2020 | Target 2023/24 | Result Q1 | YE Forecast |
|--|------------------------|------------------------|--------------------------|--|---------------------------------------|---------------|
| % of people of Māori descent surveyed who are aware of and understand the Māori Electoral Option | New measure | | | 75% | Available Q4 | Achieved |
| % of survey respondents that report a good or very good understanding of the process for voting in New Zealand | 93% | 89% | 89% | 89% of those surveyed indicate a 'very good' or 'good' understanding | Available Q2 | Achieved |
| Uptake of the civics education in schools programme (3-year measure) | 556 schools registered | 832 schools registered | 1034 schools registered* | 1033 schools registered | 793 registrations (from 667 schools)* | Not achieved* |

*There were 1034 registrations from 886 schools.

** The lower number of schools taking part this year is likely because of the timing of the general election and school holidays. Students were on holiday until 8 October so there were only two days on which schools could conduct their mock elections as legislation prohibits the distribution of replica voting papers in the three days prior to election day. Schools receive mock voting papers containing actual party and candidate information for their electorate, which can only be produced after the actual nominations process closes.

| Measures | 2020/21 | 2021/22 | 2022/23 | Target 2023/24 | Result Q1 | YE Forecast |
|---|------------------------------|---------|---------|----------------|---------------|--------------|
| Advisory opinions meet the needs of stakeholders (18 monthly) | No comparable survey results | | 100% | 100% | Not measured* | Not measured |

* This stakeholder survey will next be run in Q2 2024/25.

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Output 4 Measures – Make it easy and simple for people to take part

| Measures | 2020/21 | 2021/22 | 2022/23 | Target 2023/24 | Result Q1 | YE Forecast |
|---|---------------|---------|---------|---------------------------------|-----------|-------------|
| Percentage of enrolment transactions that are conducted digitally [Estimates measure] | 44.5% | 36.7% | 45.2% | 50% in SPE >40% in Estimates | 71.1%* | Achieved |
| Percentage of advisory opinions issued within 5 working days [Estimates measure] | Not a measure | 100% | 99.3% | 95% in SPE >95% in Estimates | 99.8% | Achieved |

*The intent of this measure is to ensure our digital services are accessible for electors. For this reason, we changed our methodology on 1 July 2023 to exclude transactions that are not initiated by electors, for instance changes prompted by undelivered mail, or updates to the birth, deaths and marriage register.

Continues next page

Electoral Commission Performance Report

1 July – 30 September 2023



| Measures | GE 2014 | GE 2017 | GE 2020 | Target 2023/24 | Result Q1 | YE Forecast |
|--|--|--|--|---|--------------|---------------------------------|
| Increase in participation rates by enrolled youth voters across elections* | 62.73% 212,204 voters out of 338,269 enrolled | 69.27% 230,783 voters out of 333,164 enrolled | 78.02% 274,076 voters out of 351,271 enrolled | 76% | Available Q2 | Achieved |
| Increase in participation by enrolled Māori voters across elections** | 67.59% 298,396 voters out of 441,492 enrolled | 71.10% 338,980 voters out of 476,798 enrolled | 72.89% 390,306 voters out of 535,472 enrolled | 520,000 electors of Māori descent enrolled at 2023 GE | Available Q2 | Unable to report against target |
| Percentage of enrolled voters who turned out to vote*** | 76.77% 2,410,857 voters out of 3,140,417 enrolled | 79.01% 2,605,854 voters out of 3,298,009 enrolled | 81.54% 2,894,486 voters out of 3,549,580 enrolled | N/A | Available Q2 | N/A |
| Survey of EAF participants reveals that the fund made their candidacy easier | New measure | | | 75% | Available Q2 | Achieved |

*This measure is the percentage of enrolled 18 to 24-year-olds who turned out to vote, which was a measure in prior general election years.

**This measure is the percentage of enrolled voters of Māori descent who turned out to vote, which was a measure in prior general election years. The target for this measure has been incorrectly set as a target for enrolment not participation by enrolled voters.

***This information is included to provide context to the youth and voters of Māori descent participation rates. It has not been included as a measure this election year.

Appendix B – Financial information as at 30 Sept 2023

Statement of revenue and expense for the quarter ending 30 September 2023

| Statement of revenue and expense \$000 | Year-to-Date | | | Full Year | | | 2022/23 Actual |
|---|----------------|----------------|--------------|-----------------|-----------------|----------------|-------------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | |
| Revenue | | | | | | | |
| Revenue from Crown | 43,692 | 43,949 | (257) | 119,840 | 119,840 | - | 84,441 |
| Interest received | 275 | 30 | 245 | 120 | 120 | - | 454 |
| International assistance programme | 379 | 965 | (585) | 2,700 | 2,700 | - | 1,485 |
| Other income | 17 | 38 | (21) | 225 | 225 | - | 108 |
| Total revenue | 44,362 | 44,981 | (619) | 122,885 | 122,885 | - | 86,488 |
| Expenditure | | | | | | | |
| Employee related expenses | 21,594 | 22,331 | 737 | 71,074 | 71,074 | - | 33,633 |
| Computer & telecommunications | 4,591 | 5,063 | 472 | 8,043 | 8,043 | - | 4,488 |
| Occupancy costs | 5,560 | 4,730 | (830) | 14,588 | 13,155 | (1,433) | 9,269 |
| Office equipment | 374 | 279 | (95) | 544 | 544 | - | 2,465 |
| Specialist services | 9,440 | 11,963 | 2,523 | 23,213 | 22,933 | (280) | 14,347 |
| Travel expenses | 964 | 1,176 | 212 | 2,656 | 2,656 | - | 1,413 |
| Meeting & entertainment | 63 | 152 | 89 | 412 | 412 | - | 140 |
| Printing, stationery & postage | 7,313 | 8,163 | 850 | 15,091 | 13,959 | (1,133) | 8,029 |
| Miscellaneous expenses | 149 | 444 | 295 | 780 | 780 | - | 320 |
| Depreciation & amortisation | 120 | 119 | (1) | 477 | 477 | - | 582 |
| Audit fees | 40 | 40 | - | 160 | 160 | - | 192 |
| Total expenses | 50,209 | 54,461 | 4,252 | 137,038 | 134,193 | (2,846) | 74,880 |
| Surplus / (Deficit) | (5,847) | (9,480) | 3,633 | (14,153) | (11,308) | (2,846) | 11,608 |



Statement of financial position as at 30 September 2023

| Statement of financial position \$000 | Year-to-Date | | | Full Year | | | 2022/23 Actual |
|--|---------------|---------------|-----------------|--------------|--------------|----------------|-------------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | |
| Assets | | | | | | | |
| Current assets | | | | | | | |
| Cash and cash equivalents | 25,667 | 9,300 | 16,367 | 4,717 | 4,134 | 583 | 25,928 |
| Debtors and other receivables | 23 | 5 | 18 | 23 | 5 | 18 | 23 |
| Goods and services tax receivable | 1,654 | 1,508 | 145 | 752 | 245 | 507 | 1,367 |
| Inventory | 49 | 43 | 7 | 20 | 20 | - | 25 |
| Prepayment | 36 | 62 | (27) | 36 | 36 | - | 109 |
| <i>Total current assets</i> | <i>27,428</i> | <i>10,918</i> | <i>16,510</i> | <i>5,548</i> | <i>4,440</i> | <i>1,108</i> | <i>27,453</i> |
| Non-current assets | | | | | | | |
| Property, plant, and equipment | 500 | 501 | (1) | 412 | 412 | - | 530 |
| Intangible assets | 1,137 | 1,124 | 13 | 867 | 855 | 12 | 1,226 |
| <i>Total non-current assets</i> | <i>1,637</i> | <i>1,625</i> | <i>12</i> | <i>1,279</i> | <i>1,267</i> | <i>12</i> | <i>1,756</i> |
| Total assets | 29,065 | 12,543 | 16,522 | 6,827 | 5,707 | 1,120 | 29,209 |
| Liabilities | | | | | | | |
| Current liabilities | | | | | | | |
| Revenue in advance | 4,308 | 1,935 | (2,372) | 1,858 | 1,294 | (564) | 4,774 |
| Creditors and other payables | 9,197 | 4,584 | (4,613) | 1,259 | 752 | (507) | 5,211 |
| Employee entitlements (current) | 4,919 | 1,914 | (3,005) | 1,375 | 1,375 | - | 2,736 |
| <i>Total current liabilities</i> | <i>18,424</i> | <i>8,434</i> | <i>(9,990)</i> | <i>4,492</i> | <i>3,421</i> | <i>(1,071)</i> | <i>12,721</i> |
| Non-current liabilities | | | | | | | |
| Employee entitlements (non-current) | 76 | 60 | (16) | 76 | 65 | (11) | 76 |
| <i>Total non-current liabilities</i> | <i>76</i> | <i>60</i> | <i>(16)</i> | <i>76</i> | <i>65</i> | <i>(11)</i> | <i>76</i> |
| Total liabilities | 18,500 | 8,494 | (10,006) | 4,568 | 3,486 | (1,082) | 12,797 |
| Net assets | 10,565 | 4,049 | 6,516 | 2,259 | 2,221 | 37 | 16,412 |
| Equity | | | | | | | |
| Opening equity | 16,412 | 13,529 | 2,883 | 16,412 | 13,529 | 2,883 | 4,804 |
| Surplus / (deficit) | (5,847) | (9,480) | 3,633 | (14,153) | (11,308) | (2,846) | 11,608 |
| Capital contributions | - | - | - | - | - | - | - |
| Total equity | 10,565 | 4,049 | 6,516 | 2,259 | 2,221 | 37 | 16,412 |

Electoral Commission Performance Report

1 July – 30 September 2023



Statement of cash flows for the quarter ending 30 September 2023

| Statement of cash flows \$000 | Year-to-Date | | | Full Year | | | 2022/23 Actual ¹ |
|---|---------------|-----------------|---------------|-----------------|-----------------|----------------|--------------------------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | |
| Cash flow from operating activities | | | | | | | |
| Receipts from Crown | 43,605 | 43,605 | - | 119,624 | 119,624 | - | 83,961 |
| Interest received | 275 | 30 | 245 | 120 | 120 | - | 454 |
| Receipts from other revenue | 17 | 38 | (20) | 226 | 1,191 | (965) | 4,787 |
| Payments to employee related expenses | (19,411) | (22,511) | 3,100 | (72,435) | (71,788) | (647) | (32,870) |
| Payments to suppliers | (24,459) | (33,272) | 8,813 | (69,361) | (67,687) | (1,674) | (37,701) |
| Goods and services tax (net) | (287) | (141) | (145) | 615 | 1,122 | (507) | (1,198) |
| Net cash flows from operating activities | (261) | (12,252) | 11,991 | (21,211) | (17,418) | (3,793) | 17,432 |
| Cash flows from investing activities | | | | | | | |
| Receipts from sale of property, plant, and equipment | - | - | - | - | - | - | - |
| Purchase of property, plant, and equipment | - | - | - | - | - | - | (28) |
| Purchase of intangible assets | - | - | - | - | - | - | - |
| Maturity of short-term investments | - | - | - | - | - | - | 30,000 |
| Placement of short-term investments | - | - | - | - | - | - | (30,000) |
| Net cash flows from investing activities | - | - | - | - | - | - | (28) |
| Cash flows from financing activities | | | | | | | |
| Receipts of capital contributions | - | - | - | - | - | - | - |
| Net cash flows from financing activities | - | - | - | - | - | - | - |
| Net increase / (decrease) in cash and cash equivalents | (261) | (12,252) | 11,991 | (21,211) | (17,418) | (3,793) | 17,404 |
| Opening balance | 25,928 | 21,552 | 4,376 | 25,928 | 21,552 | 4,376 | 8,524 |
| Surplus / (Deficit) | 25,667 | 9,300 | 16,367 | 4,717 | 4,134 | 583 | 25,928 |

¹ Some items in the statement of cash flows have been reclassified to be consistent with the statement of revenue and expense classification. As a result, prior year comparative information has been restated. The changes are purely presentation and do not have an impact on final balances and accounting policies.

Electoral Commission Performance Report

1 July – 30 September 2023



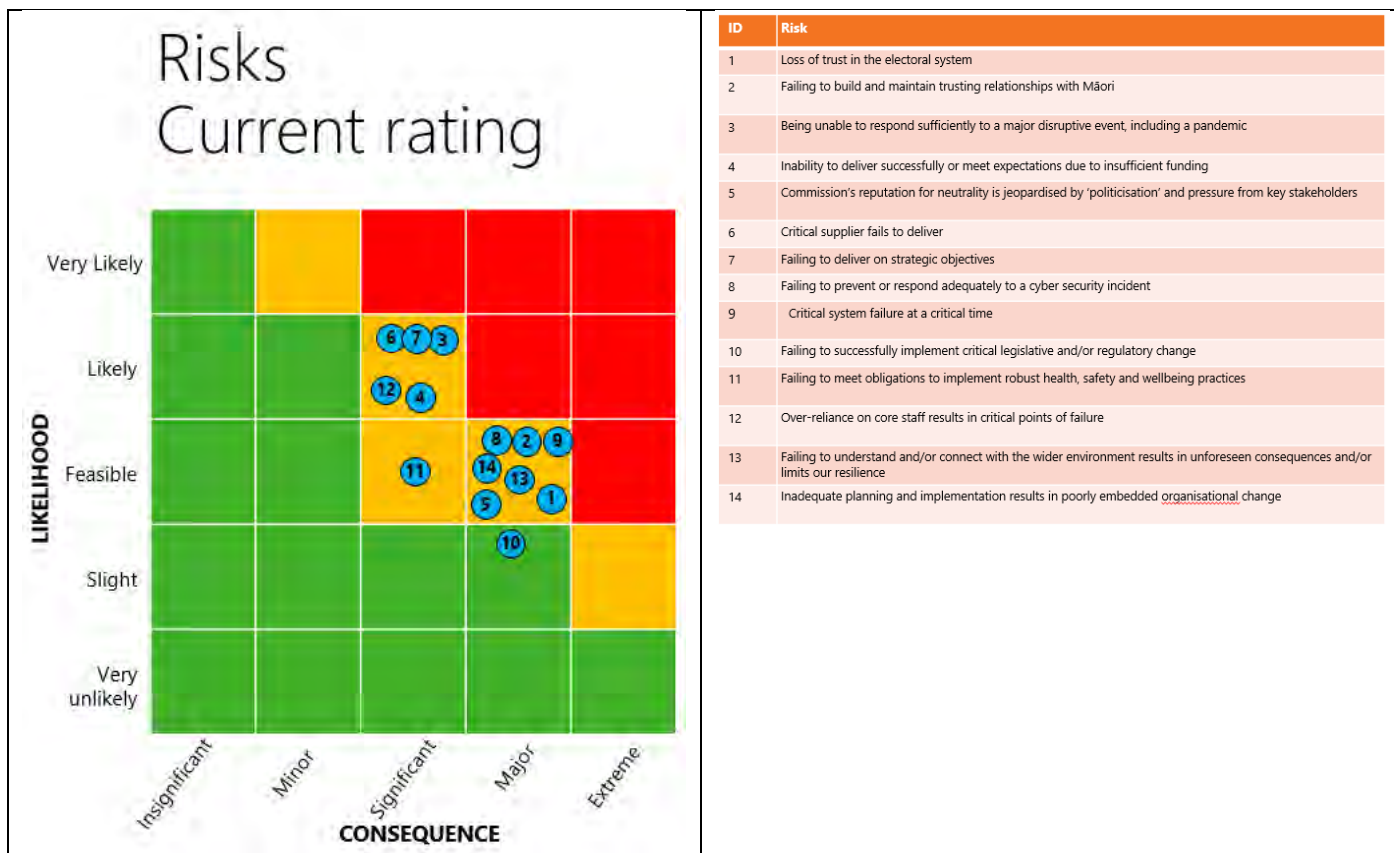
**ELECTORAL
COMMISSION**
TE KAITIAKI TAKE KŌWHIRI

Reconciliation of net surplus / (deficit) to net cash flow from operating activities

| Reconciliation of net surplus / (deficit) to net cash flow from operating activities \$000 | Year-to-Date | | | Full Year | | | 2022/23 Actual ² |
|---|----------------|-----------------|---------------|-----------------|-----------------|----------------|--------------------------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | |
| Net surplus / (deficit) | (5,847) | (9,480) | 3,633 | (14,153) | (11,308) | (2,846) | 11,608 |
| Add / (less) non-cash items | | | | | | | |
| Depreciation and amortisation expense | 120 | 119 | 1 | 477 | 477 | - | 582 |
| Loss / (gain) on disposal of assets | - | - | - | - | - | - | - |
| Movements in employee entitlements (non-current) | - | - | - | - | 5 | (5) | 21 |
| Total non-cash items | 120 | 119 | 1 | 477 | 482 | (5) | 603 |
| Working capital movements | | | | | | | |
| (Increase) / decrease in debtors and other receivables | 1 | - | 1 | 1 | - | 1 | 2,683 |
| (Increase) / decrease in goods and services tax receivable | (287) | (141) | (145) | 615 | 1,122 | (507) | (1,198) |
| (Increase) / decrease in inventory | (24) | 8 | (31) | 5 | 30 | (25) | 19 |
| (Increase) / decrease in prepayment | 74 | 9 | 65 | 73 | 35 | 38 | (3) |
| Increase / (decrease) in revenue in advance | (466) | (1,309) | 842 | (2,916) | (1,950) | (966) | 31 |
| Increase / (decrease) in creditors and other payables | 3,986 | (1,278) | 5,264 | (3,952) | (5,110) | 1,158 | 2,947 |
| Increase / (decrease) in employee entitlements (current) | 2,183 | (180) | 2,363 | (1,361) | (719) | (642) | 742 |
| Net movements in working capital | 5,467 | (2,891) | 8,358 | (7,535) | (6,592) | (943) | 5,222 |
| Net cash flows from operating activities | (261) | (12,252) | 11,991 | (21,211) | (17,418) | (3,793) | 17,432 |

² Some items in the statement of cash flows have been reclassified to be consistent with the statement of revenue and expense classification. As a result, prior year comparative information has been restated. The changes are purely presentation and do not have an impact on final balances and accounting policies.

Appendix C – Electoral Commission risk dashboard



Delivery highlights



Delivery

Writs returned for General Election and Port Waikato by-election.



Preparation

GE2023 review process commenced.



Organisation

Independent review of quality assurance processes commissioned.

Upcoming milestones

| | |
|-------------|---|
| April 2024 | Results of independent review by the Auditor-General expected |
| 16 May 2024 | Report on 2023 General Election due for delivery |

Key organisational risks

| | |
|---|---|
| Representation Commission unfunded | <p>We initiate, support and participate in the Representation Commission, which is responsible for reviewing electoral boundaries and names after each census.</p> <p>We have not yet been invited to submit a Budget 2024 bid to obtain funding to administer the Representation Commission. This function has historically been funded by a budget bid and we have no contingency to fund this.</p> |
| Ability to deliver – financial constraints | <p>We now have a forecast reserves position at year end and inflationary pressures forecast over the next cycle that may materially reduce our continued ability to deliver robust, timely and accessible elections.</p> |
| Voting systems and processes need re-evaluation | <p>We experienced challenges in delivering the 2023 General Election with our results process and some aspects of delivering voting.</p> <p>Without further visibility of the efficacy of our systems and processes and our approaches to address challenges, there is potential for erosion of trust in the electoral system.</p> <p>We are supporting the Auditor-General with his independent review of the challenges in the count period. We are identifying and planning changes to address identified risks.</p> |

Non-financial performance

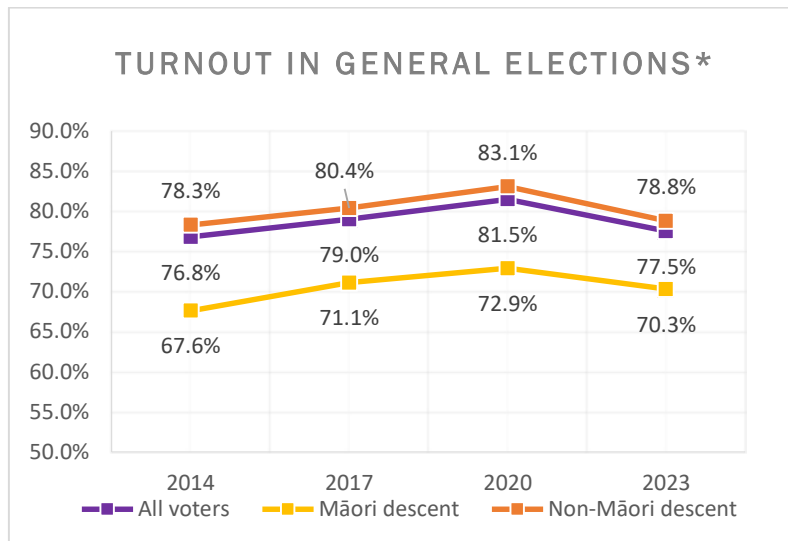
Performance measures

See Appendix A for our external performance measures results for the period 1 July to 31 December 2023.

We are forecasting to achieve most of our General Election and by-election milestones and other measures, except for our annual enrolment and General Election turnout targets.

Forecasting enrolment numbers, which inform our target-setting, is challenging as we do not receive population projections for all our populations of interest and the accuracy of projections is affected by census timing and levels of participation. Also, enrolment numbers fluctuate depending on where we are in the general election and local body election cycle, with public awareness and engagement highest just prior to an election and when more roll maintenance is occurring.

Turnout of enrolled voters for the 2023 General Election was lower than the two previous elections. Our turnout targets were based on 2020 levels.



*Note that this is turnout of enrolled voters. Variation between these figures and official results is due to factors such as votes disallowed due to the voter not being enrolled and dual votes.

Progress towards our strategic priorities

Our primary focus this quarter was on delivery of the General Election and Port Waikato by-election, including completing post-election day tasks and progressing our review of the election.

Priority 1: Building our capability

Delivery of the General Election and subsequent by-election tested how effective our recent investment in our processes, staff capability and IT systems had been.

This included the implementation our new health, safety and wellness guidelines and digital reporting channels, which were designed to ensure we can appropriately support and manage a large temporary workforce during an election event as well as for use after t.

For the first time this general election we had a specialised recruitment system in place (SnapHire). As well as streamlining the recruitment process, this provided us with more timely and comprehensive management reporting that supported recruitment decisions and related activities, such as HR compliance checks and workforce training. Use of SnapHire made it quicker and easier for us to recruit the workforce for the Port Waikato by-election and we have better quality information for future planning and modelling.

To keep up with the ever-changing cyber-threat environment, we work closely with our IT service providers and the National Cyber Security Centre (NCSC). In the lead up to General Election 2023 we made a substantial number of improvements to our existing controls to detect, prevent and respond to cyber-attacks and sought external review of our readiness. Our monitoring approach during the election period proved successful. Despite continuous attempted attacks against the Commission via a range of methods, no breaches occurred.

For this year’s general election, we established a dedicated customer services team of staff from across the organisation to respond to public enquiries and complaints. Between 31 July and 3 November, the team completed nearly 18,000 enquiries and dealt with almost 400 complaints. This coordinated approach led to clearer information flows and more joined-up responses, with most enquiries resolved in one interaction and a customer satisfaction rating of 88%.

Priority 2: Preparing for an election

Our preparations enabled us to not only deliver the General Election but also to efficiently deliver a by-election and three judicial recounts.

General Election 2023

This election, 23,289 temporary staff joined our team. 16.7% of the people we employed to work on the election identified as Māori, in comparison to 12.7% in 2020. As part of our commitment to ensure that our staff reflect the communities they serve, we had worked closely with iwi and Māori communities to ensure they were aware of general election employment opportunities.

Advance voting began on Monday 2 October, with over 400 voting places open on the first day, increasing in number over the advance voting period to 2,300 voting places on Election Day. We continue to see high interest in advance voting.

| General election | 2017 | 2020 | 2023 |
|---|-------|-------|-------|
| % votes cast in advance of election day | 47.0% | 68.3% | 61.4% |

Confusion about the necessity of the EasyVote card required additional communications to reassure voters that their cards and information packs were on the way, and they could vote without their card.

Election Day turnout of approximately 1,123,000 voters was slightly higher than in 2020 when approximately 1,091,000 people voted on the day, but voters were spread across fewer voting places than in 2020, as we had provided additional voting places in 2020 to meet social distancing requirements. Election Day was also busier than 2020 due to a significant increase in enrolments on the day. This was the second time that prospective voters could enrol on the day and 103,783 enrolments were completed, up from approximately 80,000 in 2020.

Issues on Election Day with our E-roll mobile app, which enables staff to search the electronic electoral rolls for voters who do not have their EasyVote card or don’t know which electorate they are in, caused delays for some voters as staff had to manually check hard copy rolls. We investigated the incident and are undertaking a series of actions to prevent this happening again. We will provide an update on this work in the Report on the 2023 General Election.

Severe weather on Election Day required us to close three voting places early in the Banks Peninsula and Kaikōura electorates. The Commission had invested in readiness for managing severe weather events prior to the Election. Timely intelligence, information and support from our partner agencies enabled us to predict and monitor the situation as it developed and respond quickly.

Official voter turnout was 78.2%, down from 82.2% in 2020. (Note this includes votes disallowed due to the voter not being enrolled and dual votes.)

Following the release of official results, three applications were made for judicial recounts. The recounts resulted in minor variations in numbers, but no overall difference to the outcomes.

Post-election tasks

The return of the writ on 16 November marked the end of the election process and a shift in focus to completing post-election tasks.

We released the 2023 General Election enrolment and voting statistics (E.9 statistics) in late November. On 15 December we released the breakdown of turnout by age and Māori or non-Māori descent.

Port Waikato by-election

The death of a candidate during the polling period for the General Election triggered a by-election for Port Waikato. We communicated promptly to voters in the electorate that their party vote would still be counted but a by-election for the candidate would need to be held.

Election Day was decided as Saturday 25 November. Candidate nominations closed at noon on 20 October. Overseas voting commenced on Wednesday 8 October and advance voting on 13 November.

On Election Day, we trialled providing access to electronic enrolment services at voting places, in addition to paper enrolment forms. We found some prospective voters were unable to complete an electronic enrolment as they did not have an email address or carry evidence of identity.

| By-election | Tauranga June 2022 | Hamilton West December 2022 | Port Waikato November 2023 |
|-----------------------------|-----------------------|--------------------------------|-------------------------------|
| % enrolled voters who voted | 40.5% | 31.4% | 35.9% |

Priority 3: Building relationships and understanding

New Zealand

We received the results of research monitoring the effectiveness of the Māori Electoral Option awareness and information campaign (31 March to 13 July 2023). The approach included pre-campaign and post-campaign online surveys and face to face interviews with Māori from a range of demographics.

The key findings were:

- Māori easily recognised the information was from the Electoral Commission, and the campaign was well received.
- The campaign had a positive impact on understanding the electoral system and the Māori Electoral Option.

- The campaign increased understanding that Māori can change rolls at any time except in the three months prior to an election (a shift from 33% to 53% understanding), but there is still more to be done.
- Some Māori had a desire for more information about the differences between the Māori roll and general roll and why people should consider the Māori roll. (Note this is beyond our statutory mandate).

International

Every general election the Commission hosts an Election Visitor Programme for representatives from overseas electoral agencies to facilitate knowledge sharing and enduring relationships. On 12 October we welcomed 37 visitors from 13 countries across Australia and the Pacific with a pōwhiri at Pipitea Marae. Over the next three days they received presentations from Commission staff about our strategy and approach to the 2023 General Election and visited electorate headquarters and advance voting places in the Wellington region to see firsthand how we run an election. The programme was well received.

Our international liaison programme is funded by the Ministry of Foreign Affairs and Trade under the New Zealand Aid Programme.

Priority 4: Preparing for the future

We commenced our review of the 2023 General Election, gathering insights through a series of surveys and workshops from temporary and permanent staff, partner agencies, service providers and a sample of voters and non-voters. The last of these workshops are scheduled for January and outputs are currently being analysed. Insights from this process will be a key input into our planning for the next general election but will also inform development of our longer-term strategy and plans.

In November 2023, the Board said it would commission an independent review into aspects of the quality assurance processes in place for the vote count in the 2023 General Election. This was prompted by the discovery of data entry errors following the release of the 2023 General Election official results. The Auditor-General is undertaking this review. As part of their work to scope this review, staff from the Office of the Controller and Auditor-General observed the preliminary and official count for the Port Waikato by-election. The Auditor-General announced his review publicly on 5 December. Results are expected in April 2024.

Financial performance

Overview

See Appendix B for our financial statements as at 31 December 2023.

Net Surplus/(Deficit) – Year-to-date (YTD) performance resulted in a deficit of \$5.060m. This is 29% lower than budget due to the early drawdown of \$5m funding from the Crown through Ministry of Justice in December. However, this was partly offset by higher-than-expected expenditure (see section below).

Expenditure – Total operating expenditure is \$116.541m, approximately 3% higher than budget. The overspend is largely in employee-related expenses (\$2.617m), due to higher-than-expected field staff costs as headquarters and support staff were retained longer due to vote count delays and the need to run judicial recounts. Included in the overspend for employee-related expenses is \$0.768m relating to the Port Waikato by-election, fully offset by revenue. Also contributing to the overspend is occupancy and office equipment costs, which were higher than budget by \$1.486m due to unbudgeted expenses related to enhanced security and resilience requirements for voting services.

Revenue – YTD revenue is higher than budget by 5.691m (approximately 5%), mainly due to the early drawdown of \$5m funding from the Crown in December.

Budget risks

Based on the latest forecast, the expected deficit for 2023/24 is \$14.113m so this leaves a reserves balance of \$2.291m.

As the year progresses, there is a risk of depleting reserves below the Board's instructed minimum level. This minimum level was set to ensure the Commission has some financial resilience to respond to environmental and other changes. To address this risk, a number of steps are being taken. The Commission is reviewing 2023 General Election expenditure to ensure completeness and effective creditor management. Additionally, the Commission is undertaking a thorough review of forecast to identify any potential savings during the period from January to June 2024. Together these reviews will enable greater surety that the Commission retains sufficient reserves to respond to unforeseen fiscal pressures.

The table below shows the movement of operating reserves:

| Movements in Reserves (\$000) | |
|--------------------------------------|------------|
| Reserves as at 30 June 2019 | \$6,070 |
| Surplus 2019/20 | \$19,345 |
| Deficit 2020/21 | (\$11,096) |
| Deficit 2021/22 | (\$9,515) |
| Surplus 2022/23 | \$11,600 |
| Opening Reserves 1 July 2023 | \$16,404 |
| Less Board approved minimum reserves | (\$2,221) |
| FY2024 Maximum affordable deficit | \$14,183 |
| Less expected FY2024 deficit | (\$14,113) |
| FY2024 projected Reserves balance | \$70 |

Financial sustainability

The Commission's current financial sustainability status (using the measures established by the Ministry of Justice's Monitoring Unit) is summarised below.

| Measure | Test | Forecast | Actual | Notes |
|-----------------|--|----------|--------|---|
| Cash | Net cashflow for the period is positive | Fail | Fail | Negative by \$10.077m as at 31 December 2023 compared to negative budget of \$10.960m. The variance is due to the early drawdown of \$5m funding from the Crown as well as additional funding received for the Port Waikato by-election, partly offset by higher than anticipated payments to suppliers and the overspend in employee-related expenses. |
| Working Capital | Current assets exceed current liabilities | Pass | Pass | Positive by \$9.911m as at 31 December 2023. This is 100% higher than budget of \$4.943m due to a higher cash balance resulting from the early drawdown of \$5m funding from the Crown. Also the Commission is expecting a GST refund from Inland Revenue. Working capital ratio reflects the fact that it factors in current assets and current liabilities, which are generally defined as being able to be converted into cash within a year. As at 31 December, the current ratio is 215% against a budget of 179%, i.e., there is \$2.15 current asset to cover for every \$1 current liability, so the Commission can theoretically pay off all its liabilities with its existing assets. |
| Going concern | Total assets exceed total liabilities | Pass | Pass | Positive by \$11.352m as at 31 December 2023, approximately 78% higher than budget. |
| Break even | The net operating result for the period is a surplus | Fail | Fail | The result for the quarter is \$5.060m deficit against a budgeted deficit of \$7.140m. The variance is due to higher revenue for the period due to the early drawdown of \$5m funding from the Crown. This is partly offset by the overspend in employee-related expenses. |

Appendix A – Performance measures as at 31 December 2023

The tables below report on the measures from the Commission’s Statements of Performance Expectations 2023/24. Additional information provided only for context and understanding is indicated in grey.

Year-end forecasts indicate whether we are currently on track to achieve each measure. Explanations are provided where we are forecasting to not achieve or not report on a measure.

Impact 1 Measures – People have trust and confidence in the electoral system

| Measures | Result GE 2014 | Result GE 2017 | Result GE 2020 | Target 2023/24 | Result @ 31 Dec | YE Forecast |
|---|-----------------------------|------------------------------|------------------------------|------------------------------|-----------------|-------------|
| Key general election milestones achieved [Estimates measure] | (refer to Output Measure 2) | | | | | |
| % of surveyed population have confidence the Electoral Commission conducts Parliamentary elections fairly in New Zealand | Not a survey question* | 78% total or high confidence | 87% total or high confidence | 87% total or high confidence | Available Q3 | Achieved |
| % of surveyed population have confidence that Electoral Commission staff conduct Parliamentary elections impartially in New Zealand | Not a survey question* | 79% total or high confidence | 85% total or high confidence | 85% total or high confidence | Available Q3 | Achieved |

*Prior to 2017 we measured the “Percentage of New Zealanders who express confidence in the administration of the electoral system.”

| Measures | Result 2020/21 | Result 2021/22 | Result 2022/23 | Target 2023/24 | Result @ 31 Dec | YE Forecast |
|---|----------------------|----------------|----------------|----------------|-----------------|-------------|
| Integrity of by-election results: Official by-election Result Certificates for the electorate are signed by both the electorate Returning Officer, and the attending Justice of the Peace | No by-elections held | Completed | Completed | Completed | Completed | Achieved |

Impact 2 Measures – People take part in the electoral system

| Measures | Result 2020/21 | Result 2021/22 | Result 2022/23 | Target 2023/24 | Result @ 30 Dec | YE Forecast |
|--|----------------|----------------|----------------|--------------------------------------|-----------------|----------------|
| Number of people enrolled (average for the period) [Estimates measure] | 3.48m | 3.52m | 3.441m | 3.64m in SPE 3.640m in Estimates | 3.565m | Not achieved** |
| Percentage of eligible people enrolled (average for the period) * | 92.3% | 92.0% | 88.6% | 94.1% | 91.9% | - |
| Number of 18 to 24-year-olds enrolled (average for the period) [Estimates measure] | 0.33m | 0.30m | 0.266m | 0.34m in SPE 341,000 in Estimates | 0.257m | Not achieved** |
| Percentage of 18 to 24-year-olds enrolled (average for the period) * | 72.7% | 68.8% | 62.8% | 81.4% | 68.0% | - |
| Number of people of Māori descent enrolled (average for the period) | 0.53m | 0.53m | 0.515m | 0.53m | 0.536m | Achieved |
| Number of people enrolled on the Provisional Roll (17-year-olds) | 0.0066m | 0.004m | 0.0035m | 0.0065m | 0.0036m | Not achieved** |

* This information is provided for context and to illustrate that enrolments peak in an election year. We do not receive population projections for people of Māori descent and 17-year-olds.

** Targets for 2023/24 total enrolments and 18 to 24-year-old enrolments appear unrealistic when considered as a percentage of the current population projections. This is because they were set to match the enrolment percentage on election night 2020. Enrolment figures peak at election night and are likely to decline over the remainder of the financial year due to roll maintenance activities, e.g. shifting uncontactable electors onto the dormant roll and removing deceased electors. Factors contributing to the decrease in youth enrolment since 2022/23 include positive net migration following the re-opening of New Zealand's borders and an increasingly mobile population. Despite significant effort to contact electors displaced by the January and February severe weather events, this displacement was also a factor.

| Measures | Result GE 2014 | Result GE 2017 | Result GE 2020 | Target 2023/24 | Result @ 31 Dec | YE Forecast |
|---|----------------|----------------|----------------|----------------|-----------------|-------------|
| Percentage of people entitled to vote enrolled on election night (3-year comparative measure) | 92.6% | 92.4% | 94.1% | 94.1% | 94.7% | Achieved |

Output 1 Measures – Maintain and protect the integrity of the electoral system

| Measures | Result 2020/21 | Result 2021/22 | Result 2022/23 | Target 2023/24 | Result @ 31 Dec | YE Forecast |
|---|----------------|----------------|----------------|----------------|-----------------|---------------------|
| Adherence to the Commission’s quality assurance practices around the integrity of the roll [Estimates measure] | 100% | Completed | 100% | 100% | 100% | Achieved |
| All employees and contractors understand how to maintain political neutrality in their work | New measure | | | >95% | Available Q4 | Partially achieved* |
| The Commission will follow up failures by a party, candidate or third party to file any relevant return of election expenses, donations or loans within 5 working days | 100% | 100% | 100% | >95% | 100% | Achieved |
| Allegations of electoral finance or advertising breaches of the Electoral Act are acknowledged, and follow-up is initiated if required, within 10 working days of receipt | 98.6% | 100% | 100% | 90% | 95% | Achieved |

*We plan to use the annual voluntary staff survey to measure this, which will only provide a result for employees who complete the survey, not all employees and contractors employed during the financial year.

Output 2 Measures – Prepare for and conduct well-run, risk-mitigated electoral events

| Measures | Target 2023/24 | Result @ 31 Dec | YE Forecast |
|---|--|---|--|
| Key general election preparation milestones achieved: [Estimates measure] <ul style="list-style-type: none"> Completion of certificates for election systems Training for election-period workforce and delivery commenced Candidates briefed Electoral Headquarters opened Advanced voting and election day properties secured Final readiness testing and election night dress rehearsal complete Release of preliminary election results – Beginning no later than 8pm on election day Declaration of official election results Publication of post-election report | Q1 Q1 Q1 Q1 Q1 Q1 Q2 Q2 Q4 | Achieved Q1 Achieved Q1 Achieved Q1 Achieved Q1 Achieved Q1 Achieved Q1 Achieved Q2* Achieved Q2** Available Q4 | Achieved Achieved Achieved Achieved Achieved Achieved Achieved Achieved Achieved |
| The Electoral Commission will issue the broadcasting allocation decision prior to the start of the regulated period for the General Election. | Achieved | Achieved | Achieved |
| By-election conduct measures (if applicable): <ul style="list-style-type: none"> Release of preliminary results from 7.30pm on the day of the by-election Declaration of official results to schedule | Completed if applicable Completed if applicable | Achieved Q2* Achieved Q2** | Achieved Achieved |

*The first preliminary results were released at 7:02pm during both the General Election and Port Waikato by-election.

**Official General Election results were released on November 3, as planned, and amended official results were released on November 9. Official results for the Port Waikato by-election were released on December 6, as scheduled.

Output 3 Measures – Help people to understand the electoral system

| Measures | Result GE 2014 | Result GE 2017 | Result GE 2020 | Target 2023/24 | Result @ 31 Dec | YE Forecast |
|--|------------------------|------------------------|--------------------------|--|---------------------------------------|---------------|
| % of people of Māori descent surveyed who are aware of and understand the Māori Electoral Option | New measure | | | 75% | Available Q4 | Achieved |
| % of survey respondents that report a good or very good understanding of the process for voting in New Zealand | 93% | 89% | 89% | 89% of those surveyed indicate a 'very good' or 'good' understanding | Available Q3 | Achieved |
| Uptake of the civics education in schools programme (3-year measure) | 556 schools registered | 832 schools registered | 1034 schools registered* | 1033 schools registered | 793 registrations (from 667 schools)* | Not achieved* |

*There were 1034 registrations from 886 schools.

** The lower number of schools taking part this year is likely because of the timing of the general election and school holidays. Students were on holiday until 8 October so there were only two days on which schools could conduct their mock elections as legislation prohibits the distribution of replica voting papers in the three days prior to election day. Schools receive mock voting papers containing actual party and candidate information for their electorate, which can only be produced after the actual nominations process closes.

| Measures | Result 2020/21 | Result 2021/22 | Result 2022/23 | Target 2023/24 | Result @ 31 Dec | YE Forecast |
|---|------------------------------|----------------|----------------|----------------|-----------------|--------------|
| Advisory opinions meet the needs of stakeholders (18 monthly) | No comparable survey results | | 100% | 100% | Not measured* | Not measured |

* This stakeholder survey will next be run in Q2 2024/25.

Output 4 Measures – Make it easy and simple for people to take part

| Measures | Result 2020/21 | Result 2021/22 | Result 2022/23 | Target 2023/24 | Result @ 31 Dec | YE Forecast |
|---|----------------|----------------|----------------|---------------------------------|-----------------|-------------|
| Percentage of enrolment transactions that are conducted digitally [Estimates measure] | 44.5% | 36.7% | 45.2% | 50% in SPE >40% in Estimates | 59.4% | Achieved |
| Percentage of advisory opinions issued within 5 working days [Estimates measure] | Not a measure | 100% | 99.3% | 95% in SPE >95% in Estimates | 99.8% | Achieved |

*The intent of this measure is to ensure our digital services are accessible for electors. For this reason, we changed our methodology on 1 July 2023 to exclude transactions that are not initiated by electors, for instance changes prompted by undelivered mail, or updates to the birth, deaths and marriage register. The result as at the end of the first quarter was 71.1% but this has decreased due to the large number of paper voting place enrolments during the General Election.

| Measures | Result GE 2014 | Result GE 2017 | Result GE 2020 | Target 2023/24 | Result @ 31 Dec | YE Forecast |
|--|----------------|----------------|----------------|---|-----------------|---------------------------------|
| Increase in participation rates by enrolled youth voters across elections* | 62.7% | 69.3% | 78.0% | 76% | 74.2% | Not achieved |
| Increase in participation by enrolled Māori voters across elections** | 67.6% | 71.1% | 72.9% | 520,000 electors of Māori descent enrolled at 2023 GE | 70.3% | Unable to report against target |
| Percentage of enrolled voters who turned out to vote*** | 76.8% | 79.0% | 81.5% | N/A | 77.5% | N/A |
| Survey of EAF participants reveals that the fund made their candidacy easier | New measure | | | 75% | Available Q3 | Achieved |

*This measure is the percentage of enrolled 18 to 24-year-olds who turned out to vote, which was a measure in prior general election years.

**This measure is the percentage of enrolled voters of Māori descent who turned out to vote, which was a measure in prior general election years. The target for this measure has been incorrectly set as a target for enrolment not participation by enrolled voters. There were approximately 567,000 electors of Māori descent enrolled on election night.

***This information is included to provide context to the youth and voters of Māori descent participation rates. It has not been included as a measure this election year. Variation between these figures and official results is due to factors such as votes disallowed due to the voter not being enrolled and dual votes.

Appendix B – Financial information as at 31 December 2023

Statement of revenue and expense

For the period ending 31 December 2023

| Statement of revenue and expense \$000 | Year-to-Date | | | Full Year | | | 2022/23 |
|---|----------------|----------------|----------------|-----------------|-----------------|----------------|---------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | |
| Revenue | | | | | | | |
| Revenue from Crown | 110,201 | 104,060 | 6,141 | 121,066 | 119,840 | 1,226 | 84,441 |
| Interest received | 491 | 60 | 431 | 551 | 120 | 431 | 454 |
| International assistance programme | 730 | 1,570 | (840) | 1,872 | 2,700 | (828) | 1,485 |
| Other income | 59 | 100 | (41) | 184 | 225 | (41) | 108 |
| Total Revenue | 111,481 | 105,790 | 5,691 | 123,673 | 122,885 | 788 | 86,488 |
| | | | | | | | |
| Expense | | | | | | | |
| Employee related expenses | 60,836 | 58,218 | (2,618) | 74,255 | 71,074 | (3,181) | 33,633 |
| Computer & telecommunications | 7,019 | 7,027 | 8 | 8,037 | 8,043 | 6 | 4,488 |
| Occupancy costs | 13,322 | 11,892 | (1,430) | 14,339 | 13,155 | (1,184) | 9,269 |
| Office equipment | 529 | 473 | (56) | 345 | 544 | 199 | 2,465 |
| Specialist services | 18,414 | 18,356 | (58) | 22,917 | 22,933 | 16 | 14,347 |
| Travel expense | 2,361 | 2,188 | (173) | 2,819 | 2,656 | (163) | 1,413 |
| Meeting & entertainment | 116 | 251 | 135 | 183 | 412 | 229 | 140 |
| Printing, stationery & postage | 13,311 | 13,533 | 222 | 13,829 | 13,959 | 130 | 8,029 |
| Miscellaneous expenses | 314 | 673 | 359 | 425 | 780 | 355 | 402 |
| Depreciation & amortisation | 239 | 239 | - | 478 | 477 | (1) | 582 |
| Audit fees | 80 | 80 | - | 160 | 160 | - | 110 |
| Total Expenses | 116,541 | 112,930 | (3,611) | 137,786 | 134,193 | (3,593) | 74,880 |
| | | | | | | | |
| Surplus / (deficit) | (5,060) | (7,140) | 2,080 | (14,113) | (11,308) | (2,805) | 11,608 |

Statement of financial position
As at 31 December 2023

| Statement of financial position \$'000 | As at 31 December 2023 | | | Full Year | | | 2022/23 |
|---|------------------------|---------------|----------------|--------------|--------------|----------------|---------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | |
| Assets | | | | | | | |
| Current Assets | | | | | | | |
| Cash and cash equivalents | 15,851 | 10,592 | 5,259 | 6,898 | 4,134 | 2,764 | 25,928 |
| Debtors and other receivables | 35 | 5 | 30 | 35 | 5 | 30 | 23 |
| Goods and services tax receivable | 2,571 | 518 | 2,053 | 233 | 245 | (12) | 1,367 |
| Inventory | 39 | 35 | 4 | 20 | 20 | - | 25 |
| Prepayment | 36 | 54 | (18) | 36 | 36 | - | 109 |
| <i>Total current assets</i> | <i>18,530</i> | <i>11,204</i> | <i>7,326</i> | <i>7,222</i> | <i>4,440</i> | <i>2,782</i> | <i>27,453</i> |
| Non-Current Assets | | | | | | | |
| Property, plant, and equipment | 468 | 471 | (3) | 409 | 412 | (3) | 530 |
| Intangible assets | 1,049 | 1,034 | 15 | 869 | 855 | 14 | 1,226 |
| <i>Total non-current assets</i> | <i>1,517</i> | <i>1,505</i> | <i>12</i> | <i>1,279</i> | <i>1,267</i> | <i>12</i> | <i>1,756</i> |
| Total Assets | 20,048 | 12,709 | 7,339 | 8,501 | 5,707 | 2,794 | 29,209 |
| Liabilities | | | | | | | |
| Current Liabilities | | | | | | | |
| Revenue in advance | 4,998 | 1,219 | (3,779) | 4,010 | 1,294 | (2,716) | 4,774 |
| Creditors and other payables | 2,035 | 3,307 | 1,272 | 740 | 752 | 12 | 5,211 |
| Employee entitlements (current) | 1,586 | 1,735 | 149 | 1,375 | 1,375 | - | 2,736 |
| <i>Total current liabilities</i> | <i>8,619</i> | <i>6,260</i> | <i>(2,359)</i> | <i>6,125</i> | <i>3,421</i> | <i>(2,704)</i> | <i>12,721</i> |
| Non-Current Liabilities | | | | | | | |
| Employee entitlements (non-) | 76 | 60 | (16) | 76 | 65 | (11) | 76 |
| <i>Total non-current liabilities</i> | <i>76</i> | <i>60</i> | <i>(16)</i> | <i>76</i> | <i>65</i> | <i>(11)</i> | <i>76</i> |
| Total Liabilities | 8,695 | 6,320 | (2,375) | 6,202 | 3,486 | (2,716) | 12,797 |
| Net Assets | 11,352 | 6,389 | 4,963 | 2,299 | 2,221 | 78 | 16,412 |
| Equity | | | | | | | |
| Opening equity | 16,412 | 13,529 | 2,883 | 16,412 | 13,529 | 2,883 | 4,804 |
| Surplus / (deficit) | (5,060) | (7,140) | 2,080 | (14,113) | (11,308) | (2,805) | 11,608 |
| Capital contributions | - | - | - | - | - | - | - |
| Total Equity | 11,352 | 6,389 | 4,963 | 2,299 | 2,221 | 78 | 16,412 |

Statement of cash flows
For the period ending 31 December 2023

| Statement of cash flows \$000 | Year-to-Date | | | Full Year | | | 2022/23 |
|--|-----------------|-----------------|--------------|-----------------|-----------------|----------------|---------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | |
| Cash flows from operating activities | | | | | | | |
| Receipts from Crown | 110,195 | 103,605 | 6,590 | 121,214 | 119,624 | 1,590 | 83,961 |
| Interest received | 491 | 60 | 431 | 551 | 120 | 431 | 454 |
| Receipts from other revenue | 1,008 | 100 | 908 | 1,133 | 1,191 | (58) | 4,787 |
| Payments to employee related expenses | (61,985) | (58,578) | (3,407) | (75,616) | (71,788) | (3,828) | (32,870) |
| Payments to suppliers | (58,581) | (56,996) | (1,585) | (67,445) | (67,687) | 242 | (37,701) |
| Goods and services tax (net) | (1,204) | 849 | (2,053) | 1,134 | 1,122 | 12 | (1,198) |
| <i>Net cash flows from operating activities</i> | <i>(10,077)</i> | <i>(10,960)</i> | <i>883</i> | <i>(19,029)</i> | <i>(17,418)</i> | <i>(1,611)</i> | <i>17,432</i> |
| Cash flows from investing activities | | | | | | | |
| Receipts from sale of property, plant, and equipment | - | - | - | - | - | - | - |
| Purchase of property, plant, and equipment | - | - | - | - | - | - | (28) |
| Purchase of intangible assets | - | - | - | - | - | - | - |
| Maturity of short-term investments | - | - | - | - | - | - | 30,000 |
| Placement of short-term investments | - | - | - | - | - | - | (30,000) |
| <i>Net cash flows from investing activities</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>(28)</i> |
| Cash flows from financing activities | | | | | | | |
| Receipts of capital contributions | - | - | - | - | - | - | - |
| <i>Net cash flows from financing activities</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>-</i> |
| Net increase / (decrease) in cash and cash equivalents | (10,077) | (10,960) | 883 | (19,029) | (17,418) | (1,611) | 17,404 |
| Opening balance | 25,928 | 21,552 | 4,376 | 25,928 | 21,552 | 4,376 | 8,524 |
| Closing balance | 15,851 | 10,592 | 5,259 | 6,898 | 4,134 | 2,764 | 25,928 |

Reconciliation of net surplus / (deficit) to net cash flow from operating activities

| Reconciliation of net surplus/(deficit) to net cash flow from operating activities (\$000) | Year-to-Date | | | Full Year | | | 2022/23 ¹ |
|--|-----------------|-----------------|----------------|-----------------|-----------------|----------------|----------------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance | |
| Net surplus / (deficit) | (5,060) | (7,140) | 2,080 | (14,113) | (11,308) | (2,805) | 11,608 |
| Add / (less) non-cash items | | | | | | | |
| Depreciation and amortisation expense | 239 | 239 | - | 478 | 477 | 1 | 582 |
| Loss / (gain) on disposal of assets | - | - | - | - | - | - | - |
| Increase / (decrease) in employee entitlements (non-current) | - | - | - | - | 5 | (5) | 21 |
| <i>Total non-cash items</i> | <i>239</i> | <i>239</i> | <i>-</i> | <i>478</i> | <i>482</i> | <i>(4)</i> | <i>603</i> |
| Working capital movements | | | | | | | |
| (Increase) / decrease in debtors and other receivables | (11) | - | (11) | (11) | - | (11) | 2,683 |
| (Increase) / decrease in inventory | (13) | 15 | (28) | 5 | 30 | (25) | 19 |
| (Increase) / decrease in prepayment | 74 | 18 | 56 | 73 | 35 | 38 | (3) |
| Increase / (decrease) in revenue in advance | 224 | (2,025) | 2,249 | (764) | (1,950) | 1,186 | 31 |
| Increase / (decrease) in creditors and other payables | (3,176) | (2,555) | (621) | (4,471) | (5,110) | 639 | 2,947 |
| Increase / (decrease) in goods and services tax | (1,204) | 849 | (2,053) | 1,134 | 1,122 | 12 | (1,198) |
| Increase / (decrease) in employee entitlements (current) | (1,150) | (360) | (790) | (1,361) | (719) | (642) | 742 |
| <i>Net movement in working capital</i> | <i>(5,256)</i> | <i>(4,059)</i> | <i>(1,197)</i> | <i>(5,394)</i> | <i>(6,592)</i> | <i>1,198</i> | <i>5,222</i> |
| Net cash flows from operating activities | (10,077) | (10,960) | 883 | (19,029) | (17,418) | (1,611) | 17,432 |

¹ Some items in the statement of cash flows have been reclassified to be consistent with the statement of revenue and expense classification. As a result, prior year comparative information has been restated. The changes are purely presentation and do not have an impact on final balances and accounting policies.

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE2023 Programme or by-elections which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

Regional Review

The TOM Programme HR team continues to work closely with those impacted by the Regional Review to ensure that we retain experience and mitigate redundancy wherever possible.

Of the 19 staff whose roles were disestablished, seven have been successfully redeployed into new roles and a reconfirmed member of staff has also been appointed into a new position, following completion of the internal recruitment process.

For the Programme HR team, the focus now moves to handing over any remaining recruitment to the P&C team, who will manage this via the BAU external recruitment process.

The Project Team is stood up with Leads from the Programme and ECE, along with SMEs from ECE. This includes the full-time allocation of Pamela **9(2)(a)** as a full-time project SME lead to assist with coordinating ECE resource and providing business expertise to the project.

IT has been provided with requirements to be in place on 22 August (the precise release will be a special production release on 10 August) and include the following:

- Permission and Queue Changes in MIKE for changes in roles
- Office addresses – for correspondence generated in MIKE
- Call Centre application for use by Telnet
- Update API between MIKE and Vote.NZ
- Unpublished Access.

Enrolment processing queues will be redirected from 22 August to ensure the three processing centres have coverage of all electorates currently managed by the regional offices. Regional managers are formulating plans within the three centres to manage the redirection.

A property task list has been developed to support the clearance of offices that are closing. A plan is being prepared to provide assurance that Wellington and Christchurch will have space to house incoming staff.

New budget and cost allocation that represent the new structure is well advanced. This work includes the approach to the splitting of budget and cost allocation and the development of the new budgets. Ahead of uploading this will be signed off by the budget holder (Ross McPherson).

An impact analysis is being performed on enrolment processing tasks and how they may be affected by the changes occurring (the split of CE and EP, and the move to three centralised hubs) due to be complete 29 July. This will be followed by any changes required in ECHO, MIKE and Tupu

being made. A similar analysis will be performed on operations support and community engagement activity.

Culture

Analysis, design, and drafting of a paper to provide options around the Commission's culture are underway. Engagement survey results, at a rolled-up level, have been provided, and a fresh eyes interview with the CEO has been completed. The human resource profile data is yet to be obtained.

The programme team is working with People and Culture to review the Engagement survey questions to provide actionable and measurable results that provide insight into improvements made and required

Delegations

The new financial and people leader delegations policy came into effect on 1 July 2022. The focus of the workstream is now on policy implementation and progressing a revision of the policy to bring back to the Board in September. The electoral matters delegations have made good progress. Supported by the Legal and Policy Manager a draft schedule has been completed ahead of the indicated time.

Implementation support is being provided to the lead and the establishment of a Kanban board to assist with progressing key tasks and actions required for full implementation. Planning for staff training being assessed, especially those that are new to having delegations and those new to the Commission. Communications support has been facilitated and is available.

Property – National Office

A paper was provided to the CE on 21 July 22, who reviewed recommendations to progress with identified short-term options (quick wins) and the engagement of specialist resource to assist with the identification of longer-term options. The paper and presentation will be presented to SMT and DCEs in early August.

Baseline capability review

The programme has been commissioned to undertake a baseline review, a recommendation in the Capability Uplift review provided to the Investment Committee on the 23 June 22. The programme is participating in the GE and Business planning priority work underway, which provides insight into where investment may be needed to allow the Commission to focus on internal capability balancing the need to deliver GE23. The review will follow the operating model refresh approach and framework to complete this work.

Implementation of the first tranche of capability uplift

The programme has established an implementation working group to ensure that staff increase, as a result of the "capability uplift" reflects the recent functional changes, eg position descriptions are updated to reflect the realignment of functions and that sufficient lap/desktops, docking stations, headsets and property requirements are known early enough to allow procurement of any goods required and sufficient lead-in time for planning to accommodate the growth in staffing numbers.

Preparing for an election

The latest GE Programme report can be found [here](#)

Preparing for the future

Chief Advisor Māori

Māori Strategic Plan 'Ngā Maihi' Draft completed for Board review/approval

Participating in the MEO working group

Participating in the Data Sovereignty working group

Advice and Guidance – Māori Data Sovereignty

Advice and Guidance - relationship building with Te Ati Awa

Recruitment Snr Advisor Māori positions

Advice and Guidance - ECE recruitment

Advice and Guidance – ECE closure and reopening

Advice and Guidance – Comms Access Fund

Advice and Guidance – MEO – LBE

Advice and Guidance – Whakatau new DCE

Assistance to ECE Iwi engagement

Assistance to VS Iwi engagement

Issues under management

- None to report

Risks

- Nothing new to raise

Other news

- The Senior Programme Coordinator for the GE2023 Programme has left for a three-month holiday and is a contractor and needs to be replaced with a permanent role. The PD sizing has come in low and the Programme Director has met with Korn Ferry who have agreed it needs to be sized up, but this has not yet been completed. Advertising for this role will begin on 8 August.
- Two Senior Project Managers have been recruited and will begin on 29 August.
- The GE Programme Director is also working on recruitment documents for a PMO Manager and Senior Project Coordinators.

This report covers the main activities undertaken by the Legal and Policy team for the period. It excludes the GE2023 Programme or by-elections conduct which are reported on through separate channels.

Progress against the strategic priorities

Preparing for an election

- Continuing to work with Ministry of Justice on legislative and regulatory change this term, including changes to the MEO, regulated period, data sharing with Stats NZ, CIR, donations, special voting and overseas eligibility, reviewing drafting instructions, Cabinet papers, and draft legislation, and assisting with preparations for select committee etc)
- Ongoing work re delegations, procurement and contracts and lease approvals including NZ Post MSA, Catalyst, paper stock, filming, ECE offices
- Assistance with queries re access to roll data for the local election
- Continuing work as part of the project team on the design of the Election Access Fund, and associated consultation, for 2023
- Preparing draft advice for the Prime Minister re potential 2023 election dates
- Reviewing first draft of the candidate handbook for 2023 including amendments relating to disclosure of candidate loans
- Working with VS on the overseas voting animations

Preparing for the future

- Participating in the MEO working group set up by ECE to plan for delivery of the MEO
- Continuing to advise on the unpublished roll processes
- Participating in the TOM steering group, GE steering groups, GE programme board, data stewardship group
- Appearing as a witness in SFO court proceedings and liaising with Ministry of Justice on potential additional legislative changes
- Input into data sovereignty report
- Updates to website content re 1 July financial limit changes
- Liaison with Stats NZ re Data and Statistics Bill

Building relationships and understanding

- Data sharing MOU with Stats NZ re new section 112A due to be enacted in July
- Weekly meetings with the MOJ policy team re electoral legislation
- Continued liaison with secretariat of the independent electoral review panel about working relationship and further information requests regarding the by-election and 2020 work with Māori communities
- Party secretary update provided 1 July 2022
- Response to Office of the Clerk re CIR question
- Responding to questions from Police
- Updates to the portal to action change in party constitutions

- Requests for advice on donations, fundraising, boundaries, etc, digital signatures, occupation
- Coordinating response for EC to Whaikaha Ministry of Disabled People re reporting to UN Convention on the Rights of Persons with Disabilities.

Other progress

- Dean continues to lead IRT
- Continuing to assist ECE with the correspondence review
- Assisting ECE with queries about data and enrolment checks for local body elections, and enquiries re enrolment and fraud
- Assisting teams with procurement and agreements

Advisory opinions

No advisory opinion requests received in July.

Official Information Act requests

| Requestor | Topic | Response Time |
|-----------|--|---------------|
| 9(2)(a) | Request for poll book dated prior to 1870 | 19WD |
| 9(2)(a) | Request to know process for removing themselves from electoral roll | 7WD |
| 9(2)(a) | - If an eligible prisoner enrolls to vote for the first time while in prison, what location or address is used to determine the general electorate or local government ward they belong to? - Are prisoners prompted by Electoral Commission communication to update their electoral enrolment details in the lead up to a local or general election? | 6WD |
| 9(2)(a) | Cyber security | 16WD |
| | Request for police referral information relating to social media posts on election day for the Tauranga By-Election | 18WD |

Parliamentary questions

| | | |
|--------------|--|------------------|
| Simeon Brown | What is the current attrition rate/turnover rate for the Core Crown Agencies/Departments the | Responded 1 July |
|--------------|--|------------------|

| | | |
|---------------|--|-------------------|
| | Minister is responsible for, if any, and how does the current attrition rate compare to June 2021? | |
| Melissa Lee | What was the average per hour or day cost, if any, for the provision of interpreting services for organisations, departments and crown entities within the Minister's portfolio in the last financial year? | Responded 1 July |
| David Seymour | Have any agencies under the minister's responsibility, if any, commissioned Kawai Catalyst Limited for any work; if so, for what work and at what cost, by date? | Responded 1 July |
| David Seymour | How much money, if any, have any entities, agencies and offices under the Minister's responsibility spent on artwork in the last five years, by item and amount? | Responded 15 July |
| David Seymour | Which agencies, offices and entities, if any, under the Minister's responsibility have vacated or will have to vacate their premises due to earthquake-prone buildings. With follow up questions for those who have vacated or will have to vacate | Responded 20 July |

Select Committee questions

| | |
|-----|--|
| MOJ | What are the Electoral Commission's plans to "maintain service levels in a complex environment with increased resilience", and how do these differ to administering the 2020 General Election in a Covid-19 environment? |
| MOJ | How does the Electoral Commission measure the impact of its public education activities to not only increase enrolment of electors but also to increase participation? |

Party administration and compliance

- List vacancy filled 25 July and preparations made for outstanding list vacancy for Trevor Mallard.
- Donations exceeding \$30,000 from various parties continue to be processed
- Board decision re Māori Party party returns at the 2020 General election finalised and matter referred to Police.
- Tauranga By-election social media referrals made to Police
- Party registration application received from DemocracyNZ
- Multiple queries about potential new parties and party names including queries about umbrella and component parties.

Issues under management

Implications of decision in first SFO case and legislative change.

Risks

The legislative change and reform programme is busy with tight timeframes. Mitigation is regular liaison with MOJ and panel secretariat and coordination with programme Manager re implementation.

People management

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| TOIL or excess annual leave | 3 people in the team have leave balances of more than 25 days. Leave plans are under discussion. |
| Staff engagement | Good progress has been made with action plan implementation during the month. There are no outstanding or overdue tasks remaining. |

Other news

Natalie is overseas until 4 August.

Recruitment is getting underway for a fixed-term role budgeted for.

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE2023 Programme or by-elections which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

- Recruiting commenced for a fourth permanent Administration Support Officer to ensure the Administration Team has sufficient capacity and capability
- Procurement identified and assessed procurement operating model options for inclusion in a paper that will come to ELT in August.
- Preliminary work on recruiting an additional procurement resource commenced
Procurement collateral continued to be updated with user tips and guidance
- On-going development of procurement self-help toolbox
- Demonstrating effective supplier and pre-market engagement process for EC buyers
- Work to consolidate Catalyst contracts into a single Master Service Agreement continues. Two advanced communication workshops have been completed. Specific schedules are being discussed weekly and good progress is being made. Catalyst have presented a pricing model and negotiations continue. We are being assisted in our negotiations by a IT procurement expert from Inland Revenue.
- UAT of the FMIS was largely completed with some minor retesting required once developers have rectified identified changes. This will be followed by penetration testing. IT continues to support the business and Walker Scott with the implementation. The go-live for the FMIS has been reconfirmed for 1 October.
- Standardised sign-off process for payrolls was created and is being embedded as this is a new process.
- Continuing to support the DCE recruitment and now onboarding.
- Embedding of the Business Partnership Model in HR
- Promoted employee retention strategies with the Board.

Preparing for an election

- Contracts for key and critical suppliers to election are under negotiation
- Contract management plans for key and critical suppliers to election are under development
- IT and P&C is working with Voting Services on the September HQ simulation.

Preparing for the future

- The draft data sovereignty report is now being reviewed with stakeholders and is still expected to conclude in August.
- We have worked with ECE and the TOM Programme to agree the decommissioning requirements and timetable
- The property team is working with ECE on the closure of ROE offices in Tauranga, New Plymouth, Palmerston North, Masterton, Greymouth and Invercargill and the handing back to landlords by 30 September.
- Continued support to the Operating Model Refresh SnapHire implementation work

- Supported the Community Engagement Change Implementation.
- Continued work on People and Culture policies and Vaccination policy with IRT.
- Support Delegations Framework Implementation
- Updated the Reporting Wrongdoing and Protected Disclosures Policy to reflect changes in legislation
- Implementing the Remuneration and Performance Round
- Update from Health and Safety project was promoted to SMT and is going to the Board in August.
- Started planning for Engagement Survey Pulse Check.

Building relationships and understanding

- The procurement team is engaging with the Chief Advisor Māori to improve the Commission's procurement broader outcomes
- Finalised and agreed terms of new contract for criminal history checks during events
- Delivery of interventions and support for ECE staff, this includes guidance to managers and "Navigating Uncertainty and Change Successfully" for ECE employees and transition support for employees who are affected by redundancy.
- Supported recruitment drive for the Local Body Elections
- Tupu LMS – high-level relationship meeting with Learningworks to reconnect and update on changes and sounding out appetite and ability for contract extension. LearningWorks has recently formed a technological and business partnership with Global Digital Solutions (GDS). Further meetings to be set up to build on relationship, share and gather information.

Other progress

- 3 Film Production Services contract extensions (National Park Studios, Teacup Productions and Unreal Films) signed and with providers to countersign.
- New Master Services Agreement, six Service Agreements and a Statement of Work along with NZ Post approval memo prepared for Board and CEO approval
- DHL International Couriers contract extension signed
- Pre-market engagement completed for contact centre contract. Memo being prepared to request approval out of contract extension to post GE23 before going back to market
- Procurement plan templates updated and published on ECHO
- Procurement policy under development
- Contract management guidance under development
- Tender for IT Hardware concluded and contract under negotiation
- Exemption memos underway for Learning Works and Telnet to address pending contract renewals
- Monthly meetings with SMT members to discuss their May financial results completed
- The Finance team completed year-end processes and are preparing the financial statements of the year.
- Audit New Zealand commence the interim audit remotely. Information requested by them has been provided.
- Māori Macrons/Diacritics Support – Working with ECE and Voting Services on new go-live dates for this work. Likely to be post September.
- Applicant Recruitment Tracking System (ARTS) – IT continues to support the ARTS project, specifically the integration of SnapHire with EMS and MOJ criminal checks. A proof of

concept for the integration with EMS has been completed and we are working with Voting Services and People and Culture on timelines.

- Local Body Election Project - IT continues to support the LBE project with data extracts for local bodies being tested and provided in July.
- The Catalyst workplan is being reviewed and reprioritised with help from the business.
- Planning for external Totara training for core Learning & Development group across the Commission.

Issues under management

- Lack of capacity in the Administration Team due to a combination of staff illness (COVID), planned annual leave, and vacancies required National Office reception to be closed for periods in July. Recruitment to fill vacancies continues.
- Staff illness and a heavy workload remains an issue across all teams. The GE prioritisation work will assist with this. IT is looking into the heavy demand for meetings across the organisation.
- Recruiting quality IT staff remains difficult in current job market.

Risks

- **Work exceeds internal capability and capacity to deliver** - *IF* there are not enough internal resources available from a capacity and capability perspective **THEN** the technology assets required for GE2023 will not be delivered to sufficient quality in a timely and cost-effective manner that meets the needs of the general election.
- **Large amount of change occurring** - *IF* the large amount of change that is occurring at the Commission impacts Technology's ability to deliver key services to the organisation, **THEN** this may impact on the Commission's ability and cost to deliver its objectives.

People management

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| TOIL or excess annual leave | <ul style="list-style-type: none"> • One person in Finance, Property and Procurement has excess leave and a leave plan has been discussed and agreed. • Two IT staff in the unit have annual leave balances of 25 days or more. Plans are in place to reduce. • TOIL balance for the whole IT team is 131 hours. Staff are aware that this should (where possible) be taken before reward or annual leave. • No staff in the Administration Team have excess annual leave. Two staff have very small TOIL balances as a result of by-election support and this will be reduced when all vacancies in the team have been filled. • Only one employee in the P&C team has more than 22 days of annual leave entitlement. 10 Days of TOIL spread over 2 employees were granted for the Tauranga By-Election – 5 days remain to be taken. |
| Staff engagement | <ul style="list-style-type: none"> • The first IT hackathon was held on 12 & 13 July. This activity was driven from IT team members (not management) as way to improve engagement. The approach was to take some real-life business problems, apply some innovate technical thinking and come up with some creative solutions that can be packaged as a proof of concept |

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| | <p>for presentation back to the business area. The activity was a great success with 3 problems tackled and 3 potential solutions generated. Next step is to demonstrate to interested parties.</p> <ul style="list-style-type: none">• The IT Team ideas channel continues to provide new areas of innovation. Staff are also taking on training & development opportunities.• The People and Culture Team mostly kept contact electronically through P&C team meetings and TEAMS engagements• Staff in the old Corporate Services team (P&C, FPP and Admin) have continued to meet fortnightly and recently introduced their pets online at a TEAMS meeting. |
|--|--|

Other news

- James 9(2)(a) has returned from leave.
- Brooke 9(2)(a) started as Administration Support Officer in the Administration Team
- Angele 9(2)(a) fixed term agreement as Team Leader, Administration has been extended to the end of February 2023.
- People and Culture are currently recruiting the following roles:
 - Principal Advisor, Capability and Organisational Management
 - Advisor, Learning and Development – currently shortlisting candidates
 - Advisor, People and Capability – advertising closes on 22 August 2022
 - Coordinator, People and Capability – advertising closes on 15 August 2022
- People and Culture appointed a new Advisor People and Capability – starting on 15 August 2022

The report covers the main activities undertaken by the business unit for the period. It excludes the GE2023 Programme or by-elections which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

The new Strategy, Governance and Development (SG&D) group is currently being established.

The new DCE, Leigh Deuchars starts on 12 September. There are also vacancies and resource gaps that need to be filled. Immediate priorities are:

- roles within the International Team – the International Programme Manager, following Karyl Winter’s appointment to the Manager role as well as two International Support Officers.
- the Accountability Advisor – the role remains vacant – we are going back out to market to seek a permanent staff member (it had previously been advertised as a fixed-term role)
- a SME role to support the Project Manager (Kath Lys) for the Election Access Fund – we are on a second recruitment round and interviews are to be conducted in the first week of August.

A project coordinator (Tash **9(2)(a)**) has now been appointed for the Election Access Fund.

As with all other areas, the SG&D budget has been re-worked to align it to a level which supports the Commission fitting inside its funding envelope going forward.

In considering resource and budget needs going forward, challenges for this area of the business include:

- having sufficient resources to meet the expectations of key stakeholders, in particular the Board’s expectation that we continue to mature and improve corporate governance and our corresponding need to build the trust of the Board in us
- supporting the needs and aspirations of the organisation going forward, in particular (i) continuous improvement work which falls outside the electoral cycle (e.g. future services planning); and (ii) work which enables the organisation to ‘look outside’ and connect with the wider public sector and the wider community, such as strategic relationships, risk and security planning, environment scanning, beginning to tackle major strategic issues like reliance on the postal system or local body elections.

Our ability to conduct this work is one of the considerations of the re-prioritisation work being led by Emily Redmond. It will of course be part of the initial thinking and planning of the new DCE.

Preparing for an election

Trust

A paper setting out a framework for how the Commission will be building trust and protecting against mistrust for GE2023 is scheduled for the September Board meeting.

Following an initial conversation with the Board (involving Kate Hannah from the *Disinformation Project*) the following three main objectives were identified:

- proactively build trust in the Commission and the election event

- actively guard against the causes of mistrust leading to consequences for the Commission and the election event
- be prepared to respond to the consequences of mistrust for the Commission and the election event should they occur.

We have worked with the Communications and Education team to develop an agenda for a workshop on 5 August which Kate Hannah will attend, to help to set out the main areas where communications and education can support the Commission to build trust and guard against mistrust.

Preparing for the future

Election Access Fund

The project continues to make good progress despite working to tight timeframes. We are aiming to have the fund ready to receive applications in September 2022.

Kath Lys, the project manager, has set up a project team and steering group (including external experts) to oversee the project and provide quality assurance. The first steering group meeting was held on 7 July.

The project team has undertaken extensive planning work in consultation with disability sector leaders from the Disabled People's Organisations (DPO) Coalition, the Office of Disability Issues and Ministry for Social Development.

We are also meeting with political parties to tell them about the fund and to get an understanding of what seeking selection as a candidate and campaigning looks like in practice.

Consultation with the public is now open (running from 18 July until 14 August).

Apart from consultation the project is focused on development of the processes and tools that will be required to support the Fund going live (e.g. applications process and financial payments approach/mechanisms).

Data Platform Project

The data platform project continues to make good progress.

Tableau, the front-end reporting tool, was successfully used for dashboards during the by-election, with data being pulled across from EMS. The data transformation is currently a more manual process than what will occur during the final product.

The back-end data platform capability, in which the data will be 'refined' in ways to support broader use of data across the Commission, is under development. A closer version of the approach that will ultimately be used across the business in future (i.e. including the full back-end platform capability) will be rolled out to a small number of E&CE field staff for testing during local body elections.

We are working with IT and are engaging a provider to undertake a privacy impact assessment. Full certification and accreditation will be completed by the time the Minimum Viable Product goes live in November.

Building relationships and understanding

We worked closely with the wider sector to set in place risk and security support mechanisms during the by-election. This work creates a useful platform for work that we need to commence later in the year to provide support for the general election. There is general acknowledgement across the sector that the nature of our risk environment for a major event has changed since the 2020 General Election.

Work continues on the *2021-22 Annual Report* – a draft of which is to be provided to the Board in early August.

Strategic work

Following Emily's environmental scanning workshops with the SMT, we will be running an environmental scanning exercise with the Board in September. The timeframe horizon for this scanning will be longer (5-10 years) than the timeframe considered by the SMT (i.e. out to the 2023 GE). We will be using information from the SMT environmental scanning exercise to support this Board exercise.

International work

We are aware that there has been limited engagement with the SMT about the International team and the work they undertake. As a starting point, Karyl Winter will be running an "International Team 101" with the SMT - this has been scheduled for August.

International Liaison:

We have continued to support the Tokelau Chief Electoral Officer in the review of the Tokelau electoral laws and associated resources for electoral officials and voters. Work has progressed to draft rules being available for review and we still hope to travel when the border opens.

We are currently in talks with the Commonwealth Elections network to assist in a training week that they will be hosting in NZ in November with attendees from across the Pacific. We will assist with presentations on the theme of the workshop, this is currently under discussion.

International Electoral Assistance Programmes (MFAT funded):

We continue progressing with MFAT:

- Extension of the Fiji programme – CWP has been submitted and we are awaiting the EXTN or signing
- The new Pacific Regional programme in partnership with UNDP, we hope to sign this in September.

Fiji

Deployments continue with advisors recently in country to support training of key roles in the field and provide a gap analysis of election readiness.

Simulations on improving the count process were successfully run and enabled a positive outcome for recommendations to be made and subsequently approved. Simulations is an area we have focused on in the Pacific recently.

We recently held a workshop in Fiji with the legal team on Peer review and Plain English writing, this was very well received, and the SOE has asked that we run this again with a wider range of FEO staff.

We are currently awaiting the issue of the writ for the 2022 General Election.

Papua New Guinea

Polling started on 2 July and finished on 20 July with many of the districts going straight into the count. There were a lot of disruptions and media stories but this is not uncommon with elections of this size in remote areas of developing countries. However in other areas polling and counting ran smoothly.

Our advisor for the TEW system we support is on the ground for two weeks to assist during the busy period as they prepare to pay polling and counting staff.

The new data base (THS) which was developed for temporary hires and supplies management has been completed and is in the testing phase at present and QRG are being developed. We hope to deliver later this year all going well.

Tonga

We await opening of the border to travel to Tonga for commencing talks with the EMB around our support, they are still closed at this stage to visitors. Funding has been received to recommence the programme.

Pacific Regional Programme

The MFAT lead on this project is now back in place and we have hope to progress this programme soon. We are still working toward an October starting date. Manager International had an opportunity to catch up with the UNDP our partner agency on this whilst in Fiji recently.

Issues under management

- There are significant gaps in resourcing in the SG&D group which need to be filled to continue to deliver and to support building of the new capability and to meet expectations.

Risks

- SG&D is unable to meet expectations of key stakeholders (including the Board) due to resource and budget limitations.

People management

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|-----------------------------|---|
| TOIL or excess annual leave | <ul style="list-style-type: none">• Nil |
| Staff engagement | <ul style="list-style-type: none">• We have supported the transition to return to the office and broader flexible working policies. |

Other news

Nil

This report covers the main activities undertaken by the group/business units for the period. It excludes the GE2023 Programme or by-elections which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

Internal communications

- Members of the Group continue to be busy supporting internal communications, including preparing information for the CEO's fortnightly all-staff meetings and email updates.
- Communications were prepared for the CEO and Incident Response Team for the recent partial closure of National Office due to high case numbers of COVID-19. The Guide to Working at Orange was also updated in July with new advice on travel and RAT testing.
- The arrival of new DCEs and the next steps in the regional review and TOM projects also continue to require intensive internal communications support.

Enrolment & Community Engagement

- We are currently shaping up the tools available to test which are incorporated into the community engagement evaluation framework. The timeframes for completion have been adjusted to suit the TOM regional footprint implementation. Therefore, the pilot implementation is scheduled for 5 to 30 September.

Voting Services

- A new Learning and Design Co-ordinator (Maire **9(2)(a)**) started on 1 August.
- A candidate identified for the Project Support – Supplies role declined the offer due to personal reasons. A further potential candidate is to be interviewed.
- Overseas Operations Manager role to be advertised in early August.
- Casual staff are being sourced to assist with creating HQ Simulation collateral.
- Some staff who worked on the Tauranga By-election and some Regional Advisors are scheduled to attend a voting place filming simulation in mid-August.

Preparing for an election

Enrolment update campaign for the 2022 local elections

- The local elections enrolment update campaign moved to its final phase at the end of July to encourage people to enroll or update their details by 12 August. Work with media partners to deliver targeted messages to Māori, Pasifika, new New Zealanders, and young people is continuing. Niche media's network of ambassadors has distributed information at local events and to community places, such as Marae and churches, in Auckland. Whakaata Māori has broadcast our TV ad featuring Miss Kihi and content with Tik Tok will be published shortly. Work continued with Stuff on personalised messages to members on their Neighbourly platform and distribution of this content has begun. New radio and social media content to help Māori understand how their roll choice may impact who they can vote for in the local elections has been progressed and will go live shortly.

- The Local Body Election (LBE2022) project delivered 3.4 million enrolment update packs and the public information campaign in July. Despite Covid and staff illness, the processing centre's were on track and the LBE-focused Community Engagement teams were working alongside councils, and amongst much other work some great new connections have been established with young adult organisations. PM and Leads have started capturing lessons learnt.

Election Access Fund

- Consultation on the Election Access Fund opened on 18 July. The survey is available in alternate formats and available at elections.nz. An email was sent to 450 stakeholders to let them know consultation is now open. An organic post has been shared on our social media pages to raise awareness of the consultation and key stakeholders asked to share information about the survey with their own communities. Many did so on their social media pages and published information in their newsletters. Consultation is open until 12 August.

Māori Electoral Option

- The Māori Electoral Option (MEO) project team was set up to commence the planning phase. This was pivoted from the working group as a response function since February. The high-level approach and milestones for a continuous MEO were presented to the Programme Board on 27 July. The outcome of the parliamentary process is now expected to be known in mid-November.
- Members from across the Group continue to participate in the Māori Electoral Option Project Group. Early planning for a campaign to move to a continuous option from March 2023 is underway and budgets have been confirmed.

Always On

- Online enrolment continues to be supported with *always on* advertising to reach people whose circumstances have changed and who either need to enrol or update their details. It targets people who have moved house or recently become eligible to enrol to vote. Targeted messages are delivered through social media, online ads and Search and drive people to vote.nz to enrol or update their details online.

Voting Services

- Focus continues to be on preparing for and delivering GE2023, which is covered in the GE2023 programme reporting.

Preparing for the future

Enrolment & Community Engagement

- MIKE readiness for regional footprint review implementation – requirements have been confirmed and are on track to complete by 10 August.
- 0800 Telnet relationships – the EC relationship lead was transferred from Comms to ECE in July, followed by an in-person meeting on 28 July to discuss key challenges and upcoming activities. As the current contract term with Telnet expires on 31 October 2022 and there are no further rights of renewal available under the contract, a memo will be prepared to seek approval from the CEO to extend the current contract as well as a two-step RFP approach for the outsourced call centre services.

- Gaps in unpublished processing - requirements for accessing the unpublished records in MIKE have been updated. Reconciliation to MIKE backlog will be undertaken.
- Data Integrity Measures - this aims to articulate critical measures for the assurance of data integrity and clarify current activities contributing to these measures. A deep dive into each of the dimensions is in good progress, with recommendations due in late August.
- Roll Cleanse Reporting – in good progress of exploring options to combine reports and identifying opportunities for TSR reporting.
- Correspondence Review - Feedback has been received from Comms and Legal on most of remaining correspondence batches. The review is due for completion in August.

Building relationships and understanding

Media

- The rules for donations to political parties have been under scrutiny this month, with two trials in the Auckland High Court and a new Electoral Amendment Bill introduced to Parliament.
- Two defendants were acquitted in the trial relating to donations to the New Zealand First Foundation. Legal and political commentators said the verdict exposed a loophole in the law that enabled people to avoid disclosing donations meant for party activities. The Justice Minister has moved to close that loophole. The main stories on RNZ and the Herald are in Appendix A.
- A trial has also got underway in Auckland relating to donations to National and Labour that were allegedly split into smaller amounts to avoid public disclosure. Stories from Newsroom and Stuff who have been following the trial closely are included in Appendix A.
- Coverage of the debate on the introduction of the Election Amendment Bill, which would lower the threshold for the disclosure of donations, is also included in this month's story selection.
- We issued a media release on 19 July to mark the start of consultation on the Election Access Fund. Stuff, NZME/the Whanganui Chronicle, and the Gisborne Herald talked to disability advocates and their stories provide valuable information to the public about the barriers faced by disabled candidates and the sorts of expenses the Fund could cover.
- Coverage of the local body elections in national and regional media continues to increase as more candidates put their hats in the ring for the October elections. We continue to see consistent and accurate messaging around enrolment and the Electoral Commission's role in local elections.
- Mona-Pauline Mangakāhia-Bajwa has given 3 te reo Māori interviews in the past week to iwi radio stations, helping to raise awareness about the implications of being on the Māori roll in areas where there are Māori wards.
- Media training was delivered to our team of Pasifika language speakers in Auckland and Dunedin who are providing interviews on enrolling for the local elections to Tongan and Samoan radio programmes on the Pacific Media Network and Access Radio.

A selection of stories is attached in Appendix A.

Social media

- The Group has been moderating comments and responding to public enquiries generated by social media advertising for the enrolment update campaign. We have had some questions

about the rules for local elections and in these cases, have explained our role and referred them to the relevant local council.

- Comments are mostly positive, and many stakeholders have shared our posts with their own communities. Some people have raised concerns and the themes of these include the environmental impact of a large-scale mailout, receiving letters for residents who previously lived at an address, and Tauranga residents commenting that there will be no City Council election in their area this year.

Enrolment & Community Engagement

- Māori Macrons - The release of Naming macrons has been delayed from April and again from September due to the postponement of ERSA system development. This has impacted on the change management and training capacity for the new centralised processing teams. The new timeframe will need to be discussed with IT and Voting Services.
- Currently identifying the community engagement vacancies within the new structure and reaching out to our community network to encourage suitable candidates to apply. We are doing this alongside Hone Matthews, Peter Potaka and Mona Pauline Mangakāhia-Bajwa who are doing the same with their networks.
- The Memorandum of Understanding with English Language Partners is currently under review, there is an appetite to continue working together.

Voting Services

- While this is largely covered in the GE2023 programme work, the team is continuing to:
 - Liaise with potential voting place partners (The Warehouse, Foodstuffs and Westfield shopping malls). Meetings are scheduled for Monday 8 August
 - Visit Māori communities to help shape opportunities to build on GE2020 outcomes to improve voting services for Māori voters.

VS Field appointments, induction and recruitment

- People and Culture provided induction training for the Regional Managers (RMs) and Regional Advisors (RAs) on recruitment, workplace staff policies and health and safety.
- Electorate Manager (EM) recruitment is scheduled to commence on Monday 8 August. Recruitment plan developed by the Communications Team will be launched to access multiple channels.

Other progress

- 'In the News' – a weekly round-up of media stories prepared during events – continues to be provided to SMT and the Board on Fridays and be posted on ECHO for all staff.
- Regional Footprint implementation - significant ECE efforts in working with the project team to ensure all aspects of people, processes, systems, and logistics have been planned out, and a smooth transition into the new regional structure.
- Staff have ongoing involvement in organisation-wide initiatives:
 - Membership on the Incident Response Team
 - Membership on the Health & Safety Working Group
 - Membership on the Laptop Working Group
 - Membership on the Sustainability Working Group
 - Membership on the Digital Governance Group.

- Staff continue to liaise closely with Census staff to identify areas of collaboration across logistics (property, supplies, staffing), communications and community engagement. A recent meeting was held with Census on 26 July. Key points to note are that they:
 - Are continuing with their bulk printing requirements (28% complete)
 - Continue to place more data stories, which are aimed at priority response groups (with local themes, e.g. housing).

Issues under management

- Capacity, recruitment, and a heavy work programme is still a challenge across the Group. All business units are reviewing their work programmes in preparation for a planning day to consider current priorities.

Risks

- Covid planning for ECE is being strengthened due to the increase in cases nationwide and our update campaign requirements.

People management

| | |
|-----------------------------|---|
| TOIL or excess annual leave | <ul style="list-style-type: none"> • Three Communications and Education team members have annual leave in excess of 25 days and have leave plans in place. • ECE no toil balances. • ECE have 2 staff members who are exiting the business on 19 August 2022 with excess of 25 days leave. • VS has a small number of staff with limited TOIL hours resulting from the by-election (support over voting weekends). Some has already been taken and remainder will be used at earliest opportunity • Three VS staff have slightly in excess of 25 days annual leave. One has three weeks scheduled for late August. Remaining two are planning leave later in the year. |
| Staff engagement | <ul style="list-style-type: none"> • Communications and Education has limited progress on the team's action plan in the last month because of our focus on delivering to its work programme. • ECE have had slower progress with action plans in the regions due to LBE workloads and the impact of the regional footprint changes. • Workshop for VS team on presentations and running meetings to be rescheduled • Team layout being reviewed as several new staff have been appointed and will be joining the VS team. |
| Recruitment | <ul style="list-style-type: none"> • ECE: GE2023 Senior Project Manager was onboard on 1 August but later that day resigned to take on a permanent role in a large Ministry. The recruitment will re-start. • Advisor Learning and Development: Elyse 9(2)(a) has been appointed to the role, starting on 15 August. |

Other news

- ECE presented 5 improvement ideas in IT Hackathon. A solution prototype will be developed for the MOJ Jury Roll transfer.
- LBE community engagement continues throughout the country with focus on supporting the councils and working with them on their enrolment messaging.
- Staff have attended several presentations for ethnic communities, and we also had the opportunity to present our messages in an online disability forum.
- We have attended several O week activities nationwide.

Enrolment Stats for July 2022

- 3,488,288 people (92.01%) of the estimated eligible voting population were enrolled.
- 283,869 people (66.70 %) in the 18 to 24-year-old population were enrolled. There are an estimated 141,731 eligible 18- to 24-year-olds not on the Roll and this number increased from 141,360 in June.
- 526,809 electors who have identified themselves as Māori were enrolled on either the Māori or the General Rolls (down from 529,835 on 30th June 2022)
- 3,040 people, being 17 years of age, were provisionally enrolled (up from 2,390 on 30th June 2022).
- The Dormant roll totalled 111,969 previously enrolled electors (up from 94,494 on 30th June 2022)
- Electors enrolled with an activated RealMe logon account
- 452,881 people are enrolled with an activated RealMe logon account up from 443,682 on 30th June 2022.
- 82,403 people used the Digital Enrolment channel to check their Identity, enrol or update. Drivers Licence 66,392 (80.57%), Passports 9699 (11.77%) and Real Me 6312 (7.66%).

Enrolment form types and number of forms (updates and new enrolments) processed in July 2022.

| Form Types | Total | % |
|--------------------|---------------|--------|
| Digital | 93,733 | 96.60% |
| ROE1 | 3,299 | 3.40% |
| Grand Total | 97,032 | |



23 JUL, 2022

Duo not guilty in NZ First donations case



Dominion Post Weekend, Wellington

Page 1 of 2

Duo not guilty in NZ First donations case

**High Court****Catrin Owen**

catrin.owen@stuff.co.nz

Two men have been found not guilty of fraudulently depositing money into a New Zealand First Foundation account, in breach of the Electoral Act.

The duo faced a judge-alone trial at the High Court at Auckland after being charged by the Serious Fraud Office with two charges of obtaining by deception.

They were accused of transferring just under \$750,000, which went on party expenses.

Justice Pheroze Jagose issued his decision yesterday, finding the pair not guilty.

Despite media organisations' bids to reveal the pair's identities both before and after the most recent general election, they were granted permanent name suppression by Justice Jagose on Wednesday. Neither man charged is a minister or sitting MP or was a candidate prior to the 2020 election.

After the verdict was released, New Zealand First leader Winston Peters issued a statement titled "innocent again".

"I maintained that there had been no wrongdoing," Peters said. "Today the High Court confirmed that no crime had been committed and New Zealand First has again been cleared of all charges." At trial, the Crown said that between 2015 and 2020, about 40 donors to the New Zealand First Party believed their donations were going to the party – but they didn't because of a

fraudulent device, trick or stratagem by the defendants. Instead of the party's bank account number, five donors were given an account for a business owned by one of the defendants and 35 donors were given the account number of a trust – the New Zealand First Foundation.

Justice Jagose heard the money was spent on a video of Winston Peters' bus touring New Zealand, an appearance fee for boxer Joseph Parker, leasing and furnishing office space in Wellington for the NZ First Party HQ and a tent at a racing event.

More money was spent on computer software that helped develop a fundraising database.

Numerous rich listers and donors said they thought they were donating directly to Peters and the party, not the foundation, the

court heard.

Tudor Clee, acting for one of the defendants, said the Serious Fraud Office had no evidence of a crime under the Electoral Act. None of the donors complained or were deceived, he said.

Former senior whip of the party and former Tauranga list MP Clayton Mitchell said he was "gobsmacked" when he found out what some donations were being used for, including the computer software. He was also concerned the software was being run by a company owned by one of the defendants. "I was gobsmacked, to be fair ... it showed how costly it was to operate a system that we thought was going to help the party and grow it ... and it clearly wasn't."

Mitchell travelled to England on invitation from Nigel Farage during the European Union elections, using foundation money on instruction from Peters.

In Justice Jagose's judgment, he said he was not satisfied beyond reasonable doubt the duo "retained control" of the money against a better claim to it.

However, he was not satisfied the money donated could be classed as party donations.

But, Justice Jagose said there was a casual relationship between the dishonest scheme and the retention of the money.

Justice Jagose said there was nothing inherently dishonest about one of the defendant's accounts or the New Zealand First Foundation obtaining the money.

"It expressly was sought to support the party and, as the Serious Fraud Office investigation concluded, applied, for that purpose.

"I do not accept the defendants' contentions the party essentially delegated all fundraising to Mr Peters, who inferentially is to be regarded as having approved their scheme.

"To the contrary, the evidence includes handwriting attributed to Mr Peters annotating a draft of the fundraising letter to redirect payment to the party's bank account."

The SFO said they would not comment if they would be appealing.

"The Government recently announced changes to our electoral law including increasing transparency around political donations. An independent review of New Zealand's electoral law is ongoing and we will provide input into this as appropriate," SFO Director Karen Chang said.



23 JUL, 2022

Duo not guilty in NZ First donations case



Dominion Post Weekend, Wellington

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The Crown said some money was spent on a video of Winston Peters' bus touring New Zealand.

IAIN MCGREGOR/STUFF

26 Jul NewstalkZB Heather Du Plessis-Allan interviews one of the defendants from the NZFF trial

Full interview available to listen to here: [NZ First donations: Defendant reacts to the not-guilty verdict \(newstalkzb.co.nz\)](https://www.newstalkzb.co.nz/news/nz-first-donations-defendant-reacts-to-the-not-guilty-verdict)

Heather Du Plessis-Allan:

There is concern that the New Zealand First Foundation case has exposed a loophole in the political donation rules. Now on Friday, you will recall the High Court acquitted two men accused of fraud over \$750,000 given to the New Zealand First Foundation. And it essentially comes down to this. If you gave money straight to the New Zealand First Party, they would need to declare who was signing the cheques. If you gave money though to the foundation, they don't need to reveal the identities of the donors.

Now, one of the defendants in this New Zealand First Foundation case has talked to us about this. We're disguising his voice because he has a permanent name suppression. And we started by asking, why don't you want to be named?

Interviewee: Well, I think people would have to be protected, and it's nothing to do with me personally. And that is a serious responsibility which I have to undertake.

HDPa: Are you cross about this?

X: Well, totally Because we've done nothing wrong. What we did was lawful, always been lawful, and now I hear people saying, oh there's a loophole. The definition has been there since 2009 when the National Party changed it. Everybody can read it, except apparently the Commissioner (from) the Electoral Commission and the SFO.

HDPa: Okay so what you're saying is there's no loophole in the law, the law is written in a certain way and you just used it appropriately.

X: Party donations are defined and we apply the definition and we have always said there was no donation that was required to be reported. We actually provided all the files to the New Zealand First auditor who gave evidence at the trial and said they would not disclose (them all). The only question asked by the SFO of relevance to me was, Oh, did you go and talk to the donors? It's got nothing to do with the donors. It's got to do with where the money is deposited. And Justice Jagose read the definition and applied it, and anybody who understands electoral law could have done the same. I'll take my hat off and say Justice Jagose is in fact a very competent, capable lawyer.

HDPa: Let's just get this right, though. Right. You guys have deliberately, as arguably have the Nats, you guys have deliberately used the law in such a way so you don't have to disclose who the donors to the foundation are. Is that right?

X: No. What we did is we applied the law, and having set it up, we then looked to see if we were required to disclose, and we were not required by law to disclose. (unclear..) the wrong way round. We set this up to do certain business purposes. And when you've got it set up, you then have to look and say, Right, what is our obligation to disclose? We investigated that and we were not required to disclose the way it was set up. We didn't go and say, gee how do we get around this and hide it. What we did is we set it up. Then we said, what are our obligations?

HDPa: From the outside it looks like these foundations are set up in order to avoid having to say who the donors are.

X: No. What you're talking about are foundations set up to do things other than run the political party and elections. (unclear... classic example) educating politicians so you have decent quality people standing inside politics and some other sort of objectives these things can do.

...You're not trying to set up a party specific thing. What you're trying to do is build up a base where you can have a party functioning properly, raising its money properly, disclosing its donations properly. The donations that are relevant are the donations to the operation of the party and the (unclear).

To the fund to support a political party which has got nothing to do with the politics is something New Zealand we should be encouraging.

HDPa: But you can't argue that it's got nothing to do with the politics because of course it does. It is a foundation that is supporting a political party.

X: They're supporting a political philosophy and yes, it does work generally with one party.

HDPa: Exclusively with one.

X: It doesn't change the fact that the body politic in New Zealand needs institutions like this who are (cogently?) addressing, for example, (having educated people as) members of Parliament going forward. And if they think that these things have to all be disclosed, then fine, change the law. The law as it's (sat) since 2009 is that you have to disclose as a political party money that the political party's using for the body politic.

HDPa: Here's the problem here, right? The SFO has come after you guys. This has backfired on the SFO now because now what's going to happen is every single political party out there now knows because you've tested this in court, because the SFO has tested this in court, they now know they only need to set up a foundation and they don't have to disclose their donors. Am I wrong?

X: You're wrong

HDPa: Why am I wrong?

X: The political parties all know because we've all read the definition, (unclear) so don't think this is something secret because it's not, but you're not actually taking donations to operate the party.

HDPa: Let's say you wanted to. Let's say another political party out there doesn't want to have to say who their donors are. They can copy you now. They can set up a foundation, run it in a very similar way, and they don't have to say who their donors are. Am I right?

X: They have to say who their donors are if they pass the money through (unclear).

HDPa: If the foundation uses the money, they do not have to say who their donors are. Am I right?

X: (Unclear) Why should they if they're doing something that is lawful and proper? (Unclear - and it's part of how we get politics to run and operate.) There's nothing underhand in this.

HDPa: Well, the thing is it looks underhand.

X: Not at all.

HDPA: Have you seen the law that Kiri Allen as justice minister is planning? The changes she's planning to make.

X: I've had a little bit of a look at it.

HDPA: They will not change the situation, will they?

X: Ah I don't know (unclear) except to say this – if the experts who are going round saying this is a loophole are the experts giving advice, they don't understand the law. So the answer is probably (unclear). My thinking is that they actually do not understand the law (and that they are) trying to reform a law that isn't broken and hasn't been breached as far as I'm concerned.

HDPA: Is New Zealand First is going to run at the next election?

X: I don't know. I'm not a part of New Zealand First, I'm not a member.

All right. Now, Justice Jagose's final judgement is that the two men had not received the payments directly, but rather as trustees of the foundation and previous fundraising entities. Therefore, he didn't see that their actions as satisfying the charge of, quote, retention, of control of the money. He said there was quote nothing inherently dishonest about the fundraising organisations obtaining the money and as they quote expressly sought to support the party, meaning the defendants could not be found guilty of the deception part of the charge.

27 Jul RNZ Cabinet seeks urgent advice on donations law change

[Govt seeks advice on changing party donation laws | RNZ News](#)

Govt seeks advice on changing party donation laws

The government is seeking urgent advice on immediate changes to the electoral law on donations to political parties.

It follows the New Zealand First Foundation case, which ended in an acquittal that shows shadow entities can bankroll parties without having to identify donors.

One legal expert has [called on the government to fix the loophole](#) before next year's general election, but the prime minister doubted there would be enough time.

Justice Minister Kiri Allan is now expediting official advice on the electoral law to see if it can be tightened up in time for Election 2023.

"I'm definitely taking a very close look at this because transparency is key," Allan said.

"What we do know though is that whatever reforms we make in this area we don't want to make a brash job of it. It needs to be done right so that's essentially the guts of the advice that I'm seeking right now."

The government already has a bill before the House, the Electoral Amendment Act 2022, to strengthen electoral law, like lowering the dollar threshold at which donations have to be declared.

Critics have argued this is a prime vehicle to redefine what constitutes a 'party donation' to ensure political parties can't be bankrolled by secret donors.

Last month, the High Court [heard evidence money was flowing into the New Zealand First Foundation](#) at a time the New Zealand First Party was broke. Some of the money was used to pay for campaign expenses for the 2017 Election, which saw Winston Peters emerge as kingmaker and [pick Labour to form a government](#).

Prime Minister Jacinda Ardern grimaced yesterday, when asked if she's reflected on whether the opposition to a capital gains tax may have been bought.

"It reinforces for me the importance of transparency in our system, which we are working very hard to ensure we improve," she said.

"There's lots of things that I reflect on in politics and will continue to do so but for me I've got to take the lessons and make sure that we do our bit to improve the system."

ACT Party leader David Seymour said if Winston Peters didn't know about \$750,000 worth of money flowing into the foundation he owes everyone an explanation.

"I can tell you, if someone wants to give \$750,000 to the ACT Party I would be aware of it. It beggars belief that Winston Peters wasn't and I think he should front and explain what went on."

It wasn't clear from last month's trial exactly how much Peters knew about the foundation's activities.

He was never called to answer questions but now says he was aware money was flowing into the foundation.

"Of course, I was and at no point did I not say that. What I said though was that what we have done has been strictly to abide by the law and there's no loophole in the law."

Legal experts disagree with Peters' assessment and it's now up to officials advising the Justice Minister to report back on any quick fixes on electoral law.

It may be some weeks before the Serious Fraud Office decides if it will appeal the decision in the New Zealand First Foundation case

28 Jul Spinoff Graeme Edgeler on how the donations law could be changed

[How to close the donation loopholes exposed by the NZ First Foundation judgment | The Spinoff](#)
How to close the donation loopholes exposed by the NZ First Foundation judgment

By [Graeme Edgeler](#) Guest writer

Last week's High Court acquittals of two people connected to the NZ First Foundation have rendered the political donation disclosure regime near pointless, writes Graeme Edgeler. Will a new bill fix the many issues the judgment raises?

Last Friday in the Auckland High Court, Justice Jagose entered acquittals of two individuals charged over the New Zealand First Foundation donations case.

Prosecuting cases is always hard – the requirement to prove all elements of the offence (and negate all possible defences) beyond reasonable doubt sees to that. Thanks to some excellent work from journalists such as Matt Shand of the Sunday Star-Times and investigators at the Serious Fraud Office, we do know a lot about what the foundation was doing, some of it summarised in the public judgment of the court.

The [judgment](#) records that the board of New Zealand First agreed to establish a “strategic fundraising and management vehicle for New Zealand First”, to be known as the “New Zealand First Foundation”.

NZ First MP Clayton Mitchell prepared a draft letter for the party to use in raising funds. The letter, on NZ First party letterhead, which included “outlining Electoral Act disclosure obligations and inviting payment to NZFF’s bank account”, was used in various fundraising activities, modified where necessary. The letter “drew no distinction between the party and NZFF and expressly sought funds to support the party”. It directed funds to either NZFF’s or the party’s bank account depending on “whoever was asking and needing it the most”.

The judge records: “Payments into the account typically were annotated by the payer ‘NZ First’ and ‘donation’, sometimes including messages of support for the party such as ‘Good luck Winston’. A cheque expressly made out to the party was banked into NZFF’s account. The money was obtained from fundraising efforts initially to support the party’s 2017 election campaign. Funds continued to be raised under iterations of the letter after the 2017 election, totalling some \$678,000 by February 2020.”

The foundation “paid some \$140,000 in connection with the 2017 election, including rental and other expenses of commercial premises in Wellington’s Lambton Quay used as the party’s ‘campaign headquarters’, and on expenses associated with the party’s 2017 annual general meeting and convention, including production of a video of the party’s ‘bus tour’ of electorates. Some \$280,000 was paid for NationBuilder and associated costs for the party’s website development. Nearly \$250,000 was paid in relation to consultants’ services to the party.”

Party MPs were sending the letters seeking funds for the foundation, with the judge accepting that “all money was applied for the party’s benefit”.

Neither of the trustees gave evidence at the trial, but an explanation they gave to NZ First’s auditors was used. This included denials of being involved in fundraisers, such as “No payments have been

received by the foundation for transmitting to the New Zealand First party”, “The New Zealand First Foundation has NO agreement with the New Zealand First political party” and “The foundation was never to transmit funds from donors to any political party, for example when it became apparent that NZF ... invoices had been paid by mistake at the same time as NZFF invoices the trustees recovered the same as a debt from the party”.

Factually, the principle reason for the acquittals appears to turn on this explanation. To have to be declared as a party donation, the judge said “the Electoral Act depends on it being ‘a donation ... of money ... that is made to a party, or to any person or body of persons on behalf of the party who are involved in the administration of the affairs of the party’.” The judge noted the evidence provided by the prosecution “citing comprehensive evidence of its payers’ intentions” that their donations were “made to a party”.

The judge said that under the Electoral Act, the definition of party donation does not “capture gifts made without the party or on its behalf to people not involved in the administration of its affairs, irrespective if the gift is intended to benefit the party. ‘Party donation’ is not defined by the party’s benefit, but by the party’s receipt of the actual gift.”

The prosecution argued that the two men were in fact involved in the administration of the affairs of the New Zealand First party, with one having a fundraising role for the party, and the other having “multi-faceted involvement including as [Redacted] managing party positions and appointments to them, and attending internal executive meetings”.

The judge said this didn’t matter. Even if the two men were involved in the administration of the party, “the payments determinedly were not made to [them] in those capacities ...” but were made to the foundation. He concluded “the payments are to [them] only as trustees, in which capacity they were not “involved in the administration of the affairs of the party”.

If this is the law – and a High Court judge has said it is – then it undermines the donation disclosure regime to the point that it may be pointless unless fixed.

The reason we have donation disclosure is so that, when a party benefits from the money provided to it by donors of large donations, we get to know too.

The finding that money paid to people who were involved in the administration of a political party – that money being intended to be a donation to the party, that was actually used for the benefit of the party – does not have to be declared because those people were wearing different hats at the time it was received completely undercuts this.

Last Thursday, the government introduced a [bill](#) to increase transparency around political donations ahead of the next election. The headline change is a drop in the disclosure threshold for party donations from \$15,000 to \$5,000. But that’s only for party donations, which means that any party with a foundation like the New Zealand First Foundation – donations to which the High Court says are not party donations – can simply avoid this change for donations it or its donors want to keep from the public. And more importantly, the determination that these donations were not party donations at all means that none of the other rules that apply to party donations (such as the ban on overseas donations) would apply to them either (there was no suggestion that the donations made to the New Zealand First Foundation were foreign donations, but rules around foreign donations would not apply to similar foundations).

It might be too late to use this bill to fix every issue this decision raises (what should we do about foundations generally; whether there should be rules around how donations are made, eg that they have to be electronic to a nominated bank account; whether there should be more obligations on donors; and whether there should be greater obligations on parliamentary parties), but some half measures are possible. And there are two relatively simple ones that would at least narrow the loophole, if not eliminate it completely. First, amend the definition of party donation (and candidate donation) so it includes donations intended for a party, and donations intended to benefit a party, and to cover off donations received by anyone involved in the party in whatever capacity. Second, amend the requirement that a donation must be transmitted to a party secretary to create an offence of failing to do so.

Other loopholes will remain, with the biggest probably (hopefully?) the lack of disclosure obligations in respect of parties that are yet to register, and donations made by New Zealand-based companies that primarily operate as foreign-owned. These and other issues can hopefully be considered by the broader election law review, but parliament has the opportunity to fix the most glaring issues Justice Jagose has pointed out in the coming months, and it should.



29 JUL, 2022

Nats, Act slam donation changes



New Zealand Herald, Auckland

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Nats, Act slam donation changes

Claire Trevett

National and Act have criticised the Government's move to change election donation rules, saying it was ramming a law through without consensus and trying to "screw the scrum" against parties on the right.

The Government's bill to lower the levels at which donations must be publicly disclosed from \$15,000 to \$5000 went before Parliament for the start of its first reading yesterday and is expected to pass next week with National and Act opposing it.

The bill will also require donations of more than \$20,000 to be disclosed within 10 working days in an election year (down from \$30,000 at present), and require parties to disclose their financial statements.

Justice Minister Kiri Allan said the \$5000 threshold was a "careful balance" which would still allow people who did not want to be named to donate something, without letting larger donations be made without transparency.

But Act leader David Seymour said lowering the threshold was unnecessary and would result in donations to political parties drying up.

He claimed it was a bid by Labour to "screw the scrum" to penalise Act and National. He said if the 225 donors who gave \$5000-\$15,000 in 2020 dropped their donations to less than

\$5000 to avoid being named, it would knock \$1.2 million off the amount that had gone to political parties. Act would be down about \$300,000 and

National almost \$600,000 while Labour, which got far fewer donations, would lose \$170,000.

Seymour disputed donations of less than \$15,000 would buy influence, saying it amounted to less than 1 per cent of the funding needed to pay for a campaign.

Act and National have this year done major fundraising drives among rich-listers, which have so far secured National about \$2m and Act about \$1m – amounts which do not include any donations of less than \$30,000.

Allan said the law had to go before Parliament now to ensure time for public submissions and so it passed before the end of the year, in time to take effect before the 2023 election.

But National's justice spokesman, Paul Goldsmith, said changes to electoral laws should be done with cross-party consensus and broad public consultation, not rammed through.

Green Party electoral reform spokeswoman Golriz Ghahraman called for the reforms to go further, and for the bill to be used for an urgent fix to the "loophole" exposed by the recent court case on the NZ First Foundation.

The High Court acquitted two people on charges initiated by the Serious Fraud Office over donations to the foundation which had not been disclosed, saying they did not fall foul

of electoral laws because they were not considered party donations.





02 AUG, 2022

Govt to close donations loophole



New Zealand Herald, Auckland

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Govt to close donations loophole

Plans to have law in place before 2023 general election

Claire Trevett

The Government will close an electoral donations law loophole exposed by the court case on the NZ First Foundation, which allowed an entity at arms-length from the NZ First party to take donations without disclosing the donors.

Justice Minister Kiri Allan confirmed the Government will introduce measures to prevent a similar situation happening again and have it made law by the 2023 election year.

The High Court acquitted two people charged over donations received by the NZ First Foundation that were not disclosed as party donations. The court ruling said that was because the donations were never passed on to the party, so did not meet the definition of being a "party donation" under electoral law.

Allan said she was advised it could be closed by changing the definition of "party donation" to ensure it covered such a scenario, and making it an offence for someone who collects a donation for a party or candidate not to pass it on to the party secretary.

There is currently a legal obligation to do that but no offence attached to it under the Electoral Act.

Allan asked for urgent advice on it last week and said the Justice Cabinet Committee had now agreed to push urgent changes through to try to fix it before 2023.

Once agreed by Cabinet, the changes will be put in as an amendment to a bill already before a select committee, which changes other aspects of election donations rules, including lowering the donations disclosure thresholds.

Allan expected that to happen in the next four weeks, leaving time for public submissions on the proposed amendment before the committee reports back in early December and it is passed by the end of the year.

She was confident it would have cross-party support – the Greens have called for it and both National

and Act have agreed the loophole needs to be closed although both have said they will not support the whole bill because they disagree with moves to lower the donation disclosure threshold from \$15,000 to \$5000.

Electoral law expert Graeme Edgeler said the proposed changes should ensure that donations to an entity such as the NZ First Foundation would have to be disclosed in future.

He said most people had assumed that donations given in such a fashion were already covered by the existing law – and if it was not rectified it would render the current donation disclosure regime useless.

There would be nothing to stop other parties setting up similar models to avoid disclosure.

"We kind of need to know who is giving money to political parties. If people can give money and not disclose them, there is little point having

donations disclosure rules."

In press releases since the ruling, NZ First leader Winston Peters has claimed the court decision vindicated NZ First and the Foundation, and showed it had done nothing wrong.

He took aim at those claiming it was a loophole, saying: "If following strictly the disclosure requirements for donations to both New Zealand First, or the Foundation, is a loophole could they please lend their expertise and tell us exactly what that is."

He ended his statement with an old quote by the late Sir Michael Cullen after an election: "We won, you lost, eat that."

Asked for her response to that, Allan said, "I'm glad to hear the former deputy prime minister is well engaged in the political landscape of New Zealand and look forward to any further comment that he has to make in due course."



Kiri Allan



Winston Peters



30 JUL, 2022

A web of deception alleged and why the Labour and National donations trial matters



Dominion Post Weekend, Wellington

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A web of deception alleged and why the Labour and National donations trial matters

Catrin Owen

A 10-week High Court trial involving party donations from both sides of the political divide began this week.

The Serious Fraud Office alleges donations made to both the National Party and the Labour Party were fraudulent. Six defendants have been charged in relation to the Labour Party donations and four people are charged over the National Party donations.

Why it matters

The Crown alleges the defendants intended to deceive the secretaries of the Labour and National parties, the Electoral Commission and the public. It is alleged some people were named as donors who did not actually donate

to the parties, hiding the true identities of the donors.

The Crown alleges the true donor is Yikun Zhang. He received a royal honour in 2018 for services to New Zealand-China relations and the Chinese community and was seeking that honour during the time some of the donations were made. The Crown says this is possible justification or motive for the donations.

Among other things, Zhang is alleged to have made an illegal \$100,000 donation to the National Party. Former National MP Jami-Lee Ross is also on trial, with the Crown

alleging he was the "inside man" for Zhang.

Key players

Zhang, an Auckland businessman, is at the centre of the donations case. He has powerful political connections in China and with local politicians.

He is also the founding president of Chao Shan General Association of New Zealand. Twin brothers Hengjia Zheng, also known as Joe, and Shija

Zheng, also known as Colin, are also facing charges. Joe is alleged to have been Zhang's right-hand man.

Ross was the person who first

aired the allegations about the \$100,000 donation from Zhang.

At a press conference in October 2018, he alleged then-National Party leader Simon Bridges had violated electoral law by accepting the donation. Two men and a woman with name suppression are also on trial.

What's been said

In late May 2017, Ross sent Colin Zheng the Botany National Party bank account and the rules regarding donations. "We'll all follow the law," Zheng is alleged to have said to Ross.

Gaoyun (Ivy) Yan, a former Labour Party volunteer, told the court she was asked to open a bank account by two of the defendants, to be used for events and fundraising.

The account was used to buy five paintings sold in an alleged "sham" auction. Yan told the court she did not know where the money coming into the account was from.

"There have been some Eurocentric, cringe-inducing cultural assumptions made by the [Serious Fraud Office] which will be revealed," defence lawyer Marc Corlett QC told the court this week.

All of the accused have denied the charges against them.

What's next

Bridges, Labour MPs and Cabinet minister Andrew Little and Michael Wood, the prime minister's chief press secretary, former Labour president Nigel Haworth and National's general manager, Greg Hamilton, are among the 51 witnesses the Crown will call to give evidence over the coming weeks.

Jami-Lee Ross' wife, Lucy Schwaner, and his assistant, Katja Kershaw, are also set to give evidence.

The judge-alone trial before Justice Ian Gault is set down for another nine weeks.



Former National Party leader Simon Bridges, left, and current Cabinet Minister Andrew Little are among those giving evidence for the Crown.



20 JUL, 2022

Fund gets mixed response



The Dominion Post, Wellington

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Fund gets mixed response

Disability

Olivia Shivas

A \$1 million fund to support disabled people participating in parliamentary elections is open for feedback. However, it's already had a mixed response from disabled people.

The Electoral Commission wants input from the disability community to help design and develop the fund.

"Costs could include things like paying for sign language interpreters or accessible transport to events or meetings. They are costs that non-disabled candidates do not face," chief electoral officer Karl Le Quesne said.

At this stage, the proposed fund can only be accessed by disabled people seeking selection or standing as a candidate in a parliamentary general election or by-election, not local body elections.

The select committee has considered the possibility of extending it to local elections in the first review of the Election Access Fund Act 2020.

Timothy Young, a wheelchair-user who ran in the Hamilton East ward in the 2019 local body elections, said it was a good initiative but would like to see wider funding. "Disabled people are disproportionately in a lower socio-economic group so that's one of the major barriers in my opinion."

Young said disabled people have been discriminated against their entire life which means they can't build enough wealth to participate beyond their extra costs of having a disability.

"There needs to be general grants just for people running, not even to do with the extra costs of having a disability," he said. "There needs to be a grant that helps put disabled people on an even playing field. That's the main systemic barrier that's

perpetuated – disabled people don't have the time or resources to even contemplate [running as a candidate], they're just trying to keep up with general life."

As a wheelchair-user, some of the accessibility barriers he faces includes footpaths with lips, steep footpath gradients, bus stops without shelters and inaccessible public toilets.

"There's probably 15 to 20 barriers I could go through.

"Every day, when you're trying to get place to place, you are encountering these barriers. Without the actual lived experience, the intricacies and importance of these issues are never brought out ... they are hardly ever made a priority." When running for council, he also faced further accessibility barriers, with candidate-speaking opportunities held in venues that weren't accessible. He was invited on a bus tour for candidates to learn about projects in Hamilton, but couldn't get on the bus.

"It's just non-stop all the time. I'm always trying to play catchup."

Young said it's important for

people with lived experience of disability to run in general and local body elections because they have a different lens to many issues, and the grant would still benefit disabled people. "It's a good start, and it's bringing awareness to the issue that disabled people have more barriers than the general population."

Young said he didn't plan to run as a candidate for the next local body election because he was busy with work and his PhD.

Former Green Party MP and Aotearoa's first Deaf MP Mojo Mathers said she was delighted the fund was being set up and thinks \$1m is enough to cover support for disabled people. "I think it will be sufficient given that historically very few disabled people have stood as candidates," she said.

"My hope is the existence of this fund will help encourage more disabled people to put themselves forward as candidates and for political parties to support them through the process."

"My hope is the existence of this fund will help encourage more disabled people to put themselves forward."

Mojo Mathers
NZ's first deaf MP



Tim Young has spoken about his experience as a candidate for Hamilton City Council's east ward in 2019.

DOMINICO ZAPATA/STUFF



23 JUL, 2022

Help for disabled to stand in elections hailed



Whanganui Chronicle, Whanganui

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Help for disabled to stand in elections hailed Whanganui advocate welcomes new fund

Liz Wylie
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Whanganui disability advocate Sir Robert Martin said he was pleased the Electoral Commission Te Kaitiaki Take Kowhiri was attempting to make it easier for candidates with disabilities to run for office.

The purpose of the \$1 million Election Access Fund is to reduce cost barriers faced by political candidates with disabilities that non-disabled candidates do not face.

Martin received a knighthood for services to people with disabilities in the 2020 New Year Honours and is a member of the United Nations Committee on the Rights of Persons with Disabilities.

"I'm a bit too busy to think about standing for election myself but I fully support the Election

Access Fund and I do have some ideas about what candidates with disabilities need.

"The language used in politics is very different and for someone with a learning disability, it requires the right kind of assistance to make sense of it. I'm really glad they are asking people what assistance they need."

The fund is the result of a bill introduced to Parliament by Green Party MP Chloe Swarbrick and passed in 2020.

Martin said he would like to see the fund expanded to include local body candidates as well as those wanting to stand for central government.

Russell Lowry who runs a career counselling service in Whanganui has been visually impaired all his life and stood for local body election in the 1990s.

"I was a candidate in the Bulls ward for the Rangitikei [District] Council," he said.

"There were some access issues as I recall and although I under-

stand that most council buildings have better access now, there are likely to be campaign venues that won't be accessible."

Blind or visually impaired people would need help with things like transport and paperwork, Lowry said.

"I was lucky to have my wife to help with those things but the fund could help candidates to hire a driver or campaign assistant."

Lowry said it was good to hear the Electoral Commission was taking the trouble to consult on the needs of people with disabilities because the criteria should be wide and inclusive.

"Some disabilities are not obvious and it is important to be inclusive when looking at eligibility."

Former Green Party MP Mojo

Mathers highlighted the need for inclusiveness when she became New Zealand's first deaf Member of Parliament in 2011 and it was her suggestion that NZ Sign Language be used in Parliament to "enable the wider deaf community to access political debate".

Chief Electoral Officer Karl Le Quesne said costs such as sign language interpreters and accessible transport were some examples of expenses that could be covered.

"We are asking interested groups and individuals to take part in a survey on the fund. We want feedback on the practical aspects of how we will operate the fund, including eligibility for funding and the sorts of expenses it should cover," he said.

"Having the input of the disability community throughout the process to design and develop the fund is critical to ensure that it works well in practice."

The survey can be filled in online at the elections.nz website under the tab called 'Have your say on the Election Access Fund'.



23 JUL, 2022

Help for disabled to stand in elections hailed



Whanganui Chronicle, Whanganui

Page 2 of 2

Whanganui disability advocate Sir Robert Martin said he would like to see the Election Access Fund made available for local body candidates.

PHOTO / BEVAN CONLEY





07 JUL, 2022

Election countdown



Gisborne Herald, Gisborne

Page 1 of 2

Election countdown

'It's important that you're enrolled and ready to have your say'

GET ready for the local elections.

The Electoral Commission began an enrolment drive this week to make sure people are enrolled for this year's local body elections.

More than 3000 people here are still not registered to vote.

"You need to check you're enrolled and listed at the right address so you're ready to vote in October's local elections," enrolment and community engagement acting national manager Ross McPherson said.

More than 3.5 million enrolment update packs have been sent to everyone on the electoral roll.

"Check your details when you receive your pack. If they're correct, you're all set to vote. If anything needs changing, go to vote.nz to update your details online or make the changes on the form and send it back. If you don't get a pack by July 7 (today), it means you're not enrolled or you need to update your address.

"And if you get a pack that's not addressed to anyone at your house,

please send it back."

People can enrol or update their details online at vote.nz using their New Zealand driver's licence, New Zealand passport or RealMe verified identity.

The local elections will be held in October for city, district, and regional councils. The elections are run by local councils and are held by postal vote.

Voters need to be enrolled at the correct address to receive their voting papers in the mail.

"Councils make decisions that affect

our daily lives on things like rates, rubbish collection and public transport, so it's important that you're enrolled and ready to have your say this October," Mr McPherson said.

Candidate nominations to stand for election open from Friday, July 15, and close Friday, August 12, at 12 noon.

Local councils will send voting documents to all enrolled voters from September 16 to 21.

CONTINUED ON PAGE 3



07 JUL, 2022

Election countdown

Gisborne Herald, Gisborne



Page 2 of 2

New voting method: STV

FROM PAGE 1

Gisborne voters this year will be using the Single Transferable Vote method.

In STV, voters rank candidates in their order of preference using numbers.

A voter writes "1" next to the name of their favourite candidate, "2" next to their second favourite candidate and so on.

Voters can rank as few or many candidates as they wish.

Candidates who reach the quota (calculated by the number of valid votes divided by one more than the number of vacancies) are declared elected.

The system will be used in the general ward and Māori ward seats.

Voters wanting to vote in the Māori ward will

have to be registered on the Māori roll, although a candidate does not need to be so.

Electoral Commission figures show 3790 people are still unregistered to vote in either ward so far. The commission estimates 90.1 percent of the region's 38,298 eligible voters are registered, with 23,454 on the general roll and 11,054 on the Māori roll.

In the lead-up to the elections, Local Government NZ is running its The Vote 2022 campaign to make New Zealand the most inclusive and active local democracy in the world.

"The turnout for national elections was 82 percent in 2020 but in the 2019 local election voter turnout was just 41.7 percent," Local Government New Zealand chief executive Susan Freeman-Greene said.



HAVE YOUR SAY:

The Electoral Commission community engagement team of youth advocate Alice Kibble and community engagement co-ordinator Grace Turner. Alice has a focus on high school students enrolling through social media platforms. Local Government NZ is running The Vote 2022 campaign aimed at lifting the percentage of local election voter turnout, which was just 41.7 percent in 2019.

Picture by Liam Clayton

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE2023 Programme or by-elections which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

Procurement

- Procurement training collateral under development including supplier relationship management and contract management toolkit
- Continuing to make progress in negotiating a Master Services Agreement with Catalyst with an expectation this will be completed by 30 November 2022.

Organisational development

- Exemption memo seeking CE approval for a 2-year extension to the LearningWorks contract is being prepared.
- Preparing for the next engagement survey (“Have Your Say 2022”) to be rolled out at the end of September
- Interventions in Ask Your Team to manage and monitor progress for business unit actions were asked to be updated in anticipation of the 2022 engagement survey.

Remuneration review

- Continued work for implementing the Remuneration and Performance adjustments. Discussions with PSC and MoJ regarding the remuneration approach for changes effective 1 July 2022 have taken place in August with feedback from PSC expected in the next week.

Health, safety and wellbeing

- A paper on the status of the Health and Safety Management System implementation was presented to the Board at the August Board meeting.

Sustainability

- A meeting is being held on 7 September to restart the sustainability work for the Commission.

Print

- Print advisor contract under negotiation to ensure continuity of advice and expertise for the Commission’s printing needs, including a back-up to the print advisor to manage key person risk.
- 11x print supplier contracts in process of drafting to ensure continuity of printing services particularly of critical election products

Preparing for an election

Refer to GE2023 programme reporting

Preparing for the future

Property

- Property project will commence soon and will start with support from an external agency to help deliver some quick wins for National Office. The scope of the property project will be defined over the next few weeks. The wider property work includes:
 - Six closed ROE offices in the process of being readied to hand back to the landlords by 30 September –
 - Tauranga and New Plymouth - final clean arranged with Spotless before handing keys to landlord
 - Palmerston North and Masterton both have equipment and supplies still in them. Arrangements being worked on with ECE to clear
 - Greymouth - remaining furniture being removed early September so final clean can be completed
 - Invercargill – quotes to complete the make good requested from the landlord
 - 2 ROE offices have their leases expiring on 31 Jan (Christchurch has a 6-month ROR available) and 28 Feb (Whangarei - no ROR available). Decisions to be made by ECE on when to either commence looking for new premises or to ask landlords to extend the leases.
 - 4 ROE offices remain on month-by-month leases (Hamilton, Gisborne, Napier and Dunedin). Decisions to be made by ECE on whether these sites are still fit for purpose and if not when to commence looking for new premises. If they remain suitable then discussions to be held with the landlords to extend for a 3-year term.

FMIS

- FMIS is still on track for 1 October 2022 go live but with a reduced scope
- Penetration testing and certification and accreditation processes on FMIS continuing. IT continues to support the business and Walker Scott with the implementation.

Information Technology

- Presented the data sovereignty report to the Data Stewardship Group in August.
- Completed an information management maturity assessment with the help of teams across the Commission. This is a preparatory step before the Archives New Zealand audit in October.

Building relationships and understanding

- To improve procurement planning and processing across the Commission to enable early engagement, Procurement and Finance representation will join business unit budget discussions.
- DCEs of both Enterprise Services and Operations are meeting regularly to ensure we are across the work of both groups and look for opportunities to build relationships across the groups.

Other progress

Procurement

- 3 Film Production Services contract extensions (National Park Studios, Teacup Productions and Unreal Films) signed by all parties.
- New MSA, six Service Agreements and one ongoing Statement of Work with NZ Post signed by both parties.

- Procurement Plan for the purchase of PPE for the 2023 GE under action with VS.
- Allied Security contract for security guards for electoral events contract extension under action with VS.
- The Contact Centre Services contract expires in October with no renewals available under it. Work is under way with ECE to request an exemption from going out to market until after the 2023 election.
- Suite of updated procurement templates under development.
- Support provided in drafting exemption memos for key or critical services for which tender planning has been deferred.
- Continuing support to business in drafting fit-for-purpose procurement and contract documents.

Finance

- Monthly meetings with SMT members to discuss their July financial results completed.

Information Technology

- Continuing to support the implementation of the new Applicant Recruitment Tracking System. Certification & Accreditation assurance activities are underway with penetration testing to be arranged.
- Local Body Election Project - IT continues to support the LBE project. Upcoming work this month includes support for Special Votes Secure Portal.
- The Catalyst workplan is being reviewed with particular focus going into EMS/ ERSA and Mike prioritisation and identification of GE critical work.

Issues under management

- Recruiting high quality staff remains difficult in current job market. The following roles have been advertised more than once:
 - Cyber Security role
 - Senior Systems Administrator
 - Advisor Learning and Development
 - Advisor People and Culture
 - Coordinator People and Culture
- IT candidates are asking for 20% to 25% above the banded rates used by the Commission - in one case there was a \$28k difference for the cyber security analyst
- The roles that have been identified and budgeted under the Capability Uplift project need resourcing to develop the position descriptions and support hiring managers in the recruitment process.
- The Senior Advisor Procurement has resigned but we have 2 contractors starting in September/October to ensure we have procurement support across the Commission while we recruit for permanent procurement roles.

Risks

Work exceeds internal capability and capacity to deliver

IF there are not enough internal resources available from a capacity and capability perspective **THEN** the technology assets required for GE2023 will not be delivered to sufficient quality in a timely and cost-effective manner that meets the needs of the general election. The internal resources include:

- Systems analysis
- Senior technical engineers including devices, Azure
- Cyber security
- Information management
- Process improvement
- Enterprise architecture
- Senior systems administrators
- Administration support.

Large amount of change occurring

IF the large amount of organisational and process change occurring at the Commission is not well managed and supported **THEN** Enterprise Services’ ability to deliver key services to the Commission may be impacted.

People management

| | |
|-----------------------------|--|
| TOIL or excess annual leave | <ul style="list-style-type: none"> • Two people in Finance, Property and Procurement have leave in excess of 25 days. A leave plan has been discussed and agreed with them. • Two IT staff in the unit have annual leave balances of 25 days or more. Plans are in place to reduce. This is the same as last month. • TOIL balance for the whole IT team is 101 hours. This is a reduction of 30 hours since last month. Staff are aware that this should (where possible) be taken before reward or annual leave. • Only one employee in the P&C team has more than 22 days of annual leave entitlement. 10 Days of TOIL spread over two employees were granted for the Tauranga By-Election – 5 days remain to be taken. |
| Staff engagement | <ul style="list-style-type: none"> • The IT Team ideas channel continues to provide new areas of innovation. Staff are also taking on training and development opportunities. • We continue to work the AskYourTeam actions. |

Other news

There is significant recruitment activity in the Enterprise Services team as follows:

- People and Culture is currently recruiting for 4 roles:
 - Principal Advisor, Capability and Organisational Development
 - Advisor Learning and Development
 - Advisor People and Culture
 - Coordinator, People and Culture.
- Information Technology are currently recruiting for 3 roles:
 - Cyber Security Analyst
 - Systems Administrator
 - Senior Systems Administrator

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE2023 Programme or by-elections which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

Nothing to report this month.

Preparing for an election

- Regulations amendments approved by Cabinet and scheduled to come into force 1 October 2022. Continuing to work with Ministry of Justice on other legislative change this term including changes to the MEO, Parliament Bill, donations and loans for parties and candidates, regulated period and overseas voter eligibility.
- Ongoing work regarding delegations, procurement and lease approvals including extension to Catalyst Agreements, BJ Ball and GETP procurement
- Continuing to provide support to the Election Access Fund project, including input on applicant guidance, the formal eligibility notice, and internal policy documents.
- Updating collateral including handbooks, candidate nomination form, and advisory opinion templates to reflect new rules and better meet accessibility standards
- Advice provided to Prime Minister on indicative timetables for 2023 General Election

Preparing for the future

- Participating in the TOM steering group, GE steering groups, GE programme board, data stewardship group, and by-election working group
- Completed legal review of new and updated enrolment correspondence
- Work on updating party registration policy for Board approval; subject to approval we will also update the party registration form

Building relationships and understanding

- Data and Statistics Bill passed on 8 August 2022 – working with Stats NZ on implementing new section 112A which comes into force in September
- Continuing meeting weekly with Ministry of Justice Policy team on legislative change and other electoral work
- Providing information to DIA re our dictation voting service
- Support to Independent Electoral Review Panel including working on information requests, comments on the draft consultation paper, and preliminary work on Commission's submission to the Panel

Other progress

- Dean continues to lead IRT

Advisory opinions

Three advisory opinion requests received in August.

Official Information Act requests responded to in August

| Requestor | Topic | Response Time |
|------------------|--|----------------------|
| Individual | Number of electoral roll records, including duplicates and deceased electors | 14WD |
| Individual | Request for a copy of any Privacy Impact Assessment for collection and use of personal information | 16WD |
| Individual | Use of cameras with automatic number plate recognition | 11WD |
| Academic | Number of electoral breaches referred to New Zealand Police in last 5 years and whether the EC will take any further action in the New Zealand First Foundation case | 18WD |

Parliamentary questions

| Requestor | Question | Date of Response |
|------------------|---|-------------------------|
| Simeon Brown | For each of the Core Crown Agencies/Departments the Minister is responsible for, if any, how many vehicles have been purchased, if any, by each Crown Agency or Department since 2 December 2020 to present day, and what is the detailed breakdown of the types of those vehicles, with the data broken down by how many are battery electric vehicles, how many are plug-in hybrid electric vehicles, and how many of them do not come under either of the two previous categories? | 8 August 2022 |

Party administration and compliance

- Preparations made for upcoming list vacancy for Rt Hon Trevor Mallard MP
- Progressing DemocracyNZ's application to register as a political party, including advertising for submissions as part of public consultation process
- Change of party secretary for The Opportunities Party (TOP)

Issues under management

- Implications of decision in SFO case and legislative change. SFO have sought leave to appeal re: NZ First Foundation case. The Minister has approved the introduction of an SOP to the Electoral Amendment Bill to clarify the meaning of party donation and to introduce a new offence for failure to transmit a donation.

Risks

- No new or significantly changed risks

People management

| | |
|-----------------------------|--|
| TOIL or excess annual leave | <ul style="list-style-type: none"> • 3 people in the team have leave balances of more than 25 days. Leave plans are under discussion. |
| Staff engagement | <ul style="list-style-type: none"> • There are no outstanding or overdue tasks remaining. |
| Resourcing | <ul style="list-style-type: none"> • Recruitment underway for fixed-term role budgeted for |

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE2023 Programme or by-elections which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

- A revised Delegations Policy was circulated to ELT for final feedback ahead of it going to the Board's 14 September meeting for approval. This revision includes an expanded electoral matters delegation schedule.
- A Delegations Procedures document has been drafted.
- Work commenced on a review of the Policy Framework and Policy Template.
- A policies repository is being set up in Teams. This will replace the current Corporate Policies Manual in ECHO. This change will enable revised policies to be retired more easily and ensure all staff can access the latest version of all corporate policies.

- The Target Operating Model programme has moved to amber status this month; due primarily to delays to deliverables meeting planned timelines and having limited programme resource. Programme resourcing constraints have impacted the completion of the strategic review and the capability baseline review, which are behind schedule. Replanning is proposed to occur, and resource will be focused on these areas to return the programme to green status.

- The TOM steering committee has welcomed Lucy Hickman, DCE to the steering committee from the 15 September session.

- The first workshop of Senior Leadership Group members was undertaken to establish future operating arrangements. This session's outcome was the development of material for draft terms of reference for the Executive Leadership Team and the new Senior Leadership Group.

- A SLG second workshop is scheduled to be held on 20 September. The focus will be on completing the review of governance arrangements, behavior and the Māori strategy (Nga Maihi.) The team are working with Hone Matthews to ensure the workshop for the SLG achieves the best outcomes for all parties.

- Uplifting the Commission's capability is occurring at a slower rate than forecast. Without intervention, the Commission will not meet the capability uplift it has budgeted for on schedule. The TOM Programme Steering Committee has been provided with a series of short-term actions and recommendations for remedying this.

- Terms of reference for the capability baseline review have been completed. The baseline review was commissioned by the TOM steering committee chair following the presentation to the investment committee. Current recruitment rates are tracking behind forecast, creating pressure points in the organisation. The team have scheduled a session to brief Lucy Hickman on the Capability uplift program on 8 September.

- Procurement of a design consultant for National Office property redesign has been completed. We have briefed Lucy Hickman, DCE, Enterprise services as the sponsor of the work. The TOM programme will assist with convening the initial working group to progress the redesign of the National office of which Lucy will lead.
- Target Operating Model members are participating in the review and reset of the engagement survey questions to ensure it supports/aligns with any proposed culture initiatives.
- As of 22 August, the changes from the review of the regional presence came into effect: six offices in Tauranga, New Plymouth, Palmerston North, Masterton, Greymouth and Invercargill are no longer open to the public and the work that took place in those offices has been shifted. Enrolment Processing teams now work out of processing centres in Wellington, Christchurch and Auckland, and Community Engagement in the hubs in Whangārei, Auckland, Hamilton, Rotorua, Gisborne, Wellington and Christchurch. Embedding the transition of this work is currently underway.

Preparing for the future

- Karl has asked Carol to scope and advise on the development of a roadmap to develop and/or replace the Commission key systems for administering enrolment and electoral events.

Other progress

- A minor review of the Commission's business plan is underway. A key input to this is information gathered at the recent planning prioritisation workshop facilitated by the Programme Director.
- A paper on fraud prevention and fraud controls was developed for 14 September Board meeting.
- Continued to work with Ministry of Justice to finalise a paper to joint Ministers to establish a multi-year appropriation.
- The Tauranga by election report has been started and will be completed by the end of this month.

Issues under management

- Nil

Risks

- Nil

Other news

- Two Senior PMs started in the Programme. One to support Enterprise Services, and the other to support the Recruitment Process Redesign project, legislative changes and provide lite PM support to Legal & Policy.

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE2023 Programme or by-elections which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

Internal communications

- Members of the group continue to be busy supporting internal communications, including preparing information for the CEO's fortnightly all-staff meetings and email updates.
- The arrival of new DCEs and the next steps in the regional review and other TOM projects also continue to require internal communications support.

Voting Services – recruitment

- Recruitment is underway for a Manager, Overseas Operations to run the Overseas Vote Processing Unit.

Preparing for an election

Enrolment update campaign for the 2022 local elections

- The local elections enrolment update campaign ended on 12 August. New radio and social media content was added to the end of the campaign to help Māori understand how their roll choice may impact who they can vote for in the local elections. 500 voters and non-voters were surveyed in mid-August to measure the effectiveness of the campaign and to provide further insights about voter understanding and engagement. A report on the survey's findings is due in mid-September.
- A post-campaign media performance report is being prepared to measure reach and effectiveness of each media channel used for the campaign.

Māori Electoral Option

- Staff from across the Commission continue to participate in the Māori Electoral Option project team. The team continued with planning to move to a continuous option from March 2023.
- The outcome of the parliamentary process is now expected to be known in mid-December.

Election Access Fund

- Consultation on the Election Access Fund was supported with communications to stakeholders and the public. Disability organisations were encouraged to share the Commission's social media posts about the consultation with their communities. Consultation closed on 14 August. Feedback on the Fund has been collated and will be shared with almost 100 organisations and individuals who had their say during consultation.

Always on

- Online enrolment continues to be supported with *always on* advertising to reach people who need to enrol or update their details. This activity targets people who have moved house or recently become eligible to enrol to vote. Targeted messages are delivered through online channels and drives people to the website [vote.nz](https://www.vote.nz) to enrol or update their details online. A

media performance report will be prepared when the current media schedule concludes at the end of September.

Preparing for the future

The Voting Services Team has been involved as part of initial work led by Legal and Policy to identify which previous recommendations for legislative change ought to be considered as part of advice from the Commission to the Independent Review Panel.

Building relationships and understanding

Trust and confidence

- Communications and Education participated in a workshop with Mark Lawson and Kate Hannah, Director of the Disinformation Project, Te Pūnaha Matatini, to further understand what drives and influences misinformation and explore effective communications interventions.
- Work is underway to develop website and social media content that will provide more transparency about key processes, such as how votes are counted, to help public understanding of important steps in the electoral process.

Social media

- Social media advertising was undertaken on Facebook and Instagram to promote consultation on the Election Access Fund, and the recruitment of Electorate Managers.
- This advertising was successful in terms of attracting responses and applications – but it also attracted many negative comments, requiring significant community management.
- Comments on the Election Access Fund included:
 - Positive/supportive comments, in favour of the concept of the fund
 - Negative comments, questioning the need for the fund
 - Discriminatory comments often targeting members of Parliament or the Government in general
 - Comments questioning the integrity of New Zealand's elections.
- Comments on the Electorate Manager advertising included:
 - People expressing interest in the roles, or tagging their friends
 - People questioning why Electorate Managers were required to be vaccinated against COVID-19, and/or posting/linking to vaccine misinformation
 - Posts supporting or against specific parties, candidates or members of Parliament, either directly or euphemistically
 - Comments questioning the integrity or New Zealand's elections.
- We'll be preparing a report based on this experience to feed into our ongoing trust and integrity work, as it's likely that further social media advertising will encounter similar issues.

Media

- The media have been on by-election watch and closely following the controversy involving two electorate MPs. The recently elected National MP for Tauranga Sam Uffindell has been suspended from caucus while an investigation is carried out into his past behaviour. The Hamilton West MP Dr Gaurav Sharma has been expelled from the Labour caucus after a breakdown in relations with his colleagues and is weighing up his future in Parliament. It's yet to be seen if events will trigger a by-election in either electorate.
- The Herald reported this month that a group associated with the protests at Parliament, Voices for Freedom, is encouraging its members to apply for Electorate Manager roles with the

Commission. The story included comment from the CEO on our recruitment process, including the requirement for applicants to declare any political affiliations or conflicts of interest. Voices for Freedom has also encouraged members to stand as candidates in the local elections.

- The Greymouth and Hokitika newspapers carried a story on the closure of the Greymouth offices as part of the regional review. A local mayoral candidate voiced concern about the timing of the closure during the local elections. There was comment in the story from the Electoral Commission assuring locals they could still access services.
- Other stories of interest this month include ongoing coverage of the Labour and National donations trial in Auckland, and the move by the Serious Fraud Office to appeal the High Court decision in the New Zealand First Foundation trial. Coverage of the local elections included a Spinoff article looking at whether the Commission should be more involved in running the local elections.
- A selection of stories is attached in Appendix A.

Overarching communication and engagement strategy

- Discussions are being held with Senate SHJ to provide support to embed the overarching communication and engagement strategy across the Commission and to complete work on an implementation plan.

Other progress

- ‘In the News’ – a weekly round-up of media stories prepared during events – continues to be provided to SMT and the Board on Fridays and be posted on ECHO for all staff.
- Staff have ongoing involvement in organisation-wide initiatives:
 - Membership on the Election Access Fund Steering Group
 - Membership on the Incident Response Team
 - Membership on the Health & Safety Working Group
 - Membership on the Laptop Working Group
 - Membership on the Sustainability Working Group
 - Membership on the Digital Governance Group.

Risks

Nil

Risks

Nil

People management

| | |
|-----------------------------|--|
| TOIL or excess annual leave | <ul style="list-style-type: none"> • Three Communications and Education team members have annual leave in excess of 25 days. One team member is on leave for September and others have leave plans in place. |
| Recruitment | <ul style="list-style-type: none"> • Interviews have been held to fill two permanent Digital Communications and Education Advisor roles. • Advertisements will be coming out for Principal Advisor – Operations and National Manager – Voting Services |

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE2023 Programme or by-elections which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

The new Strategy, Governance and Development (SG&D) group is currently being established.

The new DCE, Leigh Deuchars, starts on 12 September. There are also vacancies and resource gaps that need to be filled. Immediate priorities are:

- roles within the International Team – the International Programme Manager, following Karyl Winter’s appointment to the Manager role as well as two International Support Officers.
- the Accountability Advisor – the role remains vacant.

An SME (Chantelle ^{9(2)(a)}) was appointed to support the Project Manager (Kath Lys) for the Election Access Fund and has now started.

Mark Lawson is currently Acting National Manager Voting Services, with the retirement of ^{9(2)(a)}.

In considering resource and budget needs going forward, challenges for this area of the business include:

- having sufficient resources to meet the expectations of key stakeholders, in particular the Board’s expectation that we continue to mature and improve corporate governance and our corresponding need to build the trust of the Board in us
- supporting the needs and aspirations of the organisation going forward, in particular (i) continuous improvement work which falls outside the electoral cycle (e.g. future services planning); and (ii) work which enables the organisation to ‘look outside’ and connect with the wider public sector and the wider community, such as strategic relationships, risk and security planning, environment scanning, beginning to tackle major strategic issues like reliance on the postal system or local body elections.

Our ability to conduct this work is one of the considerations of the re-prioritisation work being led by Emily Redmond. It will of course be part of the initial thinking and planning of the new DCE.

The new Commission leadership arrangements have been implemented, with the first meeting of the new ELT held on 22 August. A working group is discussing the roles, responsibilities and frequency of ELT and the new Senior Leadership Group (SLG). On 17 August the Board commenced its new meeting cycle, returning to a monthly cycle instead of its six-weekly cycle of meetings. The Principal Advisor, Governance has been assigned to record the minutes of ELT meetings, to achieve greater coordination between ELT and the Board’s work programmes.

Preparing for an election

Trust

Following an initial conversation with the Board in May (involving Kate Hannah from the *Disinformation Project*) the following three main objectives were identified:

- proactively build trust in the Commission and the election event
- actively guard against the causes of mistrust leading to consequences for the Commission and the election event
- be prepared to respond to the consequences of mistrust for the Commission and the election event should they occur.

A workshop was held with the Communications Team and Kate Hannah from the *Disinformation Project* in early August considering the main issues facing the Commission for GE2023 and identifying opportunities for a response.

A draft framework setting out how the Commission will be building trust and protecting against mistrust for GE2023 was discussed at ELT and is to be considered by the Board in its September meeting.

Preparing for the future

Election Access Fund

The project continues to make good progress despite working to tight timeframes. We are aiming to have the fund ready to receive applications in October 2022.

Consultation with the public on ways the Commission is considering to implement the fund closed on 14 August. 96 submissions were received.

A draft set of guidelines and operational policy paper – setting out an approach that will inform the Commission in implementing the fund – were recently considered by the Steering Committee.

A panel is currently being established to consider applications once the fund goes live. The panel will include representatives from the disability sector (who are currently being sought).

The team also continues to focus on development of the processes and tools that will be required to support the Fund going live (e.g. applications process and financial payments approach / mechanisms).

Data Platform Project

The data platform project continues to make good progress.

The back-end data platform capability, in which the data will be 'refined' in ways to support broader use of data across the Commission, is under development. A closer version of the approach that will ultimately be used across the business in future (i.e. including the full back-end platform capability) is being rolled out to a small number of E&CE field staff for testing during local body elections.

We are working with IT and are engaging a provider to undertake a privacy impact assessment. Full certification and accreditation will be completed by the time the Minimum Viable Product goes live in November.

Annual report

A draft of the *2021-22 Annual Report* was provided to the Board in early August.

Strategic work

An environmental scanning exercise was conducted with the Board and ELT in August. Information from the SMT environmental scanning exercise was provided to support this exercise.

International work

We are aware that there has been limited engagement with the SMT about the International team and the work they undertake. As a starting point, Karyl Winter ran an “International Team 101” with the SMT in August.

International Liaison:

We have continued to support the Tokelau Chief Electoral Officer in the review of the Tokelau electoral laws and associated resources for electoral officials and voters. We will have an advisor on the ground for two weeks in September to work with the senior officials on the rules and manuals.

The Commonwealth Elections network has confirmed the conference to be held in Wellington on the week 7-11 November 2022. There will be 11 Commonwealth EMBs from the Pacific invited and possibly seven non-Commonwealth countries if funding can be sourced. The Manager International will co-facilitate this conference. The theme of the conference will be absentee voting.

International Electoral Assistance Programmes (MFAT funded):

We continue progressing with MFAT:

- Extension of the Fiji programme – this has now been signed for a further eight months.
- The new Pacific Regional programme in partnership with UNDP is still underway and we hope to launch this at the Commonwealth conference in November if it can be completed in time.

Fiji

To date the writ has not been issued and we await the date along with the rest of Fiji. We are collaborating with AEC to provide four advisors to be deployed out to the districts during the election, the team was briefed recently and Manager International will be taking them in for a week of induction in early September. Our support in training has continued with a further deployment of our advisor in August where they travelled to several locations around the country to train the field trainers.

Papua New Guinea

Counting has been completed in all but two constituencies and the deadline for return of the writ is early September. However it may need a further extension. We continue to support the TEW system as they endeavour to pay all 44,000 staff for both polling and counting. Our team will travel to PNG for the review of the election with the date yet to be announced.

Tonga

The border opened on 1 August and we hope to arrange a trip in before the end of the year to discuss our work programme.

Pacific Regional Programme

The MFAT lead on this project is now back in place and we have hope to progress this programme soon. He has had discussions with UNDP and Manager International to progress and we are still hopeful of an October start date.

Issues under management

- There are significant gaps in resourcing in the SGD group which need to be filled to continue to deliver and to support building of the new capability and to meet expectations.

Risks

- SGD is unable to meet expectations of key stakeholders (including the Board) due to resource and budget limitations.

People management

| | |
|-----------------------------|---|
| TOIL or excess annual leave | <ul style="list-style-type: none">• Nil |
| Staff engagement | <ul style="list-style-type: none">• We have supported the transition to return to the office and broader flexible working policies. |

Other news

Nil

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE2023 Programme or by-elections which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

An initial cultural analysis for the Target Operating Model (TOM) programme's culture workstream has been recently completed and will be updated to include the data from this year's engagement survey, which closes on 12 October. This work will inform how the Commission will move to a more consistent culture that will drive operational alignment and support increased engagement. A paper with findings and recommendations will be presented to the Board meeting on 9 November 2022.

The programme continues to work closely as we transition the implementation of the regional review work to the business. The Regional Review Project is finishing up its last deliverables – the closing out of offices is complete as of 30 September and updating process maps and documentation will be completed in mid-October. On 9 November the Board will be provided an update on the implementation of regional review and the handover to BAU.

The Stage-gate Strategic Review of the TOM programme has been undertaken and considered by the TOM Steering Committee and will be presented to ELT for discussion at their 4 October meeting.

The second workshop of Senior Leadership Group members was undertaken on 20 September to further develop future operating arrangements and introduce the group to Ngā Maihihioterā – Our Māori Strategic Plan. This session's outcome was development of draft terms of reference for the Executive Leadership Team and a charter for the Senior Leadership Group.

A revised Delegations Policy was approved by the Board on 14 September. This latest version includes a comprehensive set of delegations for electoral matters. All delegations holders have been asked to sign a new Instrument of Delegation form.

Preparing for the future

Initial discovery work has commenced on the development of a roadmap to develop and /or replace the Commission's key systems for administering enrolment and electoral events.

The policy framework has been updated and will be taken to ELT for review in early October.

Work commenced to create policy repositories in Teams to replace the current Corporate Policy Manual on ECHO. These Teams repositories will include:

- a set of PDFs of policies and procedures for staff to access and read from ECHO. Most of these documents will be in the new policy template
- a set of master policy documents, to make future updating easier
- an archive of retired policies.

The next step is to work with ELT to identify priorities for policy revision and develop a realistic first 180-day plan for policy review and development, given capacity constraints and other priorities. See issue below.

Other progress

- Working with Procurement to finalise print advisor and print panel contracts.
- The PMO Manager position has gone live and work continues getting the co-ordinator positions ready to go to market.

Issues under management

- Given other priorities and demands there appears to be limited capacity within the organisation to undertake necessary policy revision. We will need to prioritise our policy revision and set realistic plans for this work.
- It has taken longer than anticipated to extend contracts with our print advisor and print panel due to reduced capacity in the Procurement Team. We have contacted these suppliers to ensure there will be no impact on service delivery.

Risks

- Nil

Other news

- Nil

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE2023 Programme or by-elections which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

Finance, Procurement and Property

- With the departure of the Senior Procurement Advisor, two new procurement resources have started during September. Day to day procurement work is being supported as well as forward looking planning.

Information Technology

- Negotiation of a Master Services Agreement with Catalyst continues and is on track to be completed by 30 November 2022.

People and Culture

- Invitations to the Have your Say 2022 engagement survey were sent out. Employees have until 12 October to complete this.
- Negotiating LMS agreement with Learning Works including the support contract
- Implementing the Remuneration and Performance Round. Developed the Draft Remuneration Spreadsheet to be approved by the CEO with the letters to go out to People Managers for review during the week beginning 3 October. Any changes will be processed in the 12 October 2022 Payroll with most changes backdated to 1 July 2022.

Preparing for an election

Information Technology

- Work on defining technical requirements for MEO changes continues
- Work on implementing a solution for concurrent by-elections in MIKE
- Facilitated input from Voting Services RMs and RAs to inform the development of employment agreements and SnapHire
- Supporting preparations for the VS GE Simulation

Preparing for the future

Administration

- Team Leader, Administration role currently advertised. Closes 12 October 2022

Finance, Procurement and Property

- Finance is preparing for a high-level financial reforecasting exercise to take place in late October. The objective of the reforecast will be to identify expected material under and over-spends versus budget for the current financial year. Information regarding this will be sent to the organisation during the week beginning 3 October.
- Work has started on developing a procurement pipeline of work over the coming three years and longer. The development of the pipeline will enable us to better understand and plan work and capacity / resourcing requirements.

- We are setting up further opportunities for the development of cultural competence across the Commission through language training, and we are also exploring other appropriate interventions.
- 5 of the 6 ROE offices that were closed in August have been handed back to the landlord ahead of the 30 September lease expiry. The remaining office, Palmerston North, still requires make good to be completed – the building manager is securing a builder to do this work for the Commission.
- The Dunedin ROE office landlord has invoked the 3 months' notice clause on the month-by-month lease with the building to be handed back by 31 December. Working with ECE to ensure the office furniture, files, etc are removed to allow the office to be handed back to the landlord.
- We are expecting the Hamilton ROE office landlord to invoke the 2 months' notice clause on the month-by-month lease shortly as he has a new tenant wanting to sign a long-term lease.

People and Culture

- A refresh of the Health, Safety and Wellbeing Policy is underway with a draft policy due to go out for consultation soon. A small group provided initial feedback on a draft by 30 September 2022. We received a great response to this request for initial feedback.
- Continued support to the Operating Model Refresh and SnapHire implementation work.

Information Technology

- Digital Governance Group met to review topics of secure storage of files, Wi-Fi authentication methods and improving security for remote access
- Working with Communications and CERT around cyber smart week and follow-up conversations.
- Working with People and Culture to update IT position descriptions.

FMIS Project

- The Security Risk Assessment certificate for FMIS has been signed off. Cutover tasks to the new system have been completed. FMIS went live on 1 October 2022 with the reduced scope.
- Training for Approvers has been completed. Additional sessions have been planned for the first week of October
- Post go-live support agreement with WalkerScott has been signed and is effective 1 October 2022 for a 3-year period.

Building relationships and understanding

- Working with Voting Services on procurement for PPE for the 2023 GE and also the extension of the contracts for security guards, secure overnight storage, and hi-vis vests.
- Working with ECE on the out-of-contract extension for Contact Centre Services (0800) with Telnet. Draft extension and approval memo with ECE to review and get approval for the cost increases Telnet have asked for.
- People and Culture have set up regular meetings with the Comms team to be more proactive on internal communications.

Other progress

Information Technology

- The Catalyst workplan continues to be reviewed with particular focus going into work relating to Voting, Enrolment and Recruitment application prioritisation and identification of GE critical work.

People and Culture

- External Totara Learning Management System training with Catalyst has been delivered for the core Tupu LMS/L&D group.

Issues under management

- Recruiting high quality staff remains difficult in current job market. The following roles have been advertised more than once:
 - Cyber Security position
 - Senior Systems Administrator
 - Principal Advisor, Capability and Organisational Development
 - Advisor Learning and Development
 - Coordinator, People and Culture.
- The roles that have been identified and budgeted under the Capability Uplift Project is outsourced to develop the position descriptions to speed up our ability to run the recruitment process.
- Our time to recruit is too long and therefore we are losing good candidates. This is being investigated and reviewed to bring about improvements.

Risks

Illness within our teams

IF employees come into the office sick **THEN** this could cause the wider spread of illness across the Commission and key public facing roles such as the administration team may be short staff resulting in reception not being manned.

Work exceeds internal capability and capacity to deliver

IF there are not enough internal resources available from a capacity and capability perspective **THEN** the technology assets required for GE2023 will not be delivered to sufficient quality in a timely and cost-effective manner that meets the needs of the general election.

Large amount of change occurring

IF the large amount of organisational and process change occurring at the Commission is not well managed and supported **THEN** Enterprise Services' ability to deliver key services to the Commission may be impacted.

People management

| Area | Detail |
|-----------------------------|--|
| TOIL or excess annual leave | <ul style="list-style-type: none"> Two IT staff in the unit have annual leave balances of 25 days or more. Plans are in place to reduce. This is the same as last month. TOIL balance for the whole IT team is 93 hours. This is a reduction of 8 hours since last month. Staff are aware that this should (where possible) be taken before reward or annual leave. Two members of the Finance, Property and Procurement have leave in excess of 25 days. A leave plan has been discussed and agreed with them. Only one employee in the P&C team has more than 22 days of annual leave entitlement. One employee has 4 days of TOIL because of Tauranga By-Election work. |
| Staff engagement | <ul style="list-style-type: none"> The IT Team ideas channel continues to provide new areas of innovation. Staff are also taking on training and development opportunities. |

Other news

Recruitment for the following 10 roles is underway for the Enterprise Services team:

| Team | Roles |
|------------------------|---|
| Information Technology | <ul style="list-style-type: none"> Cyber Security Analyst Systems Administrator Senior Systems Administrator Architect – <i>New this month</i> Technical Analyst – <i>New this month</i> Technical Writer – <i>New this month</i> |
| People and Culture | <ul style="list-style-type: none"> Principal Advisor, Capability and Organisational Development Advisor Learning and Development Coordinator, People and Culture. |
| Administration | <ul style="list-style-type: none"> Team Leader Administration – <i>New this month</i> |

Since August we have filled the Advisor People and Culture and they are due to start 17 October 2022.

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE2023 Programme or by-elections which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

- Three team members registered for the Government Law Conference which includes updates on public law remedies, judicial review, contracts and procurement.
- Two team members attended legalwise seminar re IT contracts.

Preparing for an election

- Continuing to work with Ministry of Justice on other legislative change this term including changes to the MEO, Parliament Bill, donations and loans for parties and candidates, regulated period and overseas voter eligibility. Regulations amendments scheduled to come into force 1 October 2022.
- Continuing to provide support to the Election Access Fund project, including input on applicant guidance, the formal eligibility notice, and internal policy documents.
- Updating collateral including handbooks, online guidance, candidate nomination form, and advisory opinion templates to reflect new rules for 2023 and better meet accessibility standards.
- Ongoing work regarding procurement and lease approvals including security services, FMIS, seek.

Preparing for the future

- Participating in the TOM programme steering group, GE steering groups, GE Programme Board, data stewardship group, and by-election working group.
- Board paper prepared for October meeting on the broadcasting allocation process and timetable.
- Updated party registration policy was approved by the Board. Party registration handbook and application form updated.
- Review of PIA for data platform and updates to privacy and security statement re new section 112A Stats NZ access to enrolment information.
- Input into archives audit.

Building relationships and understanding

- New provisions for Stats NZ accessing roll data came into force in September. We are working with Stats NZ to implement the new arrangements.
- Continuing meeting weekly with Ministry of Justice Policy team on legislative change and other electoral work.
- Party secretary update provided in September.
- Advice to party re donations rules and fundraising.
- Support to Independent Electoral Review Panel including working on information requests and preliminary work on Commission's submission to the Panel.

Other progress

- Dean continues to lead IRT including updates to guidance and policies with the shift to Green.

Advisory opinions

Six advisory opinion requests received in September.

Official Information Act requests responded to in September

| Requestor | Topic | Response Time |
|------------|---|---------------|
| Individual | Documentation that sets out our organisation's salary bands and the jobs falling within them, any new bands, and policy regarding placement within bands. | 21WD |
| Individual | Non-RealMe alternatives for government functions | 5WD |
| Candidate | Documents relating to referrals the Commission has made to NZ Police | 5WD |

Parliamentary questions

| Requestor | Question | Date of Response |
|------------------|---|------------------|
| David Seymour MP | How many executive or managerial roles existed within departments, agencies and entities for which the Minister is responsible, if any, in September 2017 and in September 2022, and if any did exist, what were the titles and pay scales for these roles in September 2017 and in September 2022? | 19/9/2022 |

Party administration and compliance

- The Board approved the deregistration of the Tea Party, at the party's request.
- Progressing DemocracyNZ's application to register as a political party, with Board decision due in October.
- Change of party secretary for Social Credit and Outdoors and Freedom. Inductions provided.
- 11 candidates filed their donations and expenditure returns for the Tauranga by-election by the deadline. The remaining candidate has since filed his return.

Issues under management

- Awaiting detailed judgment of the High Court in the second SFO case re donations in which 3 defendants have been found guilty. SFO have sought leave to appeal re: NZ First Foundation case. The Minister has approved the introduction of an SOP to the Electoral Amendment Bill to clarify the meaning of party donation and to introduce a new offence for failure to transmit a donation.

Risks

No new or significantly changed risks.

People management

| | |
|-----------------------------|---|
| TOIL or excess annual leave | <ul style="list-style-type: none">• 4 people in the team have leave balances of more than 25 days. Leave plans for the Christmas period are under discussion. |
|-----------------------------|---|

| | |
|------------------|--|
| Staff engagement | <ul style="list-style-type: none">• There are no outstanding or overdue tasks remaining. Staff survey underway. |
| Resourcing | <ul style="list-style-type: none">• Recruitment underway for fixed-term role budgeted for. Applications close 4 October. |

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Progress against the strategic priorities

Building our capability

Internal Communications

- The team are working to brief ELT on internal communications at the Commission and support DCE's in their communications requirements
- Internal communications have continued to support culture and wellbeing across the organisation, with a focus on Te Wiki o te reo Māori, Suffrage Day, Mental Health Awareness Week, and the upcoming Cyber Safe Awareness Week, alongside changes to COVID settings
- There has been a lot of support across the organisation to communicate the Engagement Survey, Remuneration, FMIS, and ongoing support to embed change. Upcoming work includes property and functional alignment within business groups
- There were 3,500 visits to ECHO in September. The top news stories were 'Spring is here! keeping well at work', 'Summer office close down period' and 'regional review decision announced'. The most visited pages were our structure, vacancies and employee lifecycle.

Regional Review Implementation Plan

Following the implementation of the new regional structure on 22 August, an implementation plan was developed to articulate further work to be completed in the medium term (to December 2022) and the longer term (from January 2023 onward) to further realise the benefits from the Regional Review. A Board paper was prepared to note the plan, target state for each stream and the associated risks and mitigations.

Overseas Voting Unit

An offer has been made to the successful candidate for the Overseas Operations Manager role in the overseas voting unit. Once the candidate signs the paperwork an announcement will be made. The intention of this new role is to help de-risk the overseas vote processing function for GE2023 by creating a 'field manager' role, supported by National Office (i.e. akin to the model that is used for electorates).

Preparing for an election

Local Body Elections

The project continued to meet milestones, and the post-election review is underway. The three centralised enrolment processing centres are fully operational and currently focusing on meeting Local Body Election demand. As of 3 October, 341,300 forms have been processed in total, which consisted of 59% online forms and 41% paper forms. The processing activities will be concluded on 13 October. Community engagement teams continue delivering a full programme of work to support community events, meetings, and council briefings leading to the election day on 8 October. There are many activities planned for post Local Body Election to build up the momentum for upcoming elections.

Kantar Public provided their post-campaign research on the local election update campaign. It found the campaign had good recognition and Orange Guy continues to be positively received. It also identifies a continued need to support younger voters who had lower awareness of the update pack and when the local elections are held. Kantar Public has held two briefings with the Electoral Commission and its advertising agency, FCB NZ, to discuss findings in the research report.

Always on

Online enrolment continues to be supported with *always on* advertising to reach people who need to enrol or update their details. This activity targets people who have moved house or recently become eligible to enrol to vote. A new media schedule for always on activity to continue in the fourth quarter has been agreed.

Election Access Fund communications

After consultation on the Election Access Fund (EAF) closed on August 12, responses were collated, and a summary sent to respondents. The survey responses also informed the candidate application guidelines and the EAF policy.

The application guidelines have been written and are now with the alternate format providers to be translated into audio, braille, large print NZSL and a summary into Easy Read. An A5 handbook is being created to support the applicant guidelines and will be distributed to key stakeholders (political parties, disability organisations) when the fund is open. This information will also be published on the elections.nz website.

A separate document has been drafted to offer guidance on becoming a candidate (the nomination process, rules around donations and advertising etc). The guidance is a simplified version of the current candidate handbooks to make the information accessible and will be produced in alternate formats. The guidance has been reviewed by Legal and Policy and is at a final draft stage.

A press release has been drafted for when the fund opens, and information is being prepared for our 0800 service provider and website. The launch of the EAF is dependent on the completion of the application guidelines in alternate formats as requested by the Steering Committee. Target to complete this work is 31 October.

A campaign is prepared to raise awareness of the Fund once it's open. Creative concepts are being considered and the EC is working with an agency that specialises in communications for disabled people to ensure it meets the audience's needs.

Māori Electoral Option

The MEO project team is continuing to plan for a 31 March 2023 implementation date. Overall status is amber due to uncertainty about the outcome of the legislative process, which may not be known until mid-December, and the short timeframe for delivery. MIKE system requirements have been drafted in September with input from IT, Legal, Voting Services and ECE; requirements will be provided to Catalyst for review and sizing in early October. Work within ECE is ongoing to identify areas where MEO requirements and delivery will overlap with GE2023, and an initial meeting has been held with NZ Post on mailout requirements for both projects.

A Board paper was prepared to present the MEO Narrative-on-a-page, articulating the Commission's approach to preparing for and delivering the MEO2023. An approval was sought to include the one-pager as part of a briefing from the Chief Electoral Officer to the Minister of Justice.

The communications team continues to support the work of the Māori Electoral Option project team. It was identified that work needed to start on a communications strategy for a public information campaign now, so a contactor has been brought in to help with this work.

The strategy will focus on key messages for different legislative scenarios and identify when and how we should engage with Māori. The contactor will also start work on developing a creative approach for a public information campaign that can be used in either 2023 or 2024.

Recruitment for a Business Analyst and a Project Lead – Partnerships and Contracts (fixed term roles) is planned during October.

Preparing for the future

ECE business improvement programme

The programme timeframe has been re-baselined to reflect resource availability in the regions.

Good progress on initiatives in conjunction with GE23, MEO23 and LBE. Key highlights were:

- Roll cleanse process: Scope and timeframe were approved to improve the process and report on the roll cleanse activities. Analysis work is planned to complete by the end of October.
- Data integrity measures initiative aims to articulate critical measures for integrity assurance at a strategic level. The Discovery report and recommendations will be reviewed in October.
- Unpublished process requirements: in good progress of testing requirements to the MIKE system, to clarify gaps if any.
- Overseas elector process: Discovery report has been approved, and the recommendations will be incorporated into the GE23 enrolment campaign.
- Māori Macrons: Macrons development is near completion in MIKE. Meetings were held to discuss the timeframe for development in ERSA. The tentative development time is in December 2022, followed by a release date in February 2023.
- Correspondence review has been completed, with generic EC contact details, signature, and contents of 28 letters updated.

Telnet contract

The CEO has approved the memo seeking an extension of the current contract to June 2024. ECE is currently working with the procurement team to settle the new pricing schedule and contract variations. The planning for the full RFP processing will start in October.

Building relationships and understanding

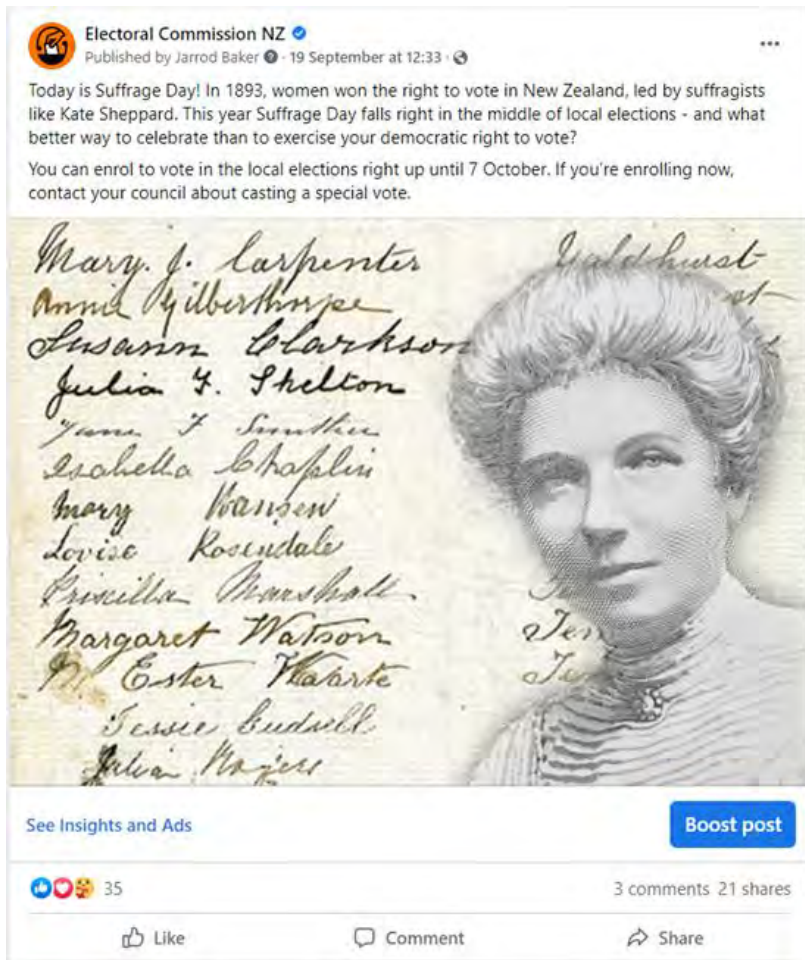
Overarching Communications and Engagement Strategy

Good progress is being made on the Overarching Communications and Engagement Strategy. The Strategy was approved by the Board earlier this year. A contractor from Senate SHJ is working with the communications team to socialise the Strategy with the Executive Leadership Team and wider business, to explain to people how they can use the strategy in their work, and to finalise an implementation plan.

Social media

Social media comments and messages reduced after the completion of the local elections enrolment update campaign.

Our most successful post (on Facebook, Instagram and Twitter) celebrated Suffrage Day on 19 September.



Almost all inbound enquiries or comments related to voting in the local elections. Much of these revealed some confusion about the Commission's role in local elections. Common questions related to enrolment, election advertising or candidate conduct, and complaints or questions about late delivery of voting papers.

Several conversations or comments on Twitter related to the turnout and conduct of the local elections. These included calls for the Commission to take over the running of local elections, for local elections to be conducted in-person or online, discussions about whether the ratepayer roll should continue and people expressing a level of confusion about the "permanent resident" criteria.

We received complaints that FACT Aotearoa, a local lobby group, were using Orange Guy's likeness on website and social media posts intended to influence people's local election voting decisions. We contacted them by email and asked if they could change or remove this image, and they were happy to comply.

Media

Coverage of the local elections and the candidates standing for election has been a priority for media during September. Most days, we field 2 to 3 queries from journalists looking for information on the elections. We explain how elections are run and point them to the best person to go to with their query, which is usually the electoral officer for their local council.

Early indications of a low turnout in the local elections prompted debate about how the elections are run, and whether changes could be made to drive up turnout. This coverage has included calls for a move away from postal voting to online or in-person voting, and for the Electoral Commission to take over running of the local elections.

Other stories of interest in September include coverage of an amendment to the Electoral Amendment Bill which would change the definition of a party donation, and the release of a consultation document on electoral laws by the Independent Electoral Review. Journalists have also been following the fortunes of the Tauranga and Hamilton West MPs and whether there could be a by-election in their seats. The cost of a possible by-election if Paul Eagle wins the Wellington mayoralty has also been noted.

A selection of stories is attached in Appendix A.

Trust and Confidence

Work continues to develop website and social media content that will provide more transparency about key processes, such as how votes are counted, to help public understanding of important steps in the electoral process.

Supporting Māori participation

Peter Potaka recently screened a draft-version film to Karl, Anusha and Hone showing members of communities and EC staff describing how there have been barriers to voting for Māori voters because of the nature of the system. The film maker is Tony Sutorius, Unreal Films.

At this stage the intended use of the film is (at least) during training for Electorate Managers and to be shown to wider groups of EC staff. The aim is to start to break down barriers and to encourage staff to come together to support improvements to services for Māori, understanding need from the perspective of the voter.

Next steps include screening to the Board and conversation across the wider organisation (including all of the Operational Teams and Hone) to determine common organisational goals and a collective approach, where we harness our resources at a local level.

Other progress

Nil

Issues under management

Nil

Risks

Nothing new to add

People management

| | |
|-----------------------------|---|
| TOIL or excess annual leave | <ul style="list-style-type: none">• Three staff have over 25 days of annual leave with C&E. Leave plans are being put in place to ensure we can support the staff to refresh both pre-Christmas and during Christmas period with longer periods of leave.• There are some leave balances over 25 days, but these are actively being managed and have leave plans in place. |
|-----------------------------|---|

Other news

- Communications and Education have successfully recruited two positions during the month. Lise 9(2)(a) commenced 29 September, to prepare a communications strategy for the Māori electoral option public information campaign in conjunction with the project team.
- Hanna 9(2)(a) accepted our offer for the position of Senior Advisor Digital. Hannah commences on the 9 January 2023
- Recruitment is underway for a Coordinator with interviews set for next week. A further three roles, a Senior Stakeholder Advisor and two Senior Advisors, are ready for the request to recruit process with PDs and Adverts completed.
- Recruitment of two fixed-term positions within the Voting Services team is nearing completion, one for a Project Support Officer and the other for a temporary Project Leader to support the Overseas function.
- Recruitment process for Business Analysts, Project Leader, Project Coordinator, Administrative Support Officer will start in October.
- Recruitment underway for the Enrolment processing officers and the Enrolment support staff required for the Lower Hutt based enrolment processing centre.
- Community engagement recruitment has been successful with Rotorua, Christchurch, and Lower Hutt now filling their vacancies pending contract return. Whangarei and Auckland still ongoing as are the Manager Community engagement roles for Auckland and Central.
- Continued successful engagement alongside local councils, supporting candidate meeting, and enrolment messages. We have had a successful collaboration with the far North District councils with supporting them on the mobile voting unit in remote locations in Hokianga, mid and far north.
- Christchurch office – the newly formed, Enrolment Processing Centre and the Community engagement teams hosted a visit from the DCEs and Karl, which was enjoyed by all. Other office visits are being planned to meet all staff in the regional teams.
- New regional footprint is starting to settle, with regular communications implemented to ensure open lines for feedback and encourage discussion.

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Progress against the strategic priorities

Building our capability

The SGD group is being established, with its first team meeting held on 15 September to discuss working and reporting arrangements. Filling vacancies remains a key priority, particularly the three positions in the International Team and the Accountability Advisor. A fuller needs assessment will be undertaken to ensure that vacancies are positioned in the right way to deliver what is needed for the group.

The DCE Strategy, Governance and Development is working with the Chief Electoral Advisor and Programme Director to map out our risk and assurance and reporting 'landscape'.

The Principal Advisor Governance is meeting one-on-one with ELT members to help them build a clear schedule of Board and ELT papers, to give greater time to prepare items and to better coordinate meeting agendas so no last-minute papers are required.

Preparing for the future

Election Access Fund: Te Tomokanga – Pūtea Whakatapoko Pōtitanga

The Election Access Fund is on track to receive applications in October, and a panel is being established to consider the applications. The fund is on track to open on 31 October.

The team has developed operational policies and detailed guidance for applicants in collaboration with the Legal and Policy, Communications and Education, and Finance teams. These documents were also informed by survey responses and meetings with political party secretaries.

The "How to apply to the Election Access Fund" guide has been sent for translation into Te Reo Māori, New Zealand Sign Language, large print, Braille and audio. A shorter guidance document is being translated for Easy Read consumers.

The team continues to work on tools for administering the fund, including the application form, funding agreement and standard operating procedures. Design is also underway on the communications campaign to raise awareness of the open fund.

Four community members have been selected for the Applications Panel. All are disabled people with extensive community experience and one has Tikanga Māori expertise. This group will make recommendations to the Commission on approval of fund applications.

A progress update was provided to Minister Allan on 2 September and this was shared with interested colleagues.

Data and insights

The data platform project continues to progress well. The first drafts of enrolment dashboards are with testers throughout ECE, and the Privacy Impact Assessment has been approved.

We will begin importing EMS data in the next couple of weeks once test data from the simulation is fully entered. Additionally, insights and dashboards are being produced to support initiatives in TSR (transaction status review) processing and Māori engagement.

We are working with IT to determine our short-term and long-term support needs.

Other progress

International liaison

We have continued to support the Tokelau Chief Electoral Officer in the review of the Tokelau electoral laws and associated resources for electoral officials and voters. We will have an advisor on the ground for two weeks in September to work with the senior officials on the rules and manuals.

The Commonwealth Elections network has confirmed the conference to be held in Wellington on the week 7-11 November. There will be eleven Commonwealth election management bodies (EMB) from the Pacific invited and five non-Commonwealth countries. The Manager, International will be jointly co-facilitating this conference. The theme of the conference will be absentee voting. We have confirmed a visit to the National Library for the He Tohu tour for the participants on the first day of the program.

International Electoral Assistance programmes (MFAT-funded)

We continue progressing with MFAT:

- The new Pacific Regional programme in partnership with UNDP, is still underway and we hope to launch this at the Commonwealth conference in November if it can be completed in time.

Fiji

To date the writ has not been issued and we await the date along with the rest of Fiji. The Manager, International recently assisted with the induction of our technical advisor (TA) for the election period which went well and gave our team a good oversight of the planning so far for the election, they came away with a lot of reading material and are all looking forward to returning when the writ is issued.

Our trainer is now back in Fiji and assisting with QA of some training and supporting the refresher training of trainers for the divisions as we keep the teams motivated while awaiting the issue of the writ.

There will be further deployments in October to support the Commission and the Deputy Supervisor of Elections.

Papua New Guinea

All seats have now been declared and most people have been paid for their roles in the election. We are working on our new temporary hires and supplies system, which is still in the testing phase. We hope to have this introduced for the local level government elections next year.

Our team will travel to PNG for the review of the election with the date potentially end of November / early December and will combine this with a trip to Bougainville to meet with the team there.

Tonga

The Manager, International and one of the TAs are travelling to Tonga for the first time since 2019 and will be meeting with the Electoral Commission of the Kingdom of Tonga to discuss our programme of support and begin work on some of the areas identified. They will be there for a week for the initial visit.

Recruitment – International team

We have re-advertised for our vacant position of Support Officer and have an offer out to the preferred candidate. If accepted, they will start at the end of October.

The part time programme manager role has also been advertised and we have an offer out to the preferred candidate.

Issues under management

nil

Risks

nil

People management

| | |
|-----------------------------|---|
| TOIL or excess annual leave | <ul style="list-style-type: none">• Two staff have TOIL and discussions will be had with both staff member to ensure it is taken.• No staff have excess annual leave balances. |
| Staff engagement | <ul style="list-style-type: none">• An SGD action plan will be developed, to be informed by the results of the 2022 Engagement Survey. |

Other news

nil



This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE2023 Programme or by-elections which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

A strategic gateway review has been completed to assess progress to date and recommend how the programme is taken forward by re-theming and aligning remaining interventions by leadership accountability (ELT/ DCEs). Intervention sponsors will determine workstream scope and deliverables, allocate resources and be responsible for realising benefits. This shift allows the Business Change Manager and external programme resource to be fully released, and future work to be planned and integrated alongside business-as-usual operations.

The Programme team has been focusing on closing out work, transitioning remaining and follow-on work to the business, and documenting key programme inputs and outputs. The latter will ensure the completion and embedding of outstanding first tranche interventions and the planning and execution for longer-term second tranche interventions are well-informed to continue the transformation journey.

- The TOM programme's culture workstream has been updated to include the data from this year's engagement survey.
- An update will be provided to the Chief Executive on 3 November 2022 and next steps will be determined.
- The TOM Strategic Review follow-up will be presented to ELT on 8 November 2022.
- The SLG Workshop to further develop future operating arrangements has been postponed and will be rescheduled.
- The close-out report and benefits assessment narrative are in progress.
- The Risks, Issues and Decisions and Actions register is being handed over to the new Programme Management Office.
- All other key project documents are being copied across to a new Teams channel for handover.

Other progress

- Business Plan revision completed, v2.0 approved by the CEO
- Corporate policies migrated to Sharepoint
- Delegations Procedures developed and approved by the CEO
- Data and Information Management Policy drafted and now being socialised prior to being considered by ELT.

Issues under management

- Nil

Risks

- Nil

Other news

- A Manager, PMO has been appointed and will start on 21 November
- Interviews are taking place w/c 31 October for two Project Coordinators
- The response to the Senior Programme Coordinator was not great [REDACTED] 9(2)(g)(i)
[REDACTED] 9(2)(g)(i) This interview will take place w/c 31 October.

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE2023 Programme or by-elections which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

Information Technology

- Master Services Agreement drafting has completed and is now under legal review.
- Cyber-security reporting wireframes were discussed with the Board.
- CERT Cybersmart awareness drop-in session held.
- Progressing well with development of system enhancements on the IT Work Plan.

Finance, Procurement and Property

- We have started drafting contract management plans for key contracts, to help contract managers better manage these strategic relationships.

People and Culture

- The Have your Say 2022 engagement survey was completed with an 85% participation rate. Feedback was presented to the CEO, ELT and Tier 3 Managers.
- Negotiating LMS agreement with Learning Works including the support contract and is ready to be signed.
- Implemented the Remuneration and Performance Round. Progressed the establishment of a Draft Master Employee List for the Commission.

Preparing for an election

Information Technology

- MEO requirements have been defined and Catalyst are now preparing the SOW
- Certification and Accreditation for ARTS project has been paused due to lack of control information supplied from project to assess.

Finance, Procurement and Property

- Telnets contract variation has been drafted and is going to the Board for signing. The contracts for the Electoral Access Fund committee members have been developed. The variations to extend the print panel are nearly complete.
- Finance is undertaking a high-level financial reforecasting exercise. Templates and instructions were sent to business units on 27 October. The objective of the reforecast will be to identify expected material under and over-spends versus budget for the current financial year. Completed templates are due back with Finance by 11 November.
- First aid kits, PPE, Civil Defence Bin and Chemical Cabinet for the Hamilton West by-election have all been ordered
- CourierPost (e-Ship) and OPD (Stationery) systems have both been re-activated for the electorate HQ to use.

People and Culture

- We advertised 10 positions this month, including 2 internal-only roles. We received 51 applications for the 8 of the roles advertised.
- 60 offers were made to Electorate Managers as well as 20 offers for other positions (not including casuals)
- 4 Approvals to Appoint are in progress before offer documents can be issued.
- Started to review and update HR processes and systems in preparation for the delivery of the By-Election.
- Participated in the Voting Services Simulation as required.

Preparing for the future

Enterprise Services

- A review of the Enterprise Services Business Plans (Corporate Services and IT) has been done by the ES DCE and Managers and a refresh of this will be completed over the next few months.

Information Technology

- First of the Cyber smart week drop-in sessions was successfully held.
- Recruitment for new IT positions is progressing with the position descriptions currently being finalised.

Finance, Procurement and Property

- The drafting of the updated procurement policy, procedures and templates is well under way and is nearly ready for an internal review prior to any consultation/review by the wider organisation.
- Finance is working with Walkerscott to enhance the financial reports that were implemented on go-live of the FMIS, and to create some new reports. These are required to efficiently produce the monthly management and board reports, and ad hoc analysis.
- Closing of the Hamilton and Dunedin regional offices to ensure they are moved out of their premises before the end of their respective lease is under way in conjunction with ECE and IT. We are looking at co-locating these offices with other government agencies or community groups rather than lease own premises.

People and Culture

- The draft Health, Safety and Wellbeing Policy and high-level consultation timeline was referred to the Board for endorsement and is due to go out for consultation soon.
- Continued support to the Operating Model Refresh and SnapHire implementation work.
- Progressed work with Humankind to develop Position Descriptions to support the business with the "Capability Uplift" work.
- Presented the draft Pay Gap Action Plan to ELT and sent it to the Board for endorsement at the November Board meeting.
- Preparing to roll out the Code of Conduct across the Commission.

Building relationships and understanding

Finance, Procurement and Property

- The Procurement team have begun discussions with the business on the procurement pipelines for their individual cost centre or business units so they are aware of timings and can plan for it.

Issues under management

Recruiting high quality permanent staff remains difficult in current job market. The following roles have been advertised and readvertised with no success.

- Cyber Security Analyst
- Senior Systems Administrator.

Risks

Work exceeds internal capability and capacity to deliver

IF there are not enough internal resources available from a capacity and capability perspective **THEN** the technology assets required for GE2023 will not be delivered to sufficient quality in a timely and cost-effective manner that meets the needs of the general election.

Large amount of change occurring

IF the large amount of organisational and process change occurring at the Commission is not well managed and supported **THEN** Enterprise Services' ability to deliver key services to the Commission may be impacted.

People management

| | |
|-----------------------------|--|
| TOIL or excess annual leave | <ul style="list-style-type: none">• Two IT staff in the unit have annual leave balances of 25 days or more. This is the same as last month. Both staff have plans for extended leave in place for the next six months• TOIL balance for the whole IT team is 78.5 hours. This is a reduction of 14.5 hours since last month. Staff are aware that this should (where possible) be taken before reward or annual leave.• Two members of the Finance, Property and Procurement have leave in excess of 25 days. A leave plan has been discussed and agreed with them.• One employee in People and Culture has leave exceeding 25 days.• Two employees in People and Culture have TOIL of a couple of days after delivering the Remuneration and Performance Round. Employees will be encouraged to take this time as soon as possible. |
| Staff turnover | <ul style="list-style-type: none">• 2 staff in IT have resigned• Manager Finance, Property and Procurement 9(2)(a) has resigned, with his last day on 24 November. We should have a contractor secured to start the week beginning 7 November as 9(2)(a) is having 4 weeks sick leave from 9 November. |
| Staff engagement | <ul style="list-style-type: none">• 100% of Enterprise Services completed the Have Your Say 2022 engagement survey. This week the Enterprise Services managers will get more detail by team on the results. |

Other news

Status of the recruitment for the Enterprise Services team:

| Team | Roles | Status |
|-----------------------------------|--|---|
| Information Technology | <ul style="list-style-type: none">• Cyber Security Analyst• Systems Administrator• Senior Systems Administrator• Solution Architect x 2 (1 x backfill for resignation)• Technical Analyst• Technical Writer• Systems Specialist (backfill for resignation) | <ul style="list-style-type: none">• Not started• Not started• Not started• Not started• PD writing• PD writing• Not started |
| People and Culture | <ul style="list-style-type: none">• Principal Advisor, Capability and OD• Coordinator, People and Culture. | <ul style="list-style-type: none">• Interviewing• Offer |
| Administration | <ul style="list-style-type: none">• Team Leader, Administration | <ul style="list-style-type: none">• Reference checking |
| Finance, Property and Procurement | <ul style="list-style-type: none">• Manager, Finance, Property and Procurement | <ul style="list-style-type: none">• Not started |

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Progress against the strategic priorities

Preparing for an election

- Continuing to work with Ministry of Justice on other legislative change this term including changes to the MEO, Parliament Bill, donations and loans for parties and candidates, regulated period, overseas voter eligibility and ministers warrants if return of the writ is delayed. Regulations amendments came into force 1 October 2022.
- Advice to DPMC on by-election timing.
- Continuing to provide support to the Election Access Fund project, including input on applicant guidance, the formal eligibility notice, forms and internal policy documents.
- Updating collateral including handbooks, online guidance, candidate nomination form, and advisory opinion templates to reflect new rules for 2023 and better meet accessibility standards.
- Ongoing work regarding procurement and lease approvals including print advisor, legal services, regional offices.

Preparing for the future

- Participating in the TOM programme steering group, GE steering groups, GE Programme Board, data stewardship group, and by-election working group.
- Board papers presented at October meeting on the broadcasting allocation process and timetable and registration of Democracy NZ.
- Input into archives audit.
- Information request from IRP regarding training for voting staff.
- Paperwork for the renewal of Mark Lawson's appointment as Deputy Electoral Commissioner.

Building relationships and understanding

- New provisions for Stats NZ accessing roll data came into force in September. We are continuing to work with Stats NZ to implement the new arrangements.
- Continuing meeting weekly with Ministry of Justice Policy team on legislative change and other electoral work.
- Advice to party re donations rules and fundraising as well as party and logo registrations
- Support to Independent Electoral Review Panel including working on information requests and work on Commission's submission to the Panel.
- Invitation to join the IFES Global Online Campaigning Transparency Community of Practice.
- Input into International team's NZ's voting options during covid case study for upcoming Commonwealth Elections Network conference.

Other progress

- Dean continues to lead IRT including updates to the vaccination policy and conducting risk assessment for all field staff for the GE and by-election
- Filling of the list seat for Trevor Mallard's resignation.

Advisory opinions

Six advisory opinion requests received in October.

Official Information Act requests responded to in October

| Requestor | Topic | Response Time |
|------------------|--|----------------------|
| Individual | The number of voters in Napier that have been deregistered since the last General Election, including those that have re-enrolled | 8WD |
| Individual | Regarding the 2017 and 2020 General Elections: - A detailed list of any and all cyber-attack attempts on the Commission's election management systems. | On-going |
| Individual | Any communications between 1 September 2022 and 19 October 2022: 1) Between your chief executive or other executive manager and your communications/media staff regarding how media queries are dealt with. 2) From the office of your relevant minister regarding how media queries are dealt with. | On-going |

Parliamentary questions

| Requestor | Question | Date of Response |
|------------------|---|-------------------------|
| David Seymour MP | What team building exercises or courses, if any, have been offered in 2022 to the staff of the departments, agencies, and entities for which the Minister is responsible, if any, and if any team building exercises or courses have been offered to staff, how many staff, if any, participated in those team-building exercises or courses? | 06/10/2022 |
| David Seymour MP | What team building exercises or courses, if any, have been offered in 2022 to the staff of the departments, agencies, and entities for which the Minister is responsible, if any, and if any team building exercises or courses have been offered to staff, what funded activities, if any, did these team-building exercises or courses involve? | 06/10/2022 |
| David Seymour MP | What team building exercises or courses, if any, have been offered in 2022 to the staff of the departments, agencies, and entities for which the Minister is responsible, if any, and if any team building exercises or courses have been offered to staff, what was the total and per-attendee costs, if any, of these team building exercises or courses? | 06/10/2022 |
| Melissa Lee MP | Has the Minister or any of their reporting departments, entities and working groups in their | 11/10/2022 |

| | | |
|--|---|--|
| | respective portfolio contracted with Dialogue 22 and/or its CEO Hon Kris Faafoi; if so, what is the breakdown by cost, reason and organisation? | |
|--|---|--|

Party administration and compliance

- The Board approved the registration of DemocracyNZ and its logo.
- Progressing Freedom New Zealand’s application to register a party and logo.
- Progressing New Nation Party’s application to register a party and logo.
- Progressing New Conservative’s and TOP’s applications to substitute their existing logos.

Issues under management

- Awaiting detailed judgment of the High Court in the second SFO case re donations in which 3 defendants have been found guilty. SFO have sought leave to appeal re: NZ First Foundation case. The Minister has approved the introduction of an SOP to the Electoral Amendment Bill to clarify the meaning of party donation and to introduce a new offence for failure to transmit a donation.
- Possible SOPS re MEO as bill continues through parliamentary stages.

Risks

No new or significantly changed risks.

People management

| | |
|-----------------------------|---|
| TOIL or excess annual leave | <ul style="list-style-type: none"> • 4 people in the team have leave balances of more than 25 days. Leave plans for the Christmas period are under discussion. |
| Staff engagement | <ul style="list-style-type: none"> • 2022 staff survey team session scheduled. |
| Resourcing | <ul style="list-style-type: none"> • Recruitment underway for fixed-term role budgeted for. Offer made to preferred applicant. |

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Progress against the strategic priorities

Building our capability

Internal communications

Internal communications have continued to support culture and wellbeing across the Commission, with a focus on promoting the Engagement Survey, Cyber Safe Awareness Week, Breast Cancer Awareness Month, and Diwali.

We have continued to focus on providing our people with information and tools they need to do their job easily. This month we have started publishing monthly reports on ECHO and launched the new look corporate policies page.

There has been a lot of support across the organisation to communicate the Engagement Survey, and ongoing support to embed change. Upcoming work includes property and functional alignment within business groups, roll out of new laptops, and launch of the Commission's new style guide and templates.

There were 3,095 visits to ECHO in September. The top news stories were 'Local elections community engagement – a taste of what's been going on', 'Your chance to have your say' (rolling out engagement survey) and 'Our new FMIS is live'. The most visited pages were our structure, vacancies and employee lifecycle.

Voting Services appointments

John Small has been appointed as Overseas Operations Manager in the Overseas Voting Unit. John is currently working on the ARTS project with the People and Culture team and will continue to do so until completion of that project and transition across to the Overseas Voting role.

Sarah 9(2)(a) has been appointed to the Senior Advisor Security and Resilience role. This role is temporarily being located within the Voting Services team while Mark Lawson is Acting in the National Manager role.

Regional Review implementation

A Board paper was presented in the October meeting to articulate further work to be completed in the short term (to December 2022) and the longer term (from January 2023 onward) to further realise the benefits from the Regional Review. The detailed planning is underway with the regional teams.

Recruitment for the newly structured community engagement teams continued across the motu in October. Some highlights include:

- New permanent staff started in Rotorua, Wellington, and Christchurch.

- We welcomed Murali Kumar, who is supporting the Auckland and Whangarei teams, as acting Community Engagement Manager Auckland until this role is filled.
- Community Engagement vacancies still to be filled in Auckland plus the 2 CE manager roles for Auckland and Central. Whangarei are in the process of completing interviews.
- The Christchurch office have reconfigured the office space, to better serve the two functions of enrolment processing and the new permanent Community Engagement team.
- We have successfully secured 2 new staff for the Enrolment Support roles in Lower Hutt, starting on 7 November.

Preparing for an election

Local Body Election 2022

- Special Vote Declarations completed successfully on 14 October which concluded the LBE processing workloads
- Final processing statistics for LBE 2022 are:
 - 336,719 enrolment forms processed between 4 July 2022 and 10 October.
 - That is an average of 24,051 forms per week over 14 weeks.
 - Of that number, 201,760 (59.9%) were submitted online and 134,959 were paper.
 - We processed 133,657 returned Update Packs (GNAs)
 - We completed 25,657 special vote checks between 20 September and 13 October
- Final Community Engagement numbers were:
 - 1,714 separate community engagement activities were completed during the campaign
 - Of those 1,714 were in-person engagements, and 564 were digital
- Wellington staff who were located at Gibson Sheat are not back in the Lower Hutt office and all staff have recommenced their WFH arrangements.
- Review activities (lessons learnt) are underway.

Hamilton West by-election

ECE planning is being finalized for the Hamilton West by-election now with confirmed dates in place which includes the centralized processing, public enquiries and community engagement plans.

Public and stakeholder information is being prepared to raise awareness of the by-election and how, when and where to enrol and vote. Planned activity includes an advertising campaign, media, social media and stakeholder engagement, and content for print collateral and online that will be available in other languages and alternate formats for disabled people.

Election Access Fund communications

Applications to the Election Access Fund opened on 31 October. Information about the Fund, and how to apply, was published at elections.nz. Information is available in alternate formats and in English and te reo Māori. Online and paper application forms were created and tested, along with other forms to support people to apply. Information was sent to media, political parties, disability groups and other interested stakeholders. Pro-active and re-active FAQs were prepared to support the 0800 service, internal enquiries teams and to respond to media questions or interview requests. An advertising campaign is being prepared to help raise awareness about the Fund between now and the general election.

Always on

Online enrolment continues to be supported with *Always On* advertising to reach people who need to enrol or update their details. This activity targets people who have moved house or who have recently become eligible to enrol to vote and prompts them to enrol or update their details.

Preparation for GE2023

- ECE Hamilton staff will be relocated to the Hamilton West Electorate HQ while longer term property needs are being assessed
- Conversations have begun in some regions for GE2023 with our Voting services colleagues, particular focus on targeted communities and recruitment opportunities.
- The Large Print Version - Get ready to Vote form – has been distributed to key stakeholders, including Blind low Vision NZ – who assisted in its co-design.

Māori Electoral Option

The project roadmap was approved by the Programme Board at its October meeting. It also approved removal of the Parliamentary by-election/local body election exception from scope of the 31 March implementation. The first time this scenario could apply would be during the 2025 Local Body Elections. Overall project status remains AMBER due to uncertainty about the outcome of the legislative process and the short timeframe for delivery.

MIKE system requirements have been confirmed and provided to Catalyst for sizing. Some delay in confirming a statement of work with Catalyst is expected due to by-election activities and the MIKE OS upgrade. An initial meeting has been held with the Commission's print advisor to discuss print requirements and commence sourcing quotes for the April mailout, paper for the mailout brochure has since been ordered to ensure availability. We are continuing to work with NZ Post on the timeline for the mailout. Implementation of macrons in MIKE is a dependency for the mailout data extract, this has been reviewed with IT and will need to be implemented by 15 February 2023.

Recruitment for a Business Analyst and a Project Lead – Partnerships and Contracts (fixed term roles) is ongoing.

Lisé **9(2)(a)** started with the communications and education team as a Senior Adviser at the end of September to prepare a communications strategy for the Māori electoral option public information campaign. Planning is underway with our research partner to hold focus groups with Māori and advice has been sought from our advertising partner on a creative approach for the campaign.

Preparing for the future

ECE business improvement programme

The programme timeframe has been re-baselined to reflect resource availability in the regions. Good progress on the business improvement initiatives in conjunction with GE23, MEO23, LBE22 and Hamilton West by-election. Key highlights were:

- Roll cleanse processes: Analysis work on TSR and the solution options paper for management reporting are in good progress. Discovery on the person type 'other' category will kick off in November.

- Data integrity measures initiative aims to articulate critical measures for integrity assurance at a strategic level. The Discovery report has been reviewed and the recommendations have been endorsed. The development work will commence when the data capability become available.
- Unpublished process requirements have been completed. It was confirmed that Legal has access to the required information in MIKE.
- Overseas elector process: Discovery report has been approved, and the recommendations will be incorporated into the GE23 enrolment campaign.
- Māori Macrons: Macrons development is near completion in MIKE, aiming to go live on the 15 February when the ERSA development is completed. Request has been made to access an IT environment, allowing ECE to commence the training development in November. Meeting with NZ Post was held on 4 October, to discuss implementing macrons on NZPost correspondence prior to the MEO campaign.
- Correspondence review has been completed, with generic EC contact details, signature, and contents of 28 letters updated in MIKE. The last set of NZ Post letters have also been updated on the 27 October.
- NZPost Change My Address reporting work was kicked off in October, to assess options of leveraging the information in our enrolment processing.
- Business processes are being updated to reflect the new regional processing team structure. Further work will be planned to develop the detailed procedures.
- Testing of the new enrolment dashboard is underway, incorporating feedback from SMEs and LBE lessons learned.

Telnet contract for 0800 call centre services

The negotiation with Telnet has been completed, and the contract variations drafted. As we are seeking to extension the Master Service Agreement established in 2012, the total Whole of Life Contract value exceeds the CEO financial delegation, a Board paper is prepared to seek approval for the 20-month contract extension until June 2024. The planning for the full RFP processing will start in November 2022.

Building relationships and understanding

Strategic communications

A suite of resources has been developed to share with staff to support the embedding of the overarching Communications and Engagement Strategy in work across the Commission, including a strategy on a page, and a guide on how to use the Strategy and message house. The Strategy will go out to staff over the next few weeks.

Work also continues on an implementation plan setting out activity to tell our story to stakeholders and raise the profile of the Commission in election year, using the Strategy as a guide. The draft implementation plan has been shared with the Executive Leadership Team for feedback before it goes to the Board.

The Board joined members of the Operations Group and our agency FCB for a session on the Public Information Strategy for the 2023 General Election which will inform our advertising and other communications work for eligible New Zealanders in election year. This strategic work will be informed by the Overarching Communications and Engagement Strategy. The session was a chance to discuss the challenges and opportunities ahead and hear the Board's input. The Public Information Strategy will be finalised in December.

Social media

Activity on our social media pages significantly reduced after the local elections. However, we're seeing a small but steady stream of negative comments directed at the Commission on Twitter, Instagram and Facebook, because some overseas voters continue to receive their voting papers after voting closed. Our responses let people know the role of the Commission in local elections and direct them to their local council to share their feedback.

The Commission's posts on Facebook and Instagram celebrating the historic milestone of 50% of Parliament's seats being occupied by women and suffrage day received positive engagement.

Media

Participation in local elections has been a primary focus of the media in the past month. Online voting and having more in-person voting have been suggested by some academics and local body politicians as a way of increasing turnout. Handing over running of the elections to the Electoral Commission has also been suggested as a way to increase promotion of voting and have a more consistent approach across the elections. Having the Commission pick up the elections is a key recommendation of the Future of Local Government panel's draft report released, and widely reported, on 28 October.

While the role of the Commission has been clarified by the coverage, there has still been some confusion over who actually runs the elections, with many media enquiries and comments on social media seeking information on the local election throughout October.

The other major electoral story for the media this month was the resignation of Gaurav Sharma from Parliament, which has triggered a by-election in Hamilton West. Media enquiries have focussed on the dates and cost for the by-election. We anticipate high media interest in the by-election which, in a bellwether seat, will be seen as an indicator of support for the Government and Opposition in the lead-up to election year.

A selection of stories is attached in Appendix A.

Community Engagement Evaluation Framework

The community engagement teams have tested our monitoring framework for gaining feedback in the field during our community engagement activities. The feedback will help to further refine the framework and inform the implementation approach.

Issues under management

- Nil

Risks

- Nil

People management

| | |
|-----------------------------|---|
| TOIL or excess annual leave | <ul style="list-style-type: none">• Some staff in ECE have higher than desirable leave balances but they are being actively managed and leave plans are in place. |
|-----------------------------|---|

| | |
|------------------|---|
| | |
| Staff engagement | • |

Other news

- DCE and CEO visit to Napier on 17 November will include our Rotorua, Hamilton, Gisborne and Napier CE staff – an invitation has been extended to the Voting RM.
- Community engagement is continuing nationally with school visits, ongoing network meetings and a focus on planning for summer events and associated activity.
- Communications and Education successfully recruited one new permanent position during the month. Grace **9(2)(a)** accepted our offer for the position of Senior Advisor Digital. Hannah commences on the 7 November.
- Communications and Education has interviewed two candidates for the new Senior Advisor, Communications and Education (Accessibility) role.
- Recruitment has also commenced for the new permanent role of Senior Advisor, Communications and Engagement to support the delivery of the implementation plan for the overarching communications and engagement strategy.
- Recruitment for 3 Business Analysts, for MEO, Community Engagement and GE2023.
- Recruitment for a Customer Services Manager (aka centralised Enquiries Manager) is planned.

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Progress against the strategic priorities

Building our capability

The DCE SGD and Principal Advisor Governance attended a 'What good looks like' seminar hosted by the Office of the Auditor General outlining current reporting and accountability methodology. The team has also been helping our KPMG auditors understand the Commission's systems and data architecture to inform their 2021/22 audit.

Preparing for the future

The SGD team has been preparing for the Justice Committee's annual review questionnaire to the Commission, which we expect to receive in November. Potential questions will be circulated to managers to allow them as much time as possible to prepare their potential responses.

Data and Insights

The data platform project is about 80% through MVP delivery.

EMS 2023 simulation data will be imported starting this week. Dashboards containing historical elections data have been delivered and final changes are with Voting Services for approval.

ECE dashboards continue to be reviewed by testers, though their time has been limited due to the LBE and by-election.

A backlog of new dashboards, for production after the MVP is delivered, has been created. This includes dashboards for management at the ELT and regional levels, as well as further information for use in planning for GE 2023.

The certification and accreditation process will begin next month and will be the final step in delivering the data platform.

We are commencing a fourth phase of work with Deloitte to provide the ingestion pipeline build and support work for the remaining development of the platform.

Election Access Fund: Te Tomokanga – Pūtea Whakatapoko Pōtitanga

The Election Access Fund opened on 31 October, and we can now receive applications.

The media campaign to raise awareness of the fund also launched on opening day, with a media release and emails sent to the individuals and organisations on our stakeholder database.

The campaign is designed to reach the diverse disability community and was developed with guidance from an agency with disability expertise. It will include radio, press, online display and social media advertisements, which will be pushed at regular intervals to align with when people are likely to be contemplating standing for Parliament.

As required by the Election Access Fund Act, on 6 October a Gazette notice was published giving public notice of the eligibility criteria for payments from the fund.

Agreements were signed with the independent panel members who will assess applications to the fund. The panel members are Jade Farrar, Dianne Glenn, Huhana Hickey and Robbie Watene. Their first meeting for training purposes is on 2 November.

Minister Allan was provided an update on 20 October to advise of final preparations for fund opening, including publishing eligibility rules, recruiting an independent panel, and communications planning.

International Liaison:

Our advisor has returned from Tokelau. The rules and manuals have been drafted and are being submitted to the general Fono. We hope to complete this assignment within the next month.

The preparations for the Commonwealth Elections Pacific Region network conference are well underway for 7-11 November. We will be having a mihi whakatau, with the welcome dinner led by Hone Matthews, and we will be hosting the farewell dinner on the final night. We will have a member of the Operations group attending the workshop.

International Electoral Assistance Programmes (MFAT funded):

We continue progressing with MFAT:

- The new Pacific Regional programme in partnership with UNDP, is still underway. The launch date for this have been pushed to February. This will allow us to support countries who do not have a bi-lateral programme with us.

Fiji

To date the writ has not been issued and we await the date along with the rest of Fiji. The Manager International has been in country providing support to the Deputy Supervisor of Elections based on her having previously held the role.

All the Technical Advisors (TA) are on standby and will deploy once the date is announced.

Papua New Guinea

PNGEC are now in review mode and one of our TA will attend the Training and Awareness workshop from 8-11 November in PNG followed by another TA attending the National Review to be held 21-25 November.

This will help us to shape our activity plan for support for next year.

Tonga

The Manager International and a TA travelled to Tonga for the first time since 2019 and had a very successful week with the Electoral Commission in Tonga. They were able to agree on a high-level strategic support plan which will now be worked into an annual activity plan and work programme.

Other progress

The International team has now filled the vacancies it has been carrying for many months: administration support officer Niki 9(2)(a) and programme manager Karen Beggs both started this month.

People management

| | |
|-----------------------------|---|
| TOIL or excess annual leave | <ul style="list-style-type: none">No change. The two staff with TOIL balances are planning to use these over Christmas. |
| Staff engagement | <ul style="list-style-type: none">No change |

This report covers the main activities undertaken by the GE23 Programme team, Māori team, and the Chief Electoral Advisor for the period. It excludes the GE23 Programme or by-elections, which are reported on through separate channels.

Focus areas for the Māori advisory team over January have been advising and collaborating on key components within the community engagement plan GE23. Guidance has been provided on Māori engagement ensuring the unique rights as indigenous people of Aotearoa, are fully applied when engaging and supporting Māori to participate in our democracy. Whānau centric elector journeys have been conceptualised to strengthen this engagement.

Collateral translations for MEO (Māori Electoral Option) have been a priority focus. The use of Māori dialects fashions mana enhancing relations between Iwi and the Electoral Commission, this enables future growth resulting in better participation.

The MEO public engagement and the education campaign strategy is an area in which the advisory team continue to support and provide advice on engagement and stakeholder communications.

Progress against the strategic priorities

Building our capability

- Part of the focus on the Manager, Programme Management Office, is to build programme manager and coordinator capability. Training for the coordinators in MS Project and programme coordinating has been booked for March and April.

Preparing for an election

- As per Ngā Maihi Strategy, the Māori team has been heavily involved in the translation of material (Te Ātiawa-HQ), and planning for communication in Māori dialects for the Māori electorates. The use of Māori dialects fashions mana-enhancing relations between Iwi and the Electoral Commission, and this enables future growth resulting in better participation.
- The team have given advice and guidance on key components within the community engagement plan GE23 submitted to the Board this month, confirming Māori rights as the indigenous people of Aotearoa, are appropriately recognised when engaging and supporting Māori to participate in our democracy. Whānau-centric elector journeys have been conceptualised to strengthen this engagement.

Preparing for the future

- The Māori team has been engaged in mahi across the business, whakatau (community engagement), planning and participating in Electoral Managers training (Voting Services) and HR assistance. Karakia and waiata sessions have been implemented and tikanga and reo support is ongoing.
- The Māori team assisted Peter Potaka in his endeavours to improve services to Māori and reaching out to communities to house reo Māori booths.
- The Māori team has participated in interviews for Community Organisations work, and key Māori personnel involved in MEO. The MEO public engagement and the education campaign strategy is an area in which the advisory team continue to support and provide advice on engagement and stakeholder communications.

Building relationships and understanding

- Work has been undertaken with the CE to foster relationships with Iwi Chairs forum. Part of the Reo Māori team was at Te Matatini, promoting MEO and GE2023.

Other progress

- n/a

Issues under management

- Māori translation work for MEO and GE2023: we have encountered barriers regarding quality translation work that meets our expectations. Time delays and multiple handling of collateral have put at risk our aspirations. PM have realigned our processes to enable adequate stages to complete the work in a timely manner and alleviate the time pressure risk.

Other news

- The programme management team now has a full complement of staff. The Manager, PMO and three project co-ordinators have been hired.
- The Senior Programme Coordinator is a contractor and will remain to see out the GE. Recruitment for a permanent position has not been successful and given the time between now and the election, it was decided to extend this contract as the person has a wealth of knowledge and is a crucial programme support position. Amongst other things, she is currently training the new PMO staff members.

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE23 Programme or by-elections, which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

Master Services Agreement for Catalyst has been approved and signed by the Board. This provides a sound basis for delivery of mission critical systems while maintaining a strategic ability for GE2023 and beyond.

Planning for the *SLG and All Staff Wānanga* has progressed with the SLG wānanga planned for 7 March and the date for the All Staff wānanga is still being finalised.

Phase 2 of the *FMIS project (Solver)* has gone live and training has been given to all budget managers. Budget templates for FY23/24 have gone to all budget managers and we are working towards a finalised budget by the end of March 2023. We have improved our mapping from our payroll system (AMS) to our FMIS (business central) which should reduce the time spent on our month end procedures.

Feedback has been received on the *Health, Safety and Wellbeing Policy* and we expect to incorporate this feedback and provide ELT with a revised policy soon. The *Procurement Policy* is now ready for the Board to review prior to wider Electoral Commission consultation.

Our *National Office Property Project* is progressing well, with all furniture required has been ordered and expected date for Level 4 to be reorganised is 20 March with a finalised date of 30 April 2023. We are now looking at how we can support the increase in people to National Office during the General Election.

We are assessing a *Visitor Management System* that will change the way we manage visitors at National Office. The Administration and IT teams are working together on this with support from Procurement.

Our team has developed an *Employee Database (in Excel)* to capture the status of our people due to have no HRIS and limited functionality in our payroll system. We are also looking at how we can improve capturing our staff contract details to ensure seamless internal communications, as part of our onboarding and for BCP purposes.

Preparing for an election

Systems

- MEO software development is proceeding well, on track for deployment at the end of March.
- Enhancements to Mike to support Diacritics, including the Māori macron, went live on Feb 15th.
- The teams are working to implement integration between SnapHire and downstream systems, significant achievements in February including end to end creation of staff.
- Certification and Accreditation for FMIS and ARTS Phase 1 is complete. Data platform and Enterprise Services Bus certification and accreditation is well underway with no issues found as yet.

Recruitment

- Progressed with the recruitment, appointment, onboarding and preparation of induction for the Electorate Managers
- The P&C Team prepared and supported training simulation and ARTS system testing.
- Building staff requirements to meet the increased demand of the election including what casual roles are required to support Enterprise Services during the leadup to and during the GE.

Other Areas

- *Health and Safety* - Progressed consultation and procurement of services for the delivery of field Health and Safety Training.
- *Contract Management* - Extending several existing contracts to ensure continuity of supply. Telnet, Print Advisor and Print Panel.
- *Electorate Manager Training* - Assisting with the preparation of the financial module for Electorate Managers to ensure they have all the financial delegations and access to cash to perform and understand their roles from a finance perspective.
- *Financials* - Work continues to understand the financial cost pressures as the year progresses, and how this will impact on the election year budget.

Preparing for the future

Across Enterprise Services we have *20 vacancies* – 11 in IT, 2 in Property and Procurement, 3 in finance, 3 in People and Culture and 1 in Enterprise Services. Currently we have 10 contractors in these roles. We are using Snaphire to recruit these roles and we are actively recruiting 9 of these roles.

We have completed the *procurement pipeline planning* with the business and now have an updated schedule of contracts for the Commission. This has been a huge effort by the team over the last 6 months.

Work has begun at looking at *FMIS Phase 3* which was descoped from Phase 1. Finance and procurement are currently working on this and will also bring IT into the discussion. There is continued improvements in the FMIS (Business Central) to ensure better financial reporting to enable more informed decisions.

Building relationships and understanding

People & Culture, Administration and IT are working together to *streamline onboarding and inductions* to provide a better employee experience.

A number of *external relationship* meetings have been held including with MBIE around AoG contracts, e.g. Banking, and new furniture panel, external auditors and other government agencies of similar sizes.

We are planning a suite of *training sessions* for the Commission to enhance the procurement and contract management capability of EC staff and financial literacy. This is in conjunction with the planned P&C leadership training modules.

Other progress

- Staff offering - Samsung Family Value Programme is being progressed. Continue engagement with Samsung to finalise a potential special offering to employees as well as potential discounts for car hire being made available to employees.
- We published the Commission's Pay Gap Action Plan on our external website ([Kia Toipoto Pay Gap Action Plan | Elections](#)) and updated links to the Public Services Commission's website on [this page](#).

Issues under management

- Retention of permanent staff is an issue in IT with two key members of the IT team departing overseas
- It is anticipated that the recruitment arena will continue to be very busy over the next few months, and the risk of not being able to secure quality candidates for roles is still a risk in the current market.

Other news

Our people movement over the last few months includes:

- Emma Gillard has accepted the permanent role of Manager Finance and Administration.
- 9(2)(a) has been promoted from the Service Desk and has been appointed to the role of Systems Analyst, a welcome addition to the team.
- 9(2)(a) is leaving the team on 24 February.
- 9(2)(a) has left, and we have 2 contactors backfilling the Business Partner roles while we recruit permanently into these roles.

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE2023 Programme or by-elections which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

- 6 proposed secondments from Justice from 12 June to 22 October to support the legal and policy team for the election

Preparing for an election

- Following the [Make It 16 Supreme Court judgement](#) in November 2022, the Government signalled an intention to introduce legislation in 2023 to reduce the voting age. Our team has been working with Ministry of Justice on draft legislation to reduce the voting age to 16 for parliamentary and/or local elections. Cabinet decisions are awaited on whether legislation will be introduced this year, but any changes would not come into force until well after the general election.
- Following the passing of the Electoral Amendment Bill 2022 in mid December the Candidate Handbook for the 2023 General Election was published on elections.nz, incorporating new guidance on candidate loans which came into force on 1 January. We have had to publish this guidance earlier than we would normally do so that candidates have information about this new obligation from the date this change came into force.
- The Party Portal has been updated with revised guidance for parties, including a new obligation to report donations over \$20,000 in an election year, which also came into force on 1 January. A new return form has been produced for this purpose. Parties were also sent a summary of the electoral finance changes with the December Party Secretary update.
- During January the Third Party Handbook for the 2023 General Election and the third party registration form for the general election and associated register page were published on elections.nz.
- The Scrutineer Handbook for the 2023 General Election was also published on elections.nz.
- All MPs were emailed a copy of the MP Handbook for the 2023 General Election during January. Kristina also presented at seminars for MP support staff at Parliament during November and December about the election advertising rules.
- The broadcasting allocation Gazette notice was prepared during January to invite parties to give notice of eligibility. The notice period runs from 1 February to 1 March. Nine eligibility notices have been received to date.
- We contacted the Broadcasting Standards Authority, the Advertising Standards Authority and the Media Council to line up briefings for parties and broadcasters, publishers and media for the election.
- The team had a half day planning session on 30 January to map out our work programme for the year ahead.
- A Party Secretary update was prepared during January, including key dates for parties for election year following the election day announcement. This was sent to parties in early February.

Preparing for the future

- Participating in the GE steering group, GE Programme Board, data stewardship group, and by-election working group.
- Preparing information for registered parties on the new responsibilities they will have under the Electoral Act to file financial statements from 2024 onwards. Information to be sent to each party during February with new information about financial statements to be incorporated into the Register of Political Parties on elections.nz later this year.
- Preparing a submission for the inquiry into the 2022 local body elections. Submissions close on 14 February 2023.
- Continuing work with the Communications Team on the development of election candidate hub animation resources for election on being a candidate, loans, donations, and advertising and expense. Scripts were finalised ready for voice recording.
- Providing comments to Ministry of Justice on the Constitution Amendment Bill re ministers warrants in an adjournment situation. Final Cabinet decisions on the timing of amendments to be confirmed.

Building relationships and understanding

- Starting work with StatsNZ and LINZ on planning for the next boundary review in 2025. An initial meeting took place in mid December, where we circulated a high level timetable. A further cross agency meeting will take place in late February to discuss the high level timetable further and budgets.
- Continuing meeting weekly with Ministry of Justice Policy team on legislative change and other electoral work. A team meeting with the Constitutional and Electoral team was planned for early February.
- Support to Independent Electoral Review Panel secretariat including working on a range of information requests, with input from staff in the Operations group.
- In December Dean presented at the Electoral Regulation Research Network Conference in Canberra on the New Zealand experience of enfranchising non-citizens. This was an opportunity to hear about, and share information about recent changes to electoral law and network with our Australian counterparts.
- Fed into preparations for the Justice select committee annual review of the Commission scheduled for mid February.

Other progress

- Dean continued to lead IRT during January. He will be handing over this role during February.
- Review of procurement templates being developed by the Enterprise Group.
- Continuing to review collateral being developed for the continuous Māori Electoral Option, which comes into force on 31 March.

Advisory opinions

We received five advisory requests during November, and a further ten requests during December. We have a new look advisory template for 2023. Eight requests were responded to in January.

Party administration and compliance

- Annual return forms for donations and loans for parties and the accompanying template representation letter were finalised during January and sent to all registered parties in readiness for 1 May 2023, when returns must be filed.
- Annual compliance information about party memberships and parties' intentions to contest elections were sent to parties with the return information. Each party must file a statutory declaration in compliance with section 71A of the Electoral Act by this deadline each year.
- Progressing logo applications for TOP, New Conservative and Freedom New Zealand parties after the writ for the Hamilton West by-election was returned. The Commission is not allowed to progress logo applications during a by-election.
- Board paper being prepared for the February meeting on the registration of Freedom New Zealand as a party.
- Progressing New Nation Party's application to register a party and logo.
- Responding to an increasing number of enquiries from prospective parties about the registration process.
- Police confirmed during January the trial of Billy Te Kahika for non disclosure of donations will be set down for July. Ben is scheduled to give evidence at the trial.

Official Information Act requests responded to in November to January

| Requestor | Topic | Response Time |
|-----------|--|---------------|
| 9(2)(a) | <ul style="list-style-type: none"> • The Commission is asked to state whether or not it has ever received from a member of the public or any other party, other than its own staff, an objection to the occupation of slavery being listed on the Electoral roll. • The Commission is asked to identify how many people, in the last ten years, attempted to list their occupation as slave on enrolment documentation. (Other than myself) • The Commission is asked to identify how many people are currently listed on the Electoral Rolls with the occupation of slave as on the date of this request. • It is asked of the Commission that it identifies the names of all occupation titles that are not acceptable to the Commission as occupations when it comes to enrolment details. | 16WD |
| 9(2)(a) | Results from the Cannabis Control Referenda for each electoral seat and for this information to be displayed on your website | 19WD |
| 9(2)(a) | <ul style="list-style-type: none"> • The total budget for your department's Christmas party/parties for 2022 and 2021. Please separate costs for each year. • The number of parties that were or will be held in each year. • The number of staff who attended (or are expected to attend) each year's party/parties. • The location of the venue/s for each year. • A breakdown of the costs by expense type for each year's party/parties, including (where applicable) but not limited to the following: <ul style="list-style-type: none"> o Accommodation o Catering (e.g., beverages, crockery, food, glassware) o Consultation with relevant stakeholders o Decorations (e.g., Christmas tree, lights) o Entertainment (e.g., guest speaker/s, live music) | 17WD |

| | | |
|---------|---|------|
| | <ul style="list-style-type: none"> o Planning o Travel to and from the venue (e.g., bus hire, flights) o Venue | |
| 9(2)(a) | <p>Your website states “Anyone can look at or buy electoral rolls” and that certain “people and organisations can get lists of people who are enrolled to vote” including ...”state sector organisations.”. I am seeking the following information in relation to ‘state sector organisations’</p> <ul style="list-style-type: none"> - The names of which state sector organisations can get these lists - specifically whether IRD is one of these organisations - What information these ‘lists of people include - Copies of any material (including but not limited to procedures, checklists, policies, memos etc) about how state sector organisations can get or access these lists of people and what purposes they are used for - If IRD is one of these state sector organisations - what lists of people has IRD had access to (if this is information you hold), including the date requested. - If it is possible I am interested in the period between 2006 and 2011 and any such archived lists that IRD had access to at that time (if it still exists) | 20WD |
| 9(2)(a) | <ol style="list-style-type: none"> 1. Please clarify how the Electoral Commission contacts prisoners and overseas voters as part of its Enrolment Update Campaign if the address used for enrolment is one the person no longer lives at (and one where no friends or family live who could receive mail on that person’s behalf)? 2. Are there any data sharing arrangements with Corrections to remove prisoners sentenced for longer than 3 years? If so, how frequently is that cross-referenced? 3. Similarly, are there any data sharing arrangements with Customs to remove people who haven’t visited New Zealand in the last 3 years? If so, how frequently is that cross-referenced? 4. What checks are undertaken by the Registrar of electors? 5. What, if any, checks done to confirm overseas voters are still alive? 6. What date were the 2022 electoral rolls printed (being the physical copies currently held by the National Library in Wellington)? 7. If someone is missing but not yet confirmed dead, do they stay on the electoral roll? 8. Is there a period of time after which the Electoral Commission assumes someone is dead and removes them from the electoral roll? For instance, if details have not been updated or confirmed after 80 years or if the date of birth is more than 100 years ago? 9. I note this press release from 2013 and another from 2014 about removing ‘gone no address’ returns to sender. How often does this happen and how many people have been removed as ‘gone no address’ during the last 10 years? 10. What is the prescribed fee for purchasing a copy of the electoral roll and the habitation index? 11. Are there any other sources of information used to confirm deaths and/or remove people from the electoral roll? If this happens, what are those other sources and how frequently does this happen? 12. Is there any way to find out when named individuals last verified their contact information? 13. Are people removed from the electoral roll for any reason not covered in the questions above? 14. Have there been any significant changes to any of these processes over time? | 20WD |

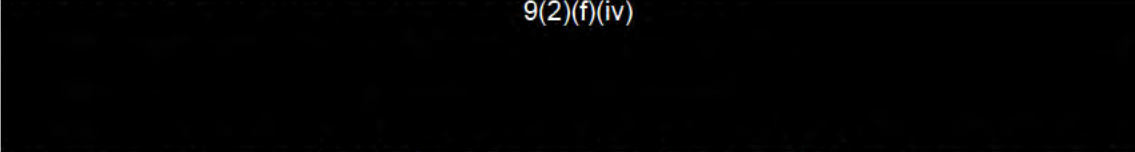
| | | |
|---------|--|------|
| 9(2)(a) | <p>I was watching the vote count of the By-Election refreshing on my phone at electionresults.govt.nz</p> <p>The vote count on the NZ Outdoors and freedom party went up to 220 votes 100 votes ahead of the NCOP and it showed 300 + informal votes at the bottom of the screen</p> <p>When I refreshed the count it show only 39 informal votes (300 had disappeared and NZ Outdoors and Freedom Party dropped over 100 votes)</p> <p>Please explain why I saw this and please under official informations act provide me with all screen shots of the progres count updates placed on your website between 7pm and 9pm on the 10th of December, 2022.</p> <p>Additionally I have had phone calls now with several other people who witnessed what I did</p> | 19WD |
| 9(2)(a) | <ol style="list-style-type: none"> 1. Will the registered Parties and their candidates with their ranking on the party list be provided to the registered voters in the mail as it was consistently done for each MMP election apart from the last one? 2. What actions are you taking given the stories of the US government directing social media platforms and what are you aware of on these issues to date? 3. Given the role of New Zealand's connection to the United States and other members of the Five Eyes Spy Networks along with other international arrangements NZ has, I am of the view that democracy is not operating through New Zealand media holding power to account given the US government involvement in affecting the narrative on many areas. <p>Are you taking any action concerning my complaints with my alleged claims concerning search engines?</p> <ol style="list-style-type: none"> 4. What legal advice have you had on this issue with respect to social media complaints by Parties and individuals and/or legal actions that you have threatened or taken concerning social media companies and/or organisations? 5. Complaints that have been made by individuals and Parties concerning General Elections and By-elections. 6. How are you going to address the issues that are raised in this emal. Have you already done or written reports on this? If so, please provide copies. | 19WD |
| 9(2)(a) | Any information the Commission holds regarding the percentage levels of the urban / rural divide in all of NZ's electorates. | 17WD |
| 9(2)(a) | Am I able please to request information you hold regarding any and all donations made to Andrew Little, The labour MP between 2012 and 2023? | 14WD |

Parliamentary questions responded to November to January

| Requestor | Question | Date of Response |
|-----------------|---|------------------|
| Simeon Brown MP | As at 28 October 2022, for each of the core Crown Agencies/Departments the Minister is responsible for, if any, how many staff, if any, who are paid \$100,000 or more a year, have | 01/11/2022 |

| | | |
|-----------------|--|------------|
| | received a pay increase since 28 April 2020 because of exceptional circumstances, if any? | |
| Simeon Brown MP | As at 1 November 2022, for each of the core Crown Agencies/Departments the Minister is responsible for, if any, how many staff, if any, have received payments that did not affect their base salary between 28 April 2020 and present day, and how much money, if any, do those payments add up to in total? | 04/11/2022 |
| Simeon Brown MP | For each of the core Crown Agencies/Departments the Minister is responsible for, if any, how many staff, if any, have received payments to refund or pay for union membership fees in 2021/22, and how does this compare with each of the previous five years, and how much money, if any, do those payments add up to in total for 2021/2022 and each of the previous five years? | 21/11/2022 |

Issues under management

- SFO has sought leave to appeal re: NZ First Foundation case.
- 9(2)(f)(iv)

- We are continuing to work with the IT team on the solution needed for parties to access the nominations system via the Party Portal.

Other news

| | |
|------------|---|
| Resourcing | <ul style="list-style-type: none"> • Braedyn 9(2)(a) joined the team as a Legal Advisor on 5 December on a fixed term to mid 2024. • 9(2)(a) tendered her resignation during January, and left on 10 February. • Recruitment is underway for a permanent Legal Advisor role. |
|------------|---|

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE23 Programme or by-elections, which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

Te Kauhanga, our new data platform, has been through user acceptance testing and gone live for Enrolment dashboards. Training has been delivered online to all staff in the regions, followed by additional face-to-face sessions in Auckland, Central and Southern teams.

Staff appointments

Community Engagement Managers Rachael Bell (Central) and Dr Kate Sewell (Auckland) have started in their respective roles, working closely with their teams as recruitment for the MEO starts and GE planning continues.

Business Analyst Jessica **9(2)(a)** started on 16 January to primarily support the community engagement team in the post- regional review implementation.

Organisational communications

We have continued to focus on providing our people with the information and tools they need to do their job easily.

Support for the Incident Response Team has been a key focus and the delivery of communications to our people about recent extreme weather events in Auckland. There has also been ongoing support from the Communications team to communicate the Engagement Survey and to contribute to preparations for the Senior Leadership Group and all staff wānanga.

A new feature on ECHO has been launched, profiling our people each week so we can get to know each other better. Support for the fortnightly all staff meetings is ongoing and we continue to have a diverse range of speakers from across the organisation.

Information hubs on ECHO have been created as the source of all truth for the 2023 General Election and the Māori Electoral Option.

Preparing for an election

Election date announcement

Election year began with an announcement on 19 January that the 2023 General Election would be held on Saturday 14 October. Shortly after the Prime Minister's statement, we issued a media release from the Commission with a timetable of the key election dates and posted a link on our social media channels. A banner and 2023 General Election page were published on the website the same day, so that the public could find the information easily on both vote.nz and elections.nz.

It was also important to make sure our people knew about the announcement. An email was prepared for the Chief Executive to send to all staff, and a story was published on ECHO.

Media coverage

The news that the election day had been set was quickly overtaken by Jacinda Ardern's announcement that she would stand down as Labour leader. Chris Hipkins was chosen as her successor and is now Prime Minister. Since then, there have been two significant weather events that have dominated news coverage.

The events of the year have meant that we have not featured in many media stories. Political coverage has so far focussed on party selections in various electorates as candidates line up for the election. We can expect more attention on our readiness to support the changes to the Māori Option and conduct the election as Parliament resumes and there is more of a focus on the electoral process.

Political commentators have looked at how the leadership change and the response to the cyclones might affect party fortunes going into the election. This has included musings on whether Labour could capitalise on a boost in the polls and call an early election, but this speculation has been limited.

Māori Electoral Option

The Electoral (Māori Electoral Option) Legislation Act 2022 received Royal assent on 18 November. The project approach and requirements have been revised to incorporate changes in the legislation, which mean voters will be unable to change roll type in the 3 months before a general election or the triennial local elections. Development work started with Catalyst in December and is progressing well.

Collateral required for packs to be sent to electors of Māori descent were developed with our creative agencies FCB and Run. These included a new ROE42 form, outbound and inbound envelopes and an information brochure about the Option. The information brochure required input from our creative agencies, Straker International, Write Group, and internal teams. Final designs provided to NZ Post and print suppliers for production.

A lock-up and overall creative direction for the campaign were developed and agreed, which has enabled work on other elements of the campaign to begin.

Updates to the ROE1 enrolment form have been completed, and include changes related to overseas elector eligibility for GE2023 as well as MEO.

Advertising for 32 fixed term community engagement staff across the regional offices was carried out in January. There is some risk in completing recruitment due to low response rates in some areas, this is being addressed by regional managers. A GETS process was also run, seeking community organisations to deliver the community engagement campaign in seven regions. Responses were received for all but two, potential organisations in these regions (Nelson and Dunedin) are being identified through our networks. A Project Lead – Partnerships and Contracts has now been appointed and starts on 20 February. Planning for training delivery is progressing well with trainers from the enrolment processing and community engagement teams.

The procurement of de-escalation training for community engagement and public enquiries staff is now in progress with P&C. Scenario planning is also in good progress for MEO training starting from 20 March.

Always on advertising activity

Always on activity was re-started after the holiday period. This activity targets transactional enrolment messages to people who have recently moved house, turned 18, eligible to enrol on the provisional roll and recently moved to New Zealand. Messages run across Google Search, digital

placements and social media. New messages reaching young people are being trialled for the first time on Tik Tok.

Websites

The communications team is supporting teams across the organisation to prepare online content about our services, including overseas voting and assisting with a trial of the new upload voting paper (UVP) system. The team is also supporting Legal and Policy on the development of the candidate hub.

Preparing for the future

Diacritics functionality in MIKE is now completed after almost two years of development effort. In addition to addresses, staff will be able to enter names with diacritics from the 16 February and training has been delivered online to all staff in the regions.

Contract management responsibilities for the Print Advisors have now transitioned to the Manager Business Enablement. Further development progress for the EOI and procurement plan for the 0800 services.

Building relationships and understanding

Stakeholder engagement

Kea New Zealand

Communications met with Kea New Zealand, a global network reaching New Zealanders who live and work overseas, to discuss how we can work together to share information about participating in this year's General Election and Māori Electoral Option.

TVNZ

Communications met with TVNZ to discuss support to deliver Vote Compass, which helps to promote voter participation. The Electoral Commission has supported this initiative since 2014. Head of News for One News expressed an interest in meeting with Karl Le Quesne to discuss Vote Compass and this could provide an opportunity to discuss the Commission's core messages for the General Election.

Census

Communications and Enrolment continue to meet with senior leaders for the 2023 Census to share information about preparations for the Census and General Election.

Communications to support integrity in elections

Work is continuing on communications activity focussed on integrity and building trust and confidence in elections. This work is aligned with activity led by the Deputy Chief Electoral Officer on integrity, security and trust and confidence in the election.

An Integrity Communications Plan has been drafted and progress has also been made on a suite of resources to be used proactively and reactively to share accurate information on elections with

the public. This includes a new video on how votes are counted filmed at the Tauranga by-election. The video will be hosted on our website and cutdowns shared on our social channels.

Work is underway on a set of reactive FAQs on facts about the election to support social media enquiries and comment; a content schedule for proactive communications on our social channels, and guidelines for community management on social media.

Strategic communications

Development of stakeholder engagement plans commenced with the stakeholder relationship leads for each stakeholder group. The purpose of the plans is to put some structure and processes around our engagement with key stakeholders and ensure we are meeting with them frequently and with purpose. A process for tracking of our engagement with stakeholders will also be developed.

The implementation plan is moving into the visibility raising stage as public interest in the election increases. Op-eds setting the scene for the year have been drafted for the Chief Electoral Officer and Chair of the Board. Karl's provides a more operational view and Marie's take a broader view of the environment we are operating in. Trust in elections is a key pillar of both op-eds.

Election Access Fund communications

Stakeholder engagement remains a key channel for raising awareness of the Election Access Fund. Prior to Christmas an email was sent to political parties and stakeholders with information about the Fund. Handbooks in English and te reo Māori on the application guidelines were printed and sent to all political parties and key stakeholders early in the new year. Messaging has also been included in the Party Secretary Newsletter.

Creative development for the advertising campaign to raise awareness of the Fund progressed with the scripts for radio and creative direction for print and digital ads. Candidate information in alternate formats (NZSL, Easy Read, audio, Braille and large print) was produced and uploaded to elections.nz

Social media

The communications team is working on a Best Practice Guidelines document, which details a how we will run our social media channels in the lead up to the General Election. Work has also started on a social media content calendar for 2023.

Moderation of social media comments and DMs is, and will continue to be, an ongoing job. The communications team is currently trialing a new community management tool called Agorapulse. This kind of tool is essential for ensuring the process of moderating comments and replying to social media enquiries is efficient and timely when the volume of comments increase during the public information campaign.

Other progress

Community Engagement team had two-day hui in December, bringing all regional staff together first time after the regional review implementation.

Issues under management

- Competing demands on resources for the delivery of the Māori Electoral Option and preparations for the General Election.

Other news

- DCE visit scheduled to Lower Hutt Enrolment and CE hub on 27 February 2023.
- With the announcement of the election day – there was an initial spike in enquiries the majority about voting from overseas and interested in working for Elections.
- Successful number of events attended for Waitangi Day celebrations and other summer events – such as Waitangi Day, Waka Ama and Chinese New Year celebrations.
- Focus now moving to other events including Polyfest, Te Matatini and the tertiary orientation programme.
- Interviews are underway for the Customer Services Manager.
- Recruitment for Senior Advisor Learning and Development is planned.
- Recruitment for a number of fixed term and permanent positions within the Communications and Education team has been a key focus.

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE23 Programme or by-elections, which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

- The data and insights team is preparing the Commission's new Tableau-based data platform, Te Kauhangaroa, for implementation in February. This will help us to share our data internally effectively and create a 'one-stop-shop' for our data needs.

Preparing for an election

- We have been discussing the Election year protocols for monitoring with MoJ. These will be finalised this month.

Preparing for the future

- Recruitment is underway for the Manager Strategy, Risk and Assurance who will then build the team to provide long term strategy. Risk, assurance, accountability and prioritisation support. Carol Slappendel has joined the team on a part time basis to continue the work on our strategic systems development.

Election Access Fund: Te Tomokanga – Pūtea Whakatapoko Pōtitanga

- Set up of the Election Access Fund is now complete. The suite of tools and guidelines is being tested and refined as they are used with live enquiries and applications.
- The Applications Panel processed its first application in January. The full amount requested for note taking and transport costs was granted. No further applications have been received at this time.
- All political parties and key disability stakeholders have been emailed reminders about the fund and copies of the Application Guidelines in A5 handbook form (in English and Te Reo Māori). The Communications Team continues to work with FCB on the creative media campaign to raise awareness of the fund through digital, radio and print advertising.
- A project closure report has been written to evaluate the fund's development, record lessons learned and provide a resource for future projects. The Steering Group will continue to meet until May to maintain oversight of communications and use of the fund.

Building relationships and understanding

- The International Business Unit had one staff deployment this month, with technical advisor Deidre **9(2)(a)** travelling to Samoa from 21-29 January.
- Regular fortnightly meetings with the Commission's Ministry of Justice monitoring liaison have been re-started for 2023, commencing on 24 February.

Other progress

n/a

Issues under management

- The team is carrying a large number of vacancies which we are seeking to fill currently.
- One team member has been impacted by Cyclone Gabrielle, which is reducing capacity.

Other news

- The SGD team will hold its first team workshop at the Wellington Zoo on 17 February.
- Recruitment is underway to replace EA **9(2)(a)**, who will depart on 22 February.

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Progress against the strategic priorities

Building our capability

The Māori advisor team has participated and led in preparations for the MEO and GE2023. Work that requires building understandings and the capability of staff via:

- Electorate Manager Training
- Imbedding tikanga Māori across the commission
- Whakatau/pōhiri to new staff – Wellington (including the Governor-General), Christchurch
- Internal workshops (Wānanga)
- Review external communications
- Supporting Community Engagement with strategy and Training of new MEO staff
- Supporting Telnet (pronunciation resources)
- MEO Contracted groups procurement and training (history of MEO)
- Working with Communications Learning and Development to develop and improve cultural capability
- Support for Community Engagement at Te Matatini
- Translation work (We have prioritised this work).

Preparing for an election

Trust & security

The Trust and Security work is progressing at pace and involves representatives from across the business as well as external agencies. The current areas of focus for this work are:

- Evaluating our current protections, identifying the main gaps in the work programme and key decisions that need to be taken, through internal workshops and external risk evaluation work – we held a workshop from representatives from across the business (in the internal Security Group) on 24 February and the first Risk and Security Working Group on 23 February.
- Documenting the strands of work occurring across the organisation in support of the trust and safety of GE2023 into a consolidated project plan at a more fine-grained level to track progress against a centralised view – this is currently being worked through with the Programme Director.
- Making recommendations to the Programme Board about additional protections that may be required to support the mitigation or risk and preparations to respond to issues that may arise during GE2023 – a paper setting out the main finding and recommending next steps is being worked on and is pencilled in for the 23 March Programme Board.

- Furthering the inter-agency support work to have an agreed (inter-agency) risk profile established by April – a draft risk profile is being worked upon based on discussion and feedback at the first Risk and Security Working Group meeting on 24 February.

Māori advisory team

- Support Voting Services with Kaupapa Māori Voting places (Location - kura and or places of significance to Iwi)
- Support in the development of the advertisement production for the MEO campaign
- Recruitment
- Translation work.

Preparing for the future

- Our capability is noticeably growing in Te Ao Māori. We are continuing to develop our tikanga that is appropriate to us in-house and appropriate to our different communities.
- Our translation work for MEO and GE is better positioning ourselves to have powerful conversations with Iwi.

Building relationships and understanding

n/a

Other progress

n/a

Issues under management

n/a

Other news

- Mark Lawson is currently recruiting for a Senior Advisor – Interagency Liaison role to support trust and security work.

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Progress against the strategic priorities

Building our capability

The *SLG Wānanga* was held on 7 March and the date for the All Staff wānanga is set for 16 March. Final arrangements are made to secure appropriate venues for regional gatherings for the wānanga.

The *Health Safety and Wellbeing Policy* was endorsed by ELT and referred to the Board for approval at the March Board meeting.

Phase 2 of the *FMIS project (Solver)* has gone live and training has been given to all budget managers. Budget templates for FY23/24 have gone to all budget managers and we are working towards a finalised budget by the end of March 2023. This is on track, and consolidated budgets are currently being reviewed at ELT level.

Implementation of an additional layer of *Multi Factor Authentication* protection when logging in to your account.

The team progressed work on the *Employee Database (Excel)* to capture the status of our people due to have no HRIS and limited functionality in our payroll system. With the implementation of the changes coming into effect from 31 March, reporting of employee metrics and Health and Safety is being transferred to the People & Culture team from the Principal Advisor Corporate Services.

Preparing for an election

Financial pressures are being reassessed, as confirmation of October election date may have a financial impact, but this is also mitigated by savings in other areas.

Electorate Manager training has been completed, and EFTPOS cards are being issued to all the Managers. RM's have now being set up with new DFA's and able to approve invoices directly in Business Central for the first time. The EMS financial module is being reviewed, and minor development changes are being discussed with Joe Glover to improve some internal controls.

Testing has been completed for the organisational structures inside the Learning Management System *TUPU*.

EMS Production went live last week this included a connection for the *data platform software* development is proceeding well and is on track for deployment at the end of March. Certification and Accreditation for this data platform continues.

The *Enterprise Services Operations Manual* is being updated to ensure we have all the milestones included and understood across the team.

Preparing for the future

Visitor Management System development is in progress. This will improve the way our visitors are managed at National Office.

Work has begun at looking at *FMIS Phase 3* which was descoped from Phase 1. Finance and procurement are currently working on this and will also bring IT into the discussion. Additions to BC such as NZBN checks and Māori Vendor details, are being considered as further future improvements to the financial control and data collection improvements in Business Central

Across Enterprise Services we have 20 *vacancies* – 12 in IT, 3 in Property and Procurement, 1 in finance, 3 in People and Culture and 1 in Enterprise Services. We are using Sapphire to recruit these roles, and we are actively recruiting 9 of these roles.

Building relationships and understanding

People & Culture, Administration and IT are continuing to work together to *streamline onboarding and inductions* to provide a better employee experience.

Other progress

Health and Safety – Further progressed consultation and procurement of services for delivering field Health and Safety Training.

Issues under management

Recruitment for an IT Solution Architect has been difficult and after multiple interviews we are now reaching out to recruitment agencies.

Other news

- Antony 9(2)(a) has been brought in as a temp Accounts Payable officer while our permanent Assistant Accountant is being recruited for this role.
- Procurement and Property Manager and Procurement Senior Advisor are in the final stages of recruitment.
- The transition to the new preferred stationery supplier Office Max is in progress, with comms due to go to users this week.
- The office plants contract with Plants Undercover has been discontinued, to ensure budget priorities are being met.
- 9(2)(a) left the IT team on 24 February.
- Recruitment is proceeding well for System Admin and Cyber Security roles with two offers made within the IT team.
- The Learning and Development team members report to the Principal Advisor Capability and OD from 6 March as part of our change that was confirmed in December 2022.

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Progress against the strategic priorities

Building our capability

- Two team members underwent training on Te Kauhanga, our new data platform using Tableau dashboards.

Preparing for an election

- Work continued in supporting the Ministry of Justice in legislation to reduce the voting age.
- We are in the process of finalising the Broadcasters and Publishers Handbook for the 2023 General Election. This replaces the Media Handbook from 2020.
- Kristina, Dean and Braedyn attended the Returning Officers training day to witness secrecy declarations.
- Potential third party promoter organisations were emailed this month, with instructions on how to apply for the Register of Promoters. The website is updated with the Third Party Handbook for the 2023 General Election and the Register will be filled as promoters' applications are accepted.
- Following the broadcasting allocation notice period, all 15 registered parties and two unregistered parties applied for broadcasting allocation. Work continues on a board paper with suggestions for allocation.
- The two unregistered parties, Animal Justice Party New Zealand, and Protect and Prosper New Zealand, have advised that they intend to register before the 2023 General Election.
- Work has begun on the updated Judicial Recount resource pack for District Court Judges, providing information on the election process, history of previous recounts and relevant law. The pack was last updated in November 2020.
- Input into the trust and resilience work being led by Mark.

Preparing for the future

- Continuing work with the Communications Team on the development of election candidate hub animated resources for the election, on being a candidate, loans, donations and advertising expenses. Scripts have been voice recorded and preliminary animations sent to us from National Park for review.
- Participating in the GE steering group, GE Programme Board, the working group on risk and security, stakeholder engagement plan (data stewardship group, and by-election working group did not meet this month).
- Provided a submission for the Review into the Future for Local Government on 22 February, discussing the review's recommendations for centralising administration of local electoral processes.
- Provided a submission for the Inquiry into the 2022 local elections to the Justice Select Committee on 28 February.

Building relationships and understanding

- Hosted a meeting with the Broadcasting Standards Authority, Advertising Standards Authority and Media Council to establish relationships and prepare for the upcoming media briefing in April.
- Met with Stats NZ and LINZ to discuss a high level timetable and budgets for the next boundary review in 2025.
- Continuing meeting weekly with the Ministry of Justice E&C policy team on legislative change and other electoral work. We met for a casual catch-up on 1 February to establish relationships in preparation for cooperative work this year.
- Support to Independent Electoral Review Panel secretariat including working on a range of information requests, with input from staff in the Operations group.
- Kristina, Karl, and Marie presented at the Justice Committee's annual review of the Electoral Commission on 16 February.

Other progress

- Dean handed over IRT lead during February.
- Review of procurement templates being developed by the Enterprise Group.
- Continuing to review collateral, web content and statements of work being developed for the continuous Māori Electoral Option, which comes into force on 31 March.
- Working on section 112 requests for electoral roll data.

Advisory opinions

We received 20 advisory requests in February. All were responded to within the 5 working timeframe.

Party administration and compliance

- Information was sent to registered parties on their obligations around returns for donations and loans from 2022.
- Following the return of the writ for the Hamilton West By-Election, registration applications continued. Freedoms New Zealand was registered on the Register of Political Parties on 16 February. The Opportunities Party successfully applied for a variation of their logo.
- Board papers have been prepared for registration of the logo of Freedoms New Zealand and an application by New Conservative to vary their logo.
- The Democrats for Social Credit informed us they do not intend to contest the 2023 General Election and were deregistered in February. A Gazette notice to this effect was submitted on 1 March.
- Work continues on the application for registration from the New Nation Party.
- Continuing to respond to enquiries from prospective parties around the registration process, broadcasting allocation and the election.
- After a public enquiry, the Māori Party received a notice that their Facebook page did not contain a promoter statement. They have since amended their page.

Official Information Act requests responded to in February

We responded to two OIA requests in February. All were within the 20 working day timeframe.

| Requestor | Topic | Response Time |
|-------------------|---|---------------|
| 9(2)(a) | <p>From Google search I noted you have called for independent member to set on the Election Access Fund Panel last year.</p> <p>May I ask how did you call for public nomination and on what platform you have call for public nominations, e.g. govt.jobs website. Also, how many applications you have received from the public and how many you have received from other nominating agencies such as TPK or Ministry of women etc. further, how many you have shortlisted and interviewed.</p> <p>Please supply the pay rate and term of reference/job description of this role.</p> <p>Also, the current panel member of the Election Access Fund</p> | 7WD |
| info@data.govt.nz | Political Donation Data: Data regarding each party's annual return (including publicly available donor information), and large donations. | 19WD |

Parliamentary questions responded to in February

We responded to four parliamentary questions in February.

| Requestor | Question | Date of Response |
|-----------------|---|------------------|
| Melissa Lee MP | What Bring your Own Device (BYOD) policies, if any, are currently being operated by their responsible entities? | 14/02/2023 |
| Melissa Lee MP | Were any cybersecurity incidents notified to the Minister or any duty Minister operating within their portfolio between 16 December 2022 and 14 February 2023; if so, what was the nature of the event, by dates, reason, and organisation? | 14/02/2023 |
| Chris Bishop MP | In relation to any statutory entity named in Part 1 of Schedule 1 of the Crown Entities Act 2004 or any public service agency the Minister is responsible for, which entity or agencies, if any, have appointed a Plain Language Officer or Officers pursuant to the Plain Language Act 2022; when, if ever, were they appointed, how many, if any, have been appointed for each entity or agency; and if appointments have been made, how were they appointed, are the appointees within or outside the agency, and how many, if any, full-time equivalent staff have been hired as Plain Language Officers? | 14/02/2023 |
| Melissa Lee MP | How, if at all, are the Minister's Departments and entities, if any, ensuring that use of Microsoft 365 and other information management software platforms complies with government information and records management policies and laws? | 21/02/2023 |

Issues under management

- We are continuing to work with the IT team on the solution needed for parties to access the nominations system via the Party Portal and to ensure that the EMS and results systems work for umbrella/component party relationships.

Other news

Resourcing

- Recruitment continues for a permanent Legal Advisor role.
- 6 proposed secondments from the Ministry of Justice from 12 June to 22 October to support the Legal and Policy Team were approved at the quarterly hui between MOJ Policy and the Electoral Commission.

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Progress against the strategic priorities

Building our capability

Staff Recruitment:

Shane Whitfield, Director Strategic Engagement and Partnership officially started with the Commission on 13 February and is based in Christchurch. Currently, he is getting his feet under the table with a comprehensive induction to support him and getting to understand his role.

Kelly **9(2)(a)**, Contracts and Partnerships Lead who started in February will be working closely on the Māori Electoral Option 23. She is based up in Auckland.

Justin McCready was appointed to the Customer Services Manager role and started on 27 February. Justin will be working closely on the public enquiries activities for Māori Electoral Option and further consolidate the set up and practice for GE2023.

9(2)(a) a long serving Enrolment Officer in the Lower Hutt office has resigned (retirement), and recruitment is underway. The vacancy for an Operations Support Officer in the Lower Hutt Enrolment team has been completed.

Kevin **9(2)(a)**, Senior Advisor, Communications and Media started in February to support our media engagement for the General Election. His role is to support our engagement with national, regional and local media to help tell the Commission's story and ensure that New Zealanders have the information they need to enrol and vote.

Organisational communications

We have continued to focus on providing our people with the information and tools they need to do their job easily. This month we have launched the Electoral Commission Style Guide, internal brand guidelines, and templates to help our people write clearly and consistently.

Events

Voting Services ran a 4-day Electorate Managers Training workshop in February. The Governor General, Commission Chair and Chief Executive and members of the Operations Leadership Team presented to the electorate managers. A comprehensive workshop was delivered to train returned and new Electorate Managers to prepare them for the election.

The Community Engagement leaders held a 2-day leadership hui on 21/22 February – it was an opportunity to work with the newly appointed Director to form the team culture and continue planning for MEO and GE.

Engagement staff from Auckland, Whangārei, Hamilton and Christchurch attended Te Matatini Herenga Waka, Herenga Tangata in Tāmaki Makaurau. This biennial event hosted over 60,000

people and was watched by 1 million online. This provided a key opportunity to engage with Māori from across Aotearoa ahead of both the Māori Electoral Option and General Election campaigns.

Alongside our Enrolment station, we had several activations to pique the interest of those passing by and to spark up conversation around the upcoming electoral events. The most popular of these activations were our kirituhi stamps (Māori patterns placed onto the arms or legs), and our “Pick Your Favourite Kai” Voting Poll. A busy four days saw several hundred electors get enrolled.

Preparing for an election

Māori Electoral Option:

Development work on the MIKE system changes is progressing well. Brochures and envelopes for the mailout have been printed and New Zealand Post has completed the dress rehearsal process and testing of macrons using EC data. New Zealand Post has also carried out development and testing of changes to the ROE1 enrolment form and ROE9 confirmation letter, which are being updated to incorporate MEO changes.

Preparations for the Māori Electoral Option campaign have progressed. A detailed production timeline has been agreed but timeframes are very tight ahead of the campaign launch. Production is moving at pace and to date has progressed very well.

A creative approach for the campaign was agreed in February and talent and crew, including sand artist Marcus Winter, were confirmed and contracted after Ministry of Justice and neutrality checks were completed.

A stills photo shoot was held in Auckland to capture imagery to use across campaign assets. Post-production was completed and imagery has been applied to collateral that will be used by community engagement teams, external stakeholders and our website.

TV and radio scripts and messages for other media channels were drafted and circulated for comment. Storyboards for television and video content were drafted and preparations are underway to film in Auckland in mid-March.

A media approach for the Māori Electoral Option was completed and agreed in February, enabling the first media placements for the campaign to be booked.

Work to prepare the website for the launch of the campaign is underway.

A campaign kit to support internal teams to know and understand the Option, along with guidance to deliver information in political neutrality way, and how the Commission will deliver information to Māori has been drafted.

Content has been drafted and sent to alternate format providers to create accessible versions, including Large Print, Easy Read, Braille and audio.

Kelly **9(2)(a)** has started as Project Lead – Partnerships and Contracts. Planning for training is progressing well and a walkthrough of the community engagement training plan has been held to get feedback from internal stakeholders. A procurement process has been carried out for an

agency to provide temporary enrolment processing staff, PersolKelly has been confirmed and will commence recruitment for 11 staff, due to start training on 27 March.

A working group has been formed and is meeting regularly to assess impacts of Cyclone Gabrielle on delivery of the campaign, our regional teams are providing input on the expectations of communities in affected areas. We are assessing the delivery of the community engagement component of the campaign in the worst affected areas, and determining how we may tweak that delivery. We are identifying ways of reaching people who have been displaced and may not receive a mailout pack, including through targeted advertising.

We are also in the process of finalising the contract statement of work with Telnet for MEO delivery. This includes the required setup for the event and the provision of dedicated Te Reo speakers to support Māori descent electors in preparation for Māori Electoral Option 23. Further investigation on other potential options of Te Reo capability to assist with public enquiries have been explored. It concluded that the utilisation of Te Reo speakers in Telnet remains the best approach to ensure consistency and quality of the service.

Websites

Updated website content to support the changes to the Māori Electoral Option has been prepared and is now being translated. This has also meant updates to some of our existing video resources, which have been re-edited to take the changes into account.

We are engaging with our website vendor, Pikelin, to make the changes to vote.nz necessary to conduct the Māori Electoral Option and accept registrations for Kids Voting 2023.

Always on advertising activity

Always on activity continued in February to deliver enrolment messages to people who have recently moved house, turned 18, eligible to enrol on the provisional roll and recently moved to New Zealand. Messages ran across Google Search, digital and social media. New content is being trialled on Tik Tok to reach younger New Zealanders aged 18 to 24. A media schedule for the next quarter is being prepared.

The team are supporting the development of materials for Community Engagement and Voting Services, including pull up banners, posters, brochures and flags, that can be used outside of an event, to strengthen our brand look and feel and provide trust and confidence.

Preparing for the future

The GE23 community engagement strategy has now been approved by the Board and the first stage of the implementation is underway with a staff socialisation session set for early March. Once this is in place regional teams will develop localised plans to support the GE as well as consider longer term opportunities for engagement.

The Monitoring and Engagement framework is nearing completion and staff will be trained in use of the tools from mid-March with the view to begin gathering data around the impact of both MEO and GE engagement.

The implementation of Diacritics functionality in MIKE has been completed. In addition to the diacritics for addresses, staff can now enter names with diacritics from 16 February onwards and training has been provided to all staff across the regions.

The procurement process for de-escalation training has been progressing well. Once the contract process is completed, it is planned that the community engagement staff will receive training which will be facilitated by an external vendor from the 22nd to 23rd of March. All permanent and temporary staff for MEO will be attending. This is a half day training and there will be 6 sessions delivered in different locations namely Whangarei, Auckland, Hamilton, Gisborne, Wellington, and Christchurch. There are up to 20 seats available for each location. The training will cover the application of the Health and Safety Workplace Act (HSWA) of 2015 to aggressive vs assertive behaviour, de-escalation techniques and incident reporting, among others.

Meeting with Leigh and MOJ, to discuss questions on the initial costing provided, policy options and implications for Voting Age Bill.

The team have supported the development of the SLG and all staff wānanga and have worked with P&C to implement and consult policy, communicate property moves, and improve the Commission onboarding and induction processes.

Building relationships and understanding

We have begun investigating the opportunity to engage Stats NZ staff into to the temporary workforce for the Commission once the census duties are completed.

We continue to have a diverse range of speakers at our fortnightly all staff meetings and provide opportunities for people to connect. We have spoken at Electorate Manager training and engaged with new Community Engagement leads to understand how we can best work together.

Stakeholder engagement

Manatū Wāhine Ministry for Women

Communications and Education is working with the Manatū Wāhine Ministry for Women on shared opportunities to acknowledge 130 years of women's suffrage in Aotearoa New Zealand on 19 September.

Census

Communications and Education and Enrolment continue to meet with senior leaders for the 2023 Census to share information about preparations for the Census and General Election and is linked with their social media team.

Media

The focus of political journalists continues to be on the response to Cyclone Gabrielle and party leadership. Newspapers around the country have also been marking candidate selections in different electorates, as parties prepare for the general election.

Items of interest include Newshub stories on whether there could be – at some point – a referendum on lowering the voting age. They also ran a story on the Prime Minister ruling out a snap election and included the results of an opinion poll in which 59% of people said they didn't think there should be an early election.

Items mentioning the Electoral Commission include a Newshub story on a complaint about a Pāti Māori Instagram post which needed a promoter statement. Radio New Zealand talked to internet experts about election advertising tactics that could be seen at this election including microtargeting. Both stories included comment from us on the rules for election ads.

Strategic communications

Development of the stakeholder engagement plans continue to make good progress, with just two needing drafting and a couple more needing final sign off.

Once we have those formalised we will be able to move into tracking that engagement, so we can put some structure around who we are engaging with, the purpose and the outcome.

Work on raising the Commission's public profile in the right way for the right reasons continues with the updating of op-eds for Marie and Karl following their feedback. We've also noted a few more opportunities for commentary in the media later in the year, but at this stage we're looking to get the first two signed off and pitched to media. Trust and community are key pillars of both.

Election Access Fund communications

Content to raise awareness of the Election Access Fund amongst disabled people is at the production stage. A creative approach and casting were completed in February for a photography shoot and radio recording in early March. All talent appearing in materials about the Fund have lived experience of disability. Activity about the Fund is scheduled to go live in March. Additional communications will be sent to stakeholders, including political parties and disability organisations, before activity starts.

Election integrity

Work on our communications activity focused on integrity and building trust and confidence in elections is continuing. This work is aligned with activity led by the Deputy Chief Electoral Officer on integrity, security and trust and confidence in the election.

A new video about how votes are counted at Parliamentary elections has been created and published on elections.nz. The video will give transparency to the process and be shared on our social media platforms throughout election year.

The communications team is working with the voting services to create a video to show voters what to expect when they get to a voting place and how to vote. Media will be invited to film their own footage that they can use in news articles about the election.

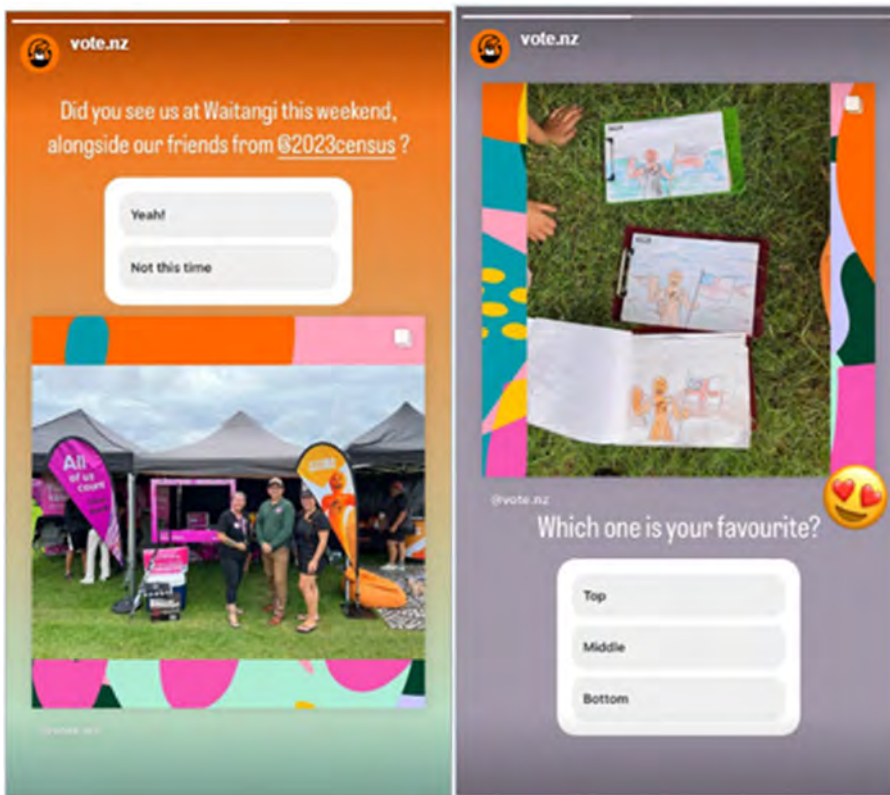
A timeline for our approach and developing resources on election integrity has also been shared internally for feedback. It includes a range of initiatives including working with social media companies and publishing a Facts About The Election page on vote.nz which will form the basis of proactive social media content for the year.

Social Media

Work continues on Best Practice Guidelines for Community Management document, which details how we will run and moderate our social media channels in the lead up to the General Election and other events. The new Guidelines will be finalised before the end of March.

A free trial of Agorapulse, a social media management tool, has been underway. It's unlikely we will continue with this service as it does not meet our needs for responding to comments and Direct Messages with quality assurance capability. We are looking at alternative options, including trialing new features for Sprout Social which was used at the 2020 General Election.

Posts were shared on our Instagram page and Instagram Stories of our community engagement teams at Waitangi and the Governor General's speech at the Electorate Managers training in February. These posts generated good reach and Census appreciated us promoting their team's attendance at Waitangi alongside our community engagement team.



Our reach on Facebook increased by 917% and Instagram by 105% in February, compared to the previous month. Reach is the number of accounts that saw any content from our Page, or about our Page, including posts, stories, ads, social information, and more. The increase is largely attributed to paid posts about the Election Access Fund.

The number of followers on our Facebook (28 new followers) and Instagram (46 new followers) pages continues to rise and is expected to climb further when the Māori Electoral Option campaign starts. The Commission currently has 46,609 Facebook followers, 2,700 Instagram followers and 1,978 Twitter followers.

Other progress

N/A

Issues under management

- Impact of Cyclone Gabrielle on Māori Electoral Option as some affected electors were reallocated as their properties were red stickered. The enrolment team is having regular meetings to discuss different delivery options for those who were affected by the cyclone.
- Staff located in the impacted regions continue to provide regular insights gathered from the community regarding potential implications for engagement and enrolment activity, access to affected areas, recruitment, and kaimahi ora.

Other news

- Recruitment for Senior Advisor Learning and Development is now underway.
- A Health and Safety Committee was held on the 23 February.
- Enrolment processing staff supported five local body by-elections during the reporting period, with the provision of elector data, nomination checks and special vote checks.

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE23 Programme or by-elections, which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

- The data and insights team has implemented the Commission's new Tableau-based data platform, Te Kauhanga. This will help us to share our data internally effectively and create a 'one-stop-shop' for our data needs.

Preparing for an election

- To date one EAF application has been processed and approved. This granted \$2,593 for taxis to get to political party meetings and a note taker, to assist a person with visual impairment. Another disabled person is preparing an application with advice from their political party. We have received a small number of enquiries about the fund. In addition to those already mentioned, two others were from potential applicants.
- Election-year protocols for monitoring have been agreed with the Ministry of Justice.

Preparing for the future

- Recruitment is underway for the Manager Strategy, Risk and Assurance and Senior Data Insights roles.

Building relationships and understanding

- Regular fortnightly meetings with the Ministry of Justice monitoring liaison recommenced on 24 February.

Other progress

n/a

Issues under management

n/a

Other news

- The SGD team workshop held at Wellington Zoo on 17 February was highly successful.
- Charmaine 9(2)(a) will join the team (6 March) in a part-time EA role replacing 9(2)(a)

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE23 Programme or by-elections, which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

- This month Ngā Maihi Team (Māori advisory) have led out/participated in the following events: Staff Training development; development in the ECHO space; Nga Maihihioterā presentations; MEO history resource development and presentations; Recruitment – CE Manager interviews; Te Ao Māori planning recruitment, IAP2 alignment table and training; Whakatau Whangarei Office, Auckland Office and online for various gatherings including our Wananga.

Preparing for an election

- This month Ngā Maihi Team have led out/participated in the following activities/events: Kaupapa Māori voting places; Recruitment – MEO contracted groups procurement; Te Reo Māori translations (translation and editing) for the MEO Campaign, for the MEO brochure recordings for our website, for GE2023 Campaign; Website review (MEO); Telnet resources and recordings; MEO Campaign Launch; procurement and implementation - translators for collateral in regional dialects.

Preparing for the future

- This month Ngā Maihi Team have led out/participated in the following activities/events: Compiled/created Herstory of the Māori Vote (version 2 loaded – future EC resource) signalling the importance of the new MEO legislation to staff, induction with People & Culture.

Building relationships and understanding

- This month Ngā Maihi Team have led out/participated in the following activities/events: Meetings with various community groups including Te Pae Herenga o Tamaki who represent Ngati Whatua Runanga, Waipareira, Te Puna Hauora, Manukau urban authority, Manurewa Marae, Papakura Marae, Ruapotaka Marae to strengthen these relationships and communicate our plan regarding voting booths (Reo and kaupapa Māori) and community outreach, Various meetings across the organisation educating, affirming and motivating colleagues, Media coverage Te Karere, Te Ao, Wātea radio, Ngati Porou FM, Awa FM, Te Upoko o Te Ika FM – MEO campaign and messages, planning for Australian EC Delegation visit and engagement with tangata whenua.

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Progress against the strategic priorities

Building our capability

An update on the work programme of Enterprise Services was presented at the All Staff meeting on 10 March. The one page summary has been included at the end of this report.

The FY24 budgets have moved past the first draft and will be presented to the ELT on 4th April, and following another period of review will progress to the Board for final approval on the 12th April. Contract management plans have been drafted and some finalised, with several key suppliers to the Commission, that sets up the framework for relationship management, service delivery and administration of the contract for better management moving forward. The transition from OPD to Office Max as our preferred stationery supplier took place.

The P&C teams' presentation of the draft *People Analytics Monthly Dashboard* to ELT as a first version for feedback was well received. The dashboard will give people leaders with visual feedback to support decision making. The management and reporting on Health Safety and Wellbeing is now transferred over to the P&C team.

The *SLG Wānanga* was held on 7 March and the All Staff *wānanga* on 16 March. This promoted the EC values across the Commission. Further decisions are being made for further opportunities to build the culture and capability of our people.

Software enhancements for Mike and Enrol Online to support MEO were successfully released to Production and there is also an April release to EMS planned with testing underway now. We are migrating the new UVP web server to Catalyst Cloud which will provide significant improvements to the legacy UVP. This month we have also completed the setup and testing of the Single Sign On module for Totara (Tupu).

IT and the procurement team are progressing the contract management plan for the Catalyst MSA as well as a new support agreement for Adaptive as part of the ARTS Project.

Preparing for an election

Business as usual contracts which may require SoW's to be raised to deliver the election, have now been extended prior to their 30 June 2023 expiry dates to relieve pressure on the business if SoW are required. Procurement plan for the Visitor Management System was signed and required hardware has been ordered.

Our external provider, IMPAC, delivered the first round of training for Health Safety Wellbeing for Voting Services, and de-escalation training for Community Engagement.

The Electorate Managers were onboarded, and Head Quarter Manager roles were advertised.

Applications were received for all electorates except two where no applications were received. We received on average 3.48 applications per electorate.

The Application and Patching Change freeze and brown out periods were agreed at the March GE Steering Group. Changes to the Party Portal have been agreed with Legal & Policy to improve the way Party Secretaries login to the EMS nominations module. Testing of that system is being completed over the week of 3-6 April. Penetration testing of ARTS middleware has just been completed and result being reviewed. Other testing completed includes, Nominations Testing with Legal & Policy and installation of PrintScript for Overseas/CPT.

Preparing for the future

Sensitive Expenditure policies (including business expenditure, credit card usage, purchase card usage, probity and travel policies) are the next set of policies to be reviewed and amended for consultation. The draft procurement policy has been approved by the Board and will go out for wider consultation in April, alongside the new procurement procedures. The Health Safety and Wellbeing Policy was approved by the Board at the March meeting.

Contract pipelines have been developed and shared with the business so resource and planning can commence for future tender requirements.

We are establishing an automated test suite for EMS and kicked off a system documentation project with Catalyst.

Building relationships and understanding

Training has been completed for all VS and ECE Regional Advisors and Regional managers on invoice approvals and P-Card usage.

Concept planning has started on the Financial Literacy module for new and existing managers and budget holders.

We welcomed the Communications Team on the 4th floor this month.

Other progress

- There is still a large focus on GETP activities.

Issues under management

- Recruitment for the Health Safety and Wellbeing role and IT roles continue to be a challenge with the IT team only recruiting two roles in March with a further 6 to recruit. We also had offers for the Procurement Advisor role but due to an internal promotion for both our preferred candidates we are waiting for the new Manager Property and Procurement to start to re-advertise.

Other news

- 9(2)(a) and 9(2)(a) finished up at EC on 31 March 2023
- The permanent Assistant Accountant role will be filled in the next few weeks.
- 9(2)(a) is being appointed to the Principal Advisor People.
- Morgan 9(2)(a) has been appointed as Cyber Security Analyst and starts on 20 April.
- Himanshu 9(2)(a) has been appointed as Senior Systems Administrator and starts on 10 April.
- We continue to recruit for 2x Solution Architects, 1x Senior Systems Administrator, 1x Systems Administrator, 1 x Administration Officer and 1 x Senior Systems Specialist.
- The Manager Property and Procurement is due to start 1 May 2023.

ENTERPRISE SERVICES



2022

- ✓ Established
- ✓ "Have Your Say"
- ✓ Business Central (FMIS Phase 1)
- ✓ Snaphire for non-GE
- ✓ Pay gap action plan
- ✓ Reforecast



2023

- ✓ Solver (FMIS Phase 2)
 - ✓ Code of Conduct
 - ✓ Catalyst MSA
 - ✓ Contract management plans
 - ✓ National Office – meeting rooms and more desks
 - ✓ SLG wānanga
 - ✓ Employee database
 - ✓ Multi-Factor Authentication
 - HSW Policy
 - Procurement Policy
 - Induction and Onboarding
 - Visitor Management
 - Snaphire for all recruitment
 - FY23/24 Budgets
- All staff wānanga
 - Business continuity plans
 - ES Operations manual
 - Cyber security dashboard
 - FMIS Phase 3
 - Policy reviews
 - Harassment & Workplace bullying prevention/ acceptable behaviour
 - Remuneration & reward
 - P-cards/business cards
 - Expenditure (inc Reserves)
 - Training in finance, procurement
 - Sustainability strategy



Future Work

To transform employee experience that supports and enables a proactive, innovative, efficient and connected Commission.

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE23 Programme or by-elections, which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

The Enrolment and Strategic Engagement and Partnership teams have completed de-escalation training, and the Strategic Engagement and Partnerships team also completed training on the Te Kete Framework (formerly known as the Engagement monitoring and evaluation framework). Both trainings were organised and supported by the Business Enablement team.

PDPs for all Enrolment leaders and staff are being finalised, alongside the write-ups for the 1 April 2022 – 30 March 2023 performance year.

Organisational communications

Communications worked closely with People & Culture on the development and launch of an updated *Democracy Matters* induction programme and supported the delivery of the all staff wānanga. The team have developed communications to support property moves and new laptop rollouts.

The Operations Group has collaborated on the development of materials to be used for the general election and to ensure all BAU resources are up to date to reflect recent changes to legislation.

We continue to support ‘foundational’ work that will support the Commission to grow longer term, including onboarding/offboarding, consultation and implementation of policies including Health, Safety & Wellbeing, Data and Information Management and Procurement.

The inaugural edition of *The Electoral Connection*, a fortnightly all staff newsletter providing a range of updates from across the Commission, was published. This has allowed us to change the focus of Karl’s fortnightly update to be a ‘spotlight’ on our TAUMATA values, to further embed them in the organisation. We ‘launched’ the Māori Electoral Option internally and provided training to Community Engagement teams on the key messages and communications programme of work.

Preparing for an election

Māori Electoral Option

Systems changes to MIKE and EnrolOnline were successfully rolled out for the 31 March start date of the Māori Electoral Option legislation, following completion of testing in March. Further development work will be carried out in April/May on non-MVP scope items.

Production of the mailout packs was completed by NZ Post, and approximately 512,000 packs containing the ROE42 form and MEO brochure will be sent to Māori electors from 1 April. Testing of macrons by NZ Post using EC data was successfully completed prior to the data extract for the mailout and macrons have been included in names and addresses for the mailout for the first time. Changes to the ROE1 enrolment form and ROE9 confirmation letter have also been implemented, incorporating updates for MEO.

Training for all staff in Enrolment and Strategic Engagement & Partnership staff has been completed. Training activities covered refresher training for permanent enrolment staff, enrolment training for the new processing staff in the expanded Auckland enrolment centre, and engagement training for the additional community engagement staff and for the contracted community groups. Positive feedback was received from the training participants, along with some innovative ideas to further improve the training for the General Election. It has also enabled us to develop our internal capability to deliver specialised training.

Recruitment is ongoing for a further 16 roles, with gaps primarily in the Youth Advocate roles and Whangarei, Auckland and Wellington regions. Recruitment in Napier has been delayed due to the impact of Cyclone Gabrielle. Interviews for the contracted Māori community organisations were held in early March and three groups have been awarded contracts, covering five target areas: Tuakana Education Limited (Central Plateau/Rangitikei, Whanganui and the River/West Coast), Eastbay Reap Limited (Murupara/Kaingaroa, East Cape) and Kaupapa Māori Consultants Limited (Far North/Kaitiaki). Training for the contracted groups was held at Te Ao Hou Marae, Whanganui on 27 and 28 March. Further interviews are planned for two groups to cover South Island regions.

Temporary staff employed by PersolKelly agency started in Auckland (11 x enrolment processing staff) and Lower Hutt (1 x operations support) on 27 March. Training has been successfully completed and they will work alongside our enrolment processing teams during the MEO campaign.

Planning to mitigate the impact of cyclone Gabrielle on the campaign approach in affected areas is ongoing, with a working group in place reporting to ELT weekly. Temporary approval is in place to allow Electoral Commission enrolment staff to update an elector's postal address by email or phone during the campaign, for electors who are unable to receive their Māori Electoral Option mail pack in affected areas.

Business Enablement team also worked with Telnet to set up 0800 services for the campaign. This included setting up a new IVR flow (in English and te reo Māori), confirming required te reo Māori language capability, training requirements for Telnet Customer Services Representatives, updated answers to FAQs, and live reporting dashboard of call statistics. Some of these capabilities will be leveraged for future elections.

The Māori Electoral Option communications programme went live on 31 March. The first message runs until 15 April to raise awareness amongst Māori about the Option and that an information pack will arrive in the mail.

The Communications and Education and Māori Advisory teams worked together to finalise key messages and advertising scripts, to refine the translation process for information in Te Ātiawa, and to define a process for translating other dialects.

Organisational communications were prepared and delivered so all our people know about the Option and what it means. These communications included an information hub and articles on Echo and an all-staff hui to launch the Option.

A media briefing was held in Wellington on Thursday 30 March with the Chair of the Board, Chief Electoral Officer and Chief Māori Advisor and a media release was sent to national and local media. This activity generated much interest and stories about the Option. Media training was delivered to people involved in the media briefing and spokespeople who have been interviewed by media.

Still photography and video shoots were held on 17 March to capture footage and imagery to be used for the campaign. This required significant pre-production preparation and post-production and studio editing to format messages across different media channels.

The media schedule was finalised and approved by the Board and placements were booked across multiple channels for separate phases of campaign. Media partnerships were also approved and we're now working with media organisations to refine their proposals before beginning production on this content.

Content, translation, design, and architecture for a new section on the Commission's website about the Option was completed and the pages were published on 30 March.

Social media engagement increased across the Commission's social channels on Facebook, Instagram, Twitter, and YouTube. Questions about the Option are being answered and public comments on posts continue to be moderated to maintain standards of public decency.

A benchmark survey was undertaken in March to measure awareness and understanding of the Option before the start of the campaign and will be repeated at the end of the campaign period.

Resources were prepared and delivered to the Commission's community engagement teams to support their attendance at events and meetings with stakeholders. These included a campaign kit and presentation tools.

A letter was sent to all members of Parliament providing an update on the Option and changes to overseas eligibility and the Commission's preparations. Information and resources about the Option are being prepared to help stakeholders spread the word in their local communities.

Filming of the voting place training

Voting Services carried out filming of the process of issuing votes in the voting place last week on Thursday and Friday. The films are used in both the face-to-face training and eLearning courses by approximately 20,000 election staff. We are especially grateful to Commission staff members who volunteered to give up time to be part of the filming and undergo the detailed script training the week before. Unreal Films our film contractor has been working with us producing these training films for nearly 20 years now and specialises in producing elections and democracy footage across the Australasia region.

Always On advertising

The first quarter media schedule for always on activity concluded at the end of March and a performance report is being prepared. A new media schedule for the second quarter is being finalised.

Preparing for the future

The Enrolment Team is currently trialling the new Roll Cleanse process and tools, which provides for a more robust process for identifying and fixing duplicate records in the enrolment system, an improved capability to identify and respond to trends or systemic issues arising from the roll cleanse process, and to provide more robust reporting on the numbers of duplicate records, the actions taken to remedy them and any potentially systemic issues. The process and tools were created as a result of discovery and development efforts with the Business Enablement team.

The handover of the management of the Māori Affiliation Service (MAS) process from Enterprise Services to Enrolment has been completed. Work is now underway to ensure the MAS process is properly documented and ongoing training is developed.

Changes to the Large Print Enrolment Application Form (large print ROE1, which is specifically designed for the sight impaired) to accommodate the changes relating to MEO and the overseas eligibility period have been completed. The new form is being printed and distributed through our partners in the blind and low vision community.

SEP kaimahi have participated in preparatory sessions on the engagement strategy and monitoring and evaluation framework (Te Kete).

As a whole team the staff had an introductory session on the overarching strategy including understanding the key components and hearing from OLT members about the value of the strategy and how it links into their work. This was followed up by regional values sessions where individual teams focused on how the principles of the strategy can be applied to their work. Staff were also introduced to Te Kete and will begin utilising the framework as part of their MEO planning and evaluation.

Business Enablement team worked with procurement to prepare the full procurement plan and ROI document for the 0800 Information Services. This procurement will be for FY24/25 to FY32/33 and due to the nature and size of contract, the plan will be presented to the April Board meeting seeking approval to engage with the market.

Building relationships and understanding

Community Engagement staff participated in 62 engagements through March, primarily in person events, hui and information sessions.

Media

A media conference was held in Wellington on 30 March to support the launch of the Māori Electoral Option public information programme. It was well attended and gave media the information they needed to write stories on the changes to the Option.

Karl Le Quesne and Hone Matthews provided comment in English and te reo Māori on what the changes mean, and how Māori can change roll types if they would like to.

There were news stories on TV3, Prime News, Radio NZ, Whakaata Māori (Māori Television), Te Karere, the Spinoff, Stuff and the Herald, and syndicated stories appeared in regional newspapers. Hone has done several interviews on iwi radio in Auckland, Whanganui and the East Coast.

A media release was also issued on the enrolment eligibility changes for New Zealanders living overseas who have not been able to return home in the last 3 years because of the pandemic.

There has been a lot of media coverage of Stuart Nash's sacking from Cabinet, and the calls that followed for him to leave Parliament, and for a by-election to be held in his Napier seat. The MP intends to stay in Parliament until the election when he will retire, avoiding the need for a by-election. The reporting shows good understanding in the media of the rules around when by-elections are held and how much they cost.

Other items of interest in March included election year stories on an increasing number of donations over \$20,000 to parties as they raise funds for their election campaigns, and candidate selections in electorates around the country.

Strategic communications

Stakeholder plans for Community Groups and Tangata Whenua have been progressed and will shortly be shared with leads for their review. Leads have provided feedback on the Academics and Experts and Political Parties and Candidates plans. The Public Sector and Media and Commentator engagement plans have been shared with leads to review.

Stakeholder relationships

Parliamentary Service - a meeting was held between the Operations Group and Parliamentary Services education, communications, visitor services and the Parliamentary Library to discuss opportunities to work together to share information.

Meta (Facebook and Instagram) - Communications and Legal and Policy met with Meta's Head of Public Policy and their Government Relationship Manager, for Australia, New Zealand and the Pacific to discuss their integrity measures for New Zealand's 2023 General Election and how Meta may support our election programme.

Election integrity

Work on our communications activity focused on integrity and building trust and confidence in elections is continuing. This work is aligned with activity led by the Deputy Chief Electoral Officer on integrity, security and trust and confidence in the election. The communications team has met with external agencies including Te Tari Taiwhenua Department of Internal Affairs and Te Tari O Te Piriāia Me Te Komiti Matua Department of Prime Minister and Cabinet on issues around election integrity, messaging and ways we will work together on misinformation around the election.

The Group is creating a series of videos to show voters what to expect when they get to a voting place and how to vote. A videographer has been engaged to create four short videos, and a location has been secured. Media will be invited to film their own footage that they can use in news articles about the election.

Election Access Fund communications

Production of advertising to raise awareness of the Election Access Fund amongst disabled people was completed. People who feature in our advertising about the Fund have lived experience of disability. Media placement includes radio, digital, and community newspapers throughout the country. Information about the campaign was shared with key stakeholders including political parties, the Minister, Steering Committee, Applications Panel and Commission Board ahead of the advertising going live. Stakeholder resources will be sent out via email and for key stakeholders, a physical pack in late April.

Websites

The Māori Electoral Option section of vote.nz went live on 30 March with content available in English, Te Reo Māori and New Zealand Sign Language. As the Option is now continuous, the vision is for this section to become a permanent part of the website, rather than just for this campaign – providing an ongoing one-stop shop about enrolment for people of Māori descent. The next stage for this section is to include an interactive timeline, outlining the history of the Māori vote.

Vote.nz was also updated to inform people about the changes to overseas eligibility – information about the eligibility extension was already present on the site, but these changes move this from being a future initiative to a current one.

Work is beginning on the development of a mapping tool to help people apply for voting field roles. Once complete, this will enable prospective applicants to search for their electorate by address then apply for roles in their area.

Social Media

The revised social media Best Practice Guidelines for Community Management is being finalised.

Our Social Media Terms of Use, which explain our expectations about public comments made to our posts or on our social media pages, are being reviewed in line with guidance from Te Kawa Mataaho Public Service Commission.

A contract has been signed with Sprout Social to provide a social media community management tool and training has been scheduled with our digital communications team.

Posts about the Māori Electoral Option and eligibility changes for overseas voters were published to Facebook, Instagram and Twitter. Monitoring and moderation of comments on these posts is ongoing.

The team worked with the Ministry of Foreign Affairs and Trade's communications team and New Zealand's overseas posts are sharing our social posts about eligibility changes overseas.

The number of people following our social media pages continues to grow. We currently have 46,603 Facebook followers, and 2,724 Instagram followers.

Other progress

Issues under management

- Planning to support people who do not receive their Māori Electoral Option pack in the mail because of Cyclone Gabrielle is progressing.
- Recruitment for community engagement staff to support the Māori Electoral Option continues to be a challenge. Options have been shared with the Programme Board for consideration.
- With more engagement staff likely to be travelling and a noted shortage of rental vehicle fleet availability we are currently exploring costing for lease cars. Paper to be shared with DCE.

Other news

- We continue to monitor community sentiment and needs in cyclone impacted regions. Large parts of the community are focused on recovery and will have limited capacity to engage with EC content. Access to some areas is opening through early April and we expect more insights will be gained from this. We continue to partner with agencies including local council, Stats NZ, MSD and TPK to share information and learn from each other's experiences.
- Recruitment for the Senior Enrolment Officer position in Christchurch is underway. The advertising closes in mid-April, with an appointment expected by the end of April. There is also enrolment recruitment under way in Auckland and Lower Hutt to fill vacancies created by recent resignations. In conjunction with this, three new staff started with the Lower Hutt enrolment and operations support team in March 2023.
- Recruitment for the 6-month fixed term Senior Advisor Learning and Development in Business Enablement team was unsuccessful in the first round. We are currently working with agencies to attract the suitable candidates.

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Progress against the strategic priorities

Building our capability

- New dashboards in Te Kauhanganaroa are supporting the Community Engagement Monitoring and Evaluation Framework, allowing the Commission to understand the impact of events.

Preparing for an election

- A six-month media promotion programme for EAF commenced in March. A potential additional application for the Election Access Fund (EAF) is being worked on with the applicant.
- A further revision of the Delegations Policy is being presented to the Board for approval at their April meeting. The changes in this revision are required to clarify some delegations ahead of the GE2023 operational phase.
- Electorate Managers have been trained and are using Te Kauhanganaroa to gain an understanding of their electorate and plan for GE 2023.
- New MEO dashboards allow the Commission to understand and report on roll type changes and new enrolments as a result of the MEO campaign.

Preparing for the future

- A high-level process for creating a Strategy Plan and 10-year Investment Plan has been designed. An SLG session is being set up to get feedback on the plan before proceeding further.

Building relationships and understanding

- SGD is working with Legal and Policy on the process for securing funding for the Representation Commission, which is supported by EC, StatsNZ and LINZ through a set of interagency MoU agreements.

Other progress

- We have been working on the draft 2023/24 Statement of Expectations (SPE) due end of April. Improved measures are being included to provide a more accurate picture of our performance.
- SGD and staff from a few other EC teams provided food for the Commission's National Office all-staff morning tea on 29 March, which revives a long-standing tradition curtailed by Covid-19. The morning tea will now be a monthly gathering, with various Commission teams taking turns to provide food.

Issues under management

- We have identified an immediate need is to identify senior relationship managers for StatsNZ and LINZ as a precursor to outdated MoUs and schedules being revised. More generally, SGD will look to facilitate a discussion at ELT about strategic relationship management, also working in with the Strategic Partnerships and Engagement and Communications and Education teams.

Other news

- We are making good progress on a potential appointment to the newly established Manager Planning, Risk & Assurance role. If the preferred candidate accepts the current offer, they may be commencing in the role around 8 May.
- The appointed Senior Advisor Data & Insights will start 17 April.
- Our international business unit sent their Programme Manager and Technical Advisor to Fiji this month for the Review Workshop of the 2022 General Election. This was over three days and went well; great feedback and recommendations were received which will assist them in their strategic planning for the next election. A vote of thanks was given to the Commission for our continued support and guidance to the Fijian Elections Office.



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Progress against the strategic priorities

Building our capability

- Tim attended training in Microsoft Project.

Preparing for an election

- Board papers were provided this month on the new Conservative logo, the Freedoms New Zealand Logo, and the next steps in the 2023 broadcasting allocation
- Continued to process the application for registration from the New Nation Party with the paper to be considered by the Board in April
- Work continued in supporting the Ministry of Justice in legislation to reduce the voting age.
- We provided advice and support on a variety of operational deliverables including advice on the Maori electoral option, overseas voting eligibility, special voting, overseas voting, and delegations.
- Registering third party promoter organisations.
- Following the broadcasting allocation notice period, all 15 registered parties and two unregistered parties applied for broadcasting allocation. Work continues as we prepare for oral hearings in April and preparations for the decision on the allocation.
-

Preparing for the future

- Continuing work with the Communications Team on the development of election candidate hub animated resources for the election, on being a candidate, loans, donations and advertising expenses. The final deliverables are due next month and we have been reviewing the video animations from National Park.
- Participating in the GE steering group, GE Programme Board, the working group on risk and security, stakeholder engagement plan (data stewardship group, and by-election working group did not meet this month).
- Working on a range of procurements including, the templates, travel policy, MEO, enrolment update, leases, 0800 tender
- Continuing to have input on legal and privacy matters re the ARTS project.
- Finalising the process manual for nominations process and preparing for the April test
- Seeking decisions on the collection of gender of candidates

Building relationships and understanding

- Continuing to support information requests and presentations to the Independent Panel reviewing electoral law.
- Making contact with social media platforms to discuss electoral integrity measures and escalations
- Processing Hamilton West By-election returns due 12 April
- Working with the digital safety team at DIA on election content
- Providing comments on the draft Parliament Bill

Other progress

- Working on section 112 requests for electoral roll data.

Advisory opinions

We received 35 advisory requests in March. All were responded to within the 5 working day timeframe. Requests from MPs are increasing as we approach the start of the regulated period.

Official Information Act requests responded to in March

We responded to two OIA requests in March. Both were within the 20 working day timeframe.

| Requestor | Topic | Response Time |
|-------------------|--|---------------|
| info@data.govt.nz | Political Donation Data: Data regarding each party's annual return (including publicly available donor information), and large donations. | 4WD |
| 9(2)(a) | All guidance/policies/documents/directives/memos/decision making criteria or similar created which relate to the Electoral Commission choosing whether or not to refer a breach of section 82 of the Electoral Act 1993 to the New Zealand Police for prosecution. How many times the Electoral Commission has referred a breach of s 82 to the New Zealand Police for prosecution, and what the outcome of those cases was. For the avoidance of doubt, the time period of this request is from 1993 to 2023. | 10WD |

Parliamentary questions responded to in March

We responded to 11 parliamentary questions in March.

| Requestor | Question | Date of Response |
|-------------|--|------------------|
| Simon Court | What is the FTE equivalent, if any, within the departments, agencies, and entities for which the Minister is responsible, if any, of employees working in the fields of climate resilience or climate change mitigation, if any? | 15/03/2023 |

| | | |
|--------------|--|------------|
| Simeon Brown | How much, if anything, has the Minister's reporting departments, agencies or entities spent on external recruitment firms or external recruiters in the last three years (March 2020 - March 2023); broken down per month? | 20/03/2023 |
| Simeon Brown | As at 21 March 2023, for the last six years, how many Public Service staff or Board Members that the Public Service Commission's Code of Conduct applies to, has the Minister been made aware of, who have, or may have, breached the Code of Conduct? | 22/03/2023 |
| Simeon Brown | How many domestic flights in total, if any, counting each leg of a journey as an individual flight, has each department/entity that the Minister is responsible for paid for in the period 1 January 2022 to 23 March 2023; and what was the total cost, broken down by month? | 28/03/2023 |
| Simeon Brown | What percentage of vehicles owned and/or operated by each department/entity that the Minister is responsible, if any, are equipped with any device which may monitor and record the vehicles speed? | 28/03/2023 |
| Simeon Brown | How many international flights in total, if any, counting each leg of a journey as an individual flight, has each department/entity that the Minister is responsible for paid for in the period 1 January 2022 to 23 March 2023; and what was the total cost broken down by month, destination, cabin class and the purpose of the flight? | 28/03/2023 |
| Simeon Brown | How many, if any, Koru memberships have been purchased by each department/entity that the Minister is responsible for from 1 January 2021 to 23 March 2023; and, for what purpose | 28/03/2023 |
| Simeon Brown | How many, if any, vehicles owned and/or operated by each department/entity that the Minister is responsible for are designated to an individual person for their use? | 28/03/2023 |
| Simeon Brown | How many, if any, parking infringements (issued by any local authority or private business) have been issued to any vehicle owned and/or operated by each department/entity that the Minister is responsible for from 1 January 2022 to 23 March 2023; listed by location, infringement type, date, fine, and whether the fine was paid by the individual driving the vehicle or by the department/entity? | 28/03/2023 |
| Simeon Brown | How many, if any, vehicles have been purchased within each of the previous three financial years for each department/entity that the Minister is responsible for; listed by vehicle type, make, model, date purchased and cost? | 28/03/2023 |
| Simeon Brown | How many, if any, infringement notices issued by the New Zealand Police have been issued to any vehicle owned and/or operated by each department/entity that the Minister is responsible for from 1 January 2022 to 23 March 2023; listed by infringement type, date, fine, and whether the fine was paid by the individual driving the vehicle or by the department/entity? | 28/03/2023 |

Issues under management

Nothing to report.

Other news

Nothing to report.



This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE23 Programme or by-elections, which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

- Nga Maihi team are working to consolidate and strengthen improvements made during the year while also building the capability and resilience of colleagues and business units to incorporate Te Ao Māori successfully in their respective environments. Work undertaken has certainly ramped up this past month with the MEO, and the team is covering the country assisting our colleagues in the tasks and spaces below.
 - Te Ao Māori Sessions Planning & Implementation – EC-wide
 - Development & Launch of Echo Space
 - IAP2 Training Planning & Facilitation Development – Align IAP2 with Community Engagement, Ngā Maihihioterā and Te Tiriti for delivery to CE.
 - Democracy Matters Induction Workshops planning and participation.
 - Legal Services Translation Support.
- **9(2)(a)** will be starting on Monday 8 May as Senior Advisor – Interagency Liaison, reporting to Mark Lawson.

Preparing for an election

- Nga Maihi team:
 - Te reo Māori & Tikanga Support – VS Brochures
 - Te Ahunga mai o te Kōwhiringa Pōti Māori timeline development for Website
 - MEO te reo Māori Collateral – Procurement of Translators
 - MEO te reo Māori Collateral coordination, and editing
 - MEO Brochure Recordings for Website
 - Recruitment Support – CE Manager
 - Strategic Engagement & Partnerships Planning Day
 - MEO Launch and Advertising Campaign
 - MEO Campaign collateral – 7 Dialect te reo Māori translations
 - Media responsiveness
 - Kaupapa Māori VPs - April: Māori Advisory Team Travelled alongside Peter Potaka to Christchurch and Dunedin to meet with EC staff and external parties who may be interested in hosting a kaupapa Māori VP. Attended LNI EM meeting in Palmerston North. Supported EMs LNI with 17 priority communities across Masterton, Taumarunui, Taihape, New Plymouth, Taranaki, Whanganui, Marton, Rangitikei district.

Building relationships and understanding

- Nga Maihi team:

Planning/Doing

- Iwi Chairs Forum proposal to support MEO
- Stakeholder Engagement Planning
- Logistics and Supplies Managers Training – Mihi Whakatau (Late May – June)
- Mindanao Young Leaders Programme Visit

- Te reo Māori & Tikanga Support – VS Brochures
- Te Ao Māori Sessions Planning & Implementation – EC-wide
- Development & Launch of Echo Space
- Te Ahunga mai o te Kōwhiringa Pōti Māori timeline development for Website

Completed

- MEO te reo Māori Collateral – Procurement of Translators
- MEO Brochure Recordings for Website
- IAP2 Training Plan & Facilitation Development – Align IAP2 with CE/Ngāmaihihi/Te Tiriti for delivery to CE
- Recruitment Support – CE Manager
- Strategic Engagement & Partnerships Planning Day
- Australia Commission Visit
- Te Pae Herenga o Tāmaki hui – Supporting CE

Ongoing

- MEO Campaign collateral – 7 Dialect te reo Māori translations
- Democracy Matters Induction Workshops
- Legal Services Translation Support
- Kaupapa Māori VPs - April:
 - Māori Advisory Team Travelled alongside Peter Potaka to Christchurch and Dunedin to meet with EC staff and external parties who may be interested in hosting a kaupapa Māori VP
 - Attended LNI EM meeting in Palmerston North
 - Supported EMs LNI with 17 priority communities across Marsterton, Taumarunui, Taihape, New Plymouth, Taranaki, Whanganui, Marton, Rangitikei district

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Progress against the strategic priorities

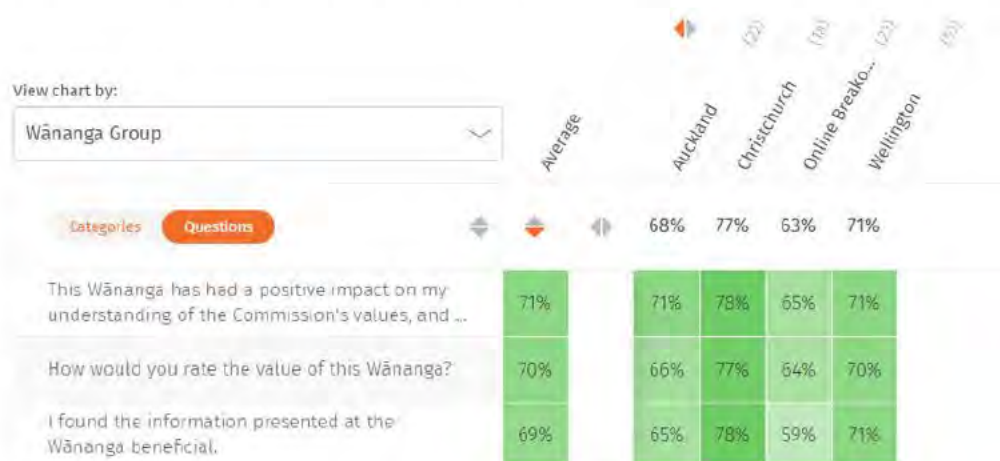
Building our capability

The FY24 Budgets were approved by the Board at the 14 April, and the SPE was completed and has now been sent to the Ministry of Justice.

The migration of new UVP web server to Catalyst Cloud is underway is progressing well.

The results of the All Staff Wānanga survey have been received and there was a participation rate of 83% (200 of 240 employees attended) which provides important feedback for future wānanga. The overall rating that was received was 70%, with higher ratings received from the in-person groups than the online group. The lessons learnt centre around timing and the amount of notice, IT support, trial runs, blended approach of online and in person, communications, invite management and attendance management.

Overall Sentiment by group (Taupo group did not have 5 responses, hence no data)



Democracy Matters Orientation and Induction was developed, socialised and prepared for the first session for 2023 to be held on 3 May. This session was attended by 15 employees who had started since 1 April 2023. There are three further sessions scheduled in 2023 on 5 July, 6 September and 6 November. There will be a debrief session that will be attended by Izak, Dave, Hone, Chelsea, Lucy and Anusha to look at what worked well and where we can improve.

Work has progressed on the learning modules including scoping a financial literacy model. The Management Essentials training course as part of the induction for managers and for new managers is being planned for delivery in May. This will cover EC policies, processes and guidance, employee life cycle, finance and purchasing, communications policies. There have been 11 people identified for this course and the People and Culture team will communicate with their managers regarding participation on this course.

The TOIL guidelines have progressed and a session with SLG on these will be planned in the near future.

With ^{9(2)(a)} leaving the Commission on 31 March 2023, the People and Culture team are now responsible for Health Safety and Wellbeing including running the Health, Safety and Wellbeing Committee meetings and reporting to ELT and the Board. The new Health, Safety and Wellbeing Policy was approved by the Board at the March meeting and is now published on ECHO. Now that we are in a GE year, the Health, Safety and Wellbeing Committee meetings are held monthly rather than quarterly.

Preparing for an election

There were two successful releases in April: Mike on 26 April with a focus on non-MVP MEO features and EMS on 19 April. The EMS release is the penultimate planned release for GE and contained several features, enhancements, and fixes, including support for ARTS. Scheduling of Security and Performance testing is underway.

Our external provider, IMPAC, continued to deliver the first round of training for Health Safety Wellbeing for Voting Services, and de-escalation training for Community Engagement.

With the announcement of the new living wage on 3 April (increase to \$26 per hour from \$23.65 per hour), any employees were on the previous living wage have now had an increase to \$26/hour effective 3 April.

The teams across Enterprise Services have continued the review of relevant chapters of the Operations and Enterprise Services Manuals.

Preparing for the future

The board approved draft Procurement Policy and associated draft Procurement Procedures have gone out for wider consultation with feedback due by 5 May.

System changes that have been updated include the FMIS with the new financial delegations as per the recently revised Delegations Policy and an update to EMS to optimise the EMS/BC integration.

Automation tests have been built and put in place for key areas of EMS this will improve quality and resilience of system releases.

Building relationships and understanding

Training and support for EMs on bank reconciliations and cashbook management has been undertaken this month.

The People and Culture team had meetings with the Senior Māori Advisors to promote the collaboration and integration of work across our business units as appropriate.

Other progress

KMPG will be start their annual audit with an interim visit in June and will return in September to complete the FY23 audit. The final signoff for the audit required this year is 31 October 2023 (previous years have received an extension due to Covid).

Issues under management

Illness in the Administration team has meant there has been pressures to deliver the work by this team including reception and catering across the Commission. We are working through this with support from other teams and casual staff are currently being recruited to cover this in the future.

Other news

We had four new starters in Enterprise Services including Paul [9(2)(a)] (Assistant Accountant), Karen Stewart (Manager Property and Procurement), [9(2)(a)] (Cyber Security Analyst) and Himanshu [9(2)(a)] (Senior Systems Administrator). [9(2)(a)] was appointed to the role of Principal Advisor People and Culture.

Offers have been accepted for four roles – Principal Advisor Enterprise Services, Recruitment and Talent Lead, Health, Safety and Wellbeing Lead and Systems Administrator. We have offered the Senior Advisor Information Management role and we are waiting to hear back.

We are currently recruiting for 14 roles – two Finance Business Partners, People and Culture Business Partner, and four Regional Advisor People and Culture roles (GE roles), Procurement Advisor, two Solution Architects, Senior Systems Administrator, Administration Officer (IT), Project Manager and Senior Systems Specialist.

[9(2)(a)] and [9(2)(a)] have completed their contracts as Senior Procurement Advisor and Procurement Advisor, and [9(2)(a)] finishes on 12 May.

Security Update (to be excluded when sharing across the Commission)

[9(2)(ba)(ii)]

[Redacted text block]

[Redacted text block]

[9(2)(ba)(ii)]

[Redacted text block]

9(2)(ba)(ii)

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE23 Programme or by-elections, which are reported on through separate channels.

Progress against the strategic priorities

Preparing for an election

- Oral hearings were held with parties for the broadcasting allocation, and the team continues to work on options for the allocation decision.
- Continued to process applications for registration from third parties.
- We provided advice and support on a variety of operational deliverables including advice on the Māori electoral option, voting age changes, and voting services.
- Preparing for the third party briefing.
- Preparing for the publishers and broadcasters briefing.
- Finalising the last of the suite of handbooks for GE: the publishers and broadcasters handbook.
- Held a briefing for all party secretaries, covering rules and requirements for the election and campaign.
- The team have been working with party secretaries and their auditors providing advice and guidance in the leadup to the annual compliance due 1 May.
- Finalising the candidate nomination forms for the election.

Preparing for the future

- Continuing work with the Communications Team on the development of election candidate hub animated resources for the election, on being a candidate, and rules for loans, donations and advertising expenses. Final animations have been received and reviewed, and these will be online in the candidate hub after King's Birthday Weekend.
- Participating in the GE steering group, GE Programme Board, the working group on risk and security, stakeholder engagement plan, Data and Information management Committee.
- Final comments on the PIA for the ARTS project.
- Finalising the process manual for nominations process and testing the nominations process in EMS.
- Supported decision-making around making collection of candidate gender optional.
- Work continued in supporting the Ministry of Justice on legislation to reduce the voting age for local elections.
- Supporting the appearance of the Electoral Commission before the Justice Committee Inquiry into 2022 Local Elections.

Building relationships and understanding

- Continuing to support information requests and presentations to the Independent Panel reviewing electoral law.
- Reviewing and publishing the Hamilton West By-election returns.

- Making contact with social media platforms to discuss electoral integrity measures and escalations.
- Working with the digital safety team at DIA on election content.
- Providing peer review for the Office of the Clerk on the electoral chapter of the next edition of Parliamentary Practice in New Zealand.
- Contributed information on electoral finance to an OECD survey on public integrity indicators.
- Continued working with parties to help them understand new financial statement requirements, and began publishing this information on the party register to inform the public.
- Presenting to the AEC delegation on the electoral system and election finance rules.
- Finalising the interagency graphic on roles of EC, ASA, BSA and Media Council.

Other progress

The team is handling an increased number of enquiries and complaints as the election approaches.

Advisory opinions

We received 47 advisory requests in April. All were responded to within the 5 working day timeframe. Requests from MPs are increasing as we approach the start of the regulated period.

Official Information Act requests responded to in April

We responded to two OIA requests in April. Both were within the 20 working day timeframe.

| Requestor | Topic | Response Time |
|-----------|---|---------------|
| 9(2)(a) | <p>the following numbers of how many voters fit the following descriptions. General North Island voter population</p> <ul style="list-style-type: none"> • Total voter population • General voter population • General North Island voter population • General South Island voter population • Māori voter population • Māori North Island voter population • Māori South Island voter population <p>Could I also have the same numbers for 1993 and 1996.</p> | 16WD |
| 9(2)(a) | what the definition of the term “person” is in the Electoral Act 1993 | 8WD |

Parliamentary questions responded to in April

We responded to 10 parliamentary questions in April.

| Requestor | Question | Date of Response |
|--------------------|--|---|
| Hon Paul Goldsmith | What is the planned budget, if anything, for materials and campaigns to promote the ability of people to switch between the general and Māori electoral roles? | 06/04/2023 Clarification 11/04/2023 |
| Simeon Brown | What funding, if any, has been distributed by any of the departments or entities that the Minister is responsible for to Tātou NZ, listed by date, amount, purpose, and who specifically, signed off on the funding? | 12/04/2023 |
| Simeon Brown | What funding, if any, has been distributed by any of the departments or entities that the Minister is responsible for to Dialogue22, listed by date, amount, purpose, and who specifically, signed off on the funding? | 12/04/2023 |
| Melissa Lee | What Memorandums of Understanding, if any, have your responsible Departments or Crown Entities signed with Cloud Services Providers; if any, Who have these been signed with, when were they signed and for what reason? | 13/04/2023 |
| Simeon Brown | What funding, if any, has been distributed by any of the departments or entities that the Minister is responsible for to Stanley St Ltd, listed by date, amount, purpose, and who specifically, signed off on the funding? | 20/04/2023 |
| Simeon Brown | How much, if any, has been spent on Meta Ads (Facebook and Instagram) by all departments/entities that the Minister is responsible for in the period 01 January 2022 to 17 April 2023, listed by month and amount? | 20/04/2023 |
| Simeon Brown | How much, if any, has been spent on Google Ads by all departments/entities that the Minister is responsible for in the period 01 January 2022 to 17 April 2023? | 20/04/2023 |
| Stuart Smith | Will the Minister's reporting departments or entities, if they have any, become carbon neutral by 2025; and does their reporting departments or entities measure, verify and report their emissions annually, if so, when did they start doing that? | 21/04/2023 |
| Stuart Smith | Has the Minister's reporting departments or entities, if they have any, set any gross emissions reduction targets in-line with a 1.5 degree pathway; if so when did this occur; and what are the specific gross emissions reduction targets for each of the Minister's reporting departments or entities? | 21/04/2023 |
| Stuart Smith | How many battery-electric or hybrid vehicles has the Minister's reporting departments, agencies, or entities purchased over the last 24 months, if any; and how many petrol or diesel vehicles has the Minister's reporting departments, agencies, or entities purchased over the last 24 months, if any; and if petrol or diesel vehicles were purchased, what was the specific reason for purchasing the petrol or diesel vehicles over the battery-electric or hybrid ones? | 21/04/2023 |

Issues under management

- Nothing to report

Other news

- Nothing to report



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Progress against the strategic priorities

Building our capability

Strategic Engagement and Partnerships staff from across the motu spent two days in Auckland completing IAP2 training and beginning their preparation for GE23.

As part of this hui, we engaged a panel of representatives from Tangata Whenua and priority communities to speak with kaimahi about what is important to consider in our planning and engagement with these cohorts for the future. Feedback included accessibility around language, more engaging content, approaches that support diversity, utilising community networks, reducing barriers to participation, authenticity, and developing longer term relationships.

Business Enablement has been working with the Strategic Engagement and Partnership to implement the Te Kete (aka Community Engagement Monitoring and Evaluation Framework) in the past few months. The main project outcome achieved has been the co-design, development, testing and implementation of a structured framework with supporting tools and resources, which enables the monitoring, measurement and evaluation of the value and impact of community engagement, relative to the Commission's organisational purpose and objectives. The project is now reaching the wrap-up stage, currently finalising a project closure report and handover plan. This will support the smooth transition of ownership of Te Kete to the business, which is targeted for completion by the end of this week.

The following enrolment recruitment is underway:

Enrolment Officer – Auckland (Fixed term). This role is back fill for a staff member seconded to Voting Services as an Electorate Manager. A preferred candidate has been identified, and referee checks are underway. We expect to have this role filled by the end of May 2023.

Senior Enrolment Officer – Christchurch. A preferred candidate has been identified, and referee checks have been completed. The Request to Appoint is being drafted. We expect to have this role filled by the end of May 2023.

Enrolment Support Officer – Wellington. Interviews have been completed, and a preferred candidate identified. That person is currently employed in the team on a fixed term contract, so we will be offering that person a permanent contract. Another applicant from this recruitment has been identified as being suitable to be offered the fixed term role.

Three new fixed term team members joined the Communications and Education team at the beginning of April. Rebecca **9(2)(a)**, Senior Communications and Education Advisor, Sarah **9(2)(a)** Senior Communications and Education Advisor and Amelia **9(2)(a)**, Communications and Education Advisor will help to deliver the communications work programme for the 2023 General Election.

Organisational communications

We have launched consultation on the Procurement Policy and have supported the laptop rollout at National Office, as well as informing about winter wellness, the induction programme, and other initiatives underway.

Development of collateral to support Voting Services and Community Engagement in the delivery of the 2023 General Election is well underway. We have supported the delivery of emails to schools and councils regarding venue use, and alumni regarding working for us this year. The team continue to provide advice and guidance across the Commission for sharing information in an election year.

The team are continuing to spotlight the values and Commission purpose in alignment with the SLG and All Staff Wānanga and providing opportunities for teams to connect and share information.

The team continues to work to share information across the Commission, including the visit from the Australian Electoral Commission. The team has been spending time with Community Engagement teams and a range of cross-collaborative activities, sharing how we can provide guidance and support.

Preparing for an election

Māori Electoral Option

The Māori Electoral Option campaign started on 31 March, the commencement date of the MEO legislation. The first phase of the campaign, to raise awareness of the Option and to let Māori know that they should get an information pack in the mail, ran until 15 April. The second phase to let Māori know what to do if they didn't get a pack ran from 16 to 29 April. The campaign is now in its third phase to raise general awareness that you have until 13 July to change rolls if you want to.

Information about the Option and digital and printed resources were sent to Stakeholders in April. Resources are available on the website for stakeholders to download or order printed copies. The communications team is working with the Māori Advisory team to produce the resources in regional dialects.

A benchmark survey was completed in March to measure awareness and understanding of the Option before the start of the campaign and will be repeated at the end of the campaign period. A report on the survey results is due in early April.

As at 1 May, 6,220 Māori electors have changed rolls; 3,362 moving from the General roll to the Māori roll, and 2,907 from the Māori roll to the General roll. 192 Māori electors have enrolled onto the General roll for the first time, and 313 onto the Māori roll. Approx. 33% of roll changes have been made online and 67% via paper forms.

The MEO campaign has also been beneficial for the health of our rolls, with 6512 Māori electors updating their details, without changing roll type.

Delivery of the MEO mailout packs to 512,000 Māori electors was completed by NZ Post over the period 1-6 April.

The community engagement campaign is underway, delivered by temporary staff, contracted community organisations, and the Commission's permanent CE teams across the regional hubs. Recruitment is still an issue, particularly in the Wellington and Northland regions. A small number of temporary staff have left since completing training and we currently have 11 vacancies.

Contracted organisations are not confirmed for South Island regions and this remains an issue. Eleven temporary enrolment processing staff supplied by PersolKelly have successfully completed training and are working alongside our permanent processing and operations staff in Ellerslie and Lower Hutt. Planning is underway for an SMS campaign to dormant electors, scheduled for 12 May.

The Commission's 0800 information services provider, Telnet, continues to respond to public requests on our behalf. There are 3 dedicated Te Reo speakers assisting with MEO. As at 30 April, there were 532 email interactions and 1136 phone calls received for the campaign. The top 3 requests were changing details, sending packs and new enrolment enquiries.

Further systems development work is being completed on non-MVP scope items, and additional requirements that were identified during testing. These relate to the exception period (electors on the provisional roll and enrol online confirmation email wording) and updates to the SMS extract for dormant electors. Some changes were implemented as part of the regular scheduled MIKE release in late April, and the remainder are expected to be implemented in May.

We have instigated a specific process to support Māori customers who call and have been impacted by the Cyclone, providing them the opportunity to receive information about the Māori Electoral Option and how they can take part. This will be supported by an outbound call campaign for specific customers whose addresses have been red stickered.

Enrolment is working with Legal & Policy to develop the SVD Audit process for GE2023 (this is a required pre-GE activity).

Preparing for the future

The current contract with Telnet expires in June 2024 and the Manager Business Enablement has been working with Procurement to develop the full procurement plan for the 0800 Information Services, to refresh the contract arrangement for the next nine years. The Board has approved the procurement plan on 12 April. Given the market complexity and the contract significance, it is planned to hold a ROI (Registration of Interest) process from 15 May to 30 June 2023, followed by the RFP (Request for Proposal) process from 2 October 2023 to 15 February 2024. An external evaluator will be sought to assist with the panel evaluation.

Manager Business Enablement has held the contract performance review meeting with Telnet and Print Advisors in April. It is planned to continue the performance review meeting with Bluestar, Candida and City Print in May.

Enrolment is currently reviewing and testing new roll cleanse formats with a view to improving the efficacy of the roll cleanse integrity process.

Always On advertising

A media schedule to continue always on activity for the second quarter was approved and is now live. The level of activity has had to reduce for this quarter to work within the remaining budget for the financial year.

Building relationships and understanding

Media section

Māori media in particular are taking interest in the changes to the Māori Electoral Option which came into effect on 31 March, and the number of people changing rolls since then. There have been regular stories and interviews on the Option on iwi radio including Radio Waatea and Awa FM, Te Karere, Māori Television, and the Kahu section of the New Zealand Herald.

There has been a lot of attention from journalists on the donation pages of the elections.nz website. The main media outlets carried stories on the Hamilton West by-election candidate returns detailing how much they received in donations and spent on election advertising. Media have also reported an increase in larger donations to political parties as parties fund for their election campaigns.

Election news coverage over the past month has been focussed on candidate selections, how parties are polling, early campaigning and election signage going up, policy announcements by parties – and speculation on what policies parties might take into the election.

Strategic Engagement & Partnerships

Director SEP has held hui with Whaikaha, Ministry for Youth Development and Ministry for Ethnic Communities during April. All parties have expressed interest in longer term partnership, and we discussed opportunities including using networks to share information; establishing advisory panels to support collateral refinement; support for accessibility including language and accessible voting places; support for recruitment; cultural competence training; and collaboration on events on other activations to share information directly with priority communities.

Internally, Enrolment and Business Enablement are providing support for the EC Health and Safety working group, the Incident Response team, and the Process and Quality assurance working group.

Election Access Fund communications

Advertising for the Election Access Fund is live including on social media. Engagement with the posts is being monitored by the team. People who feature in our advertising for the Fund all have lived experience of disability. Media placement includes radio, digital, and community newspapers throughout the country. The next wave of stakeholder resources are being compiled to be sent out by both email a physical pack.

Election integrity

A communications plan for electoral integrity outlining our communications activity to maintain trust and confidence in the electoral process will be discussed with the Board at its next meeting. This work is aligned with activity led by the Deputy Chief Electoral Officer on integrity, security and trust and confidence in the election. The communications team has met with external agencies including Te Tari Taiwhenua Department of Internal Affairs and Te Tari O Te Pirimia Me Te Komiti Matua Department of Prime Minister and Cabinet on issues around election integrity, messaging and ways we will work together on misinformation around the election.

A voting place was set up at a community hall in Wellington to create a series of education videos to demystify the voting experience for first time voters. The video covers what to expect when you get to a voting place and how to vote. This was filmed with an external crew and managed by members of the communications and voting services teams. People from across the Commission appear in the video. A collection of still photos were also taken for external and internal use. The videos will be edited and published on the Commission's website and social pages in June.

Websites

During April we published donation and candidate returns for the Hamilton West by-election, and archived by-election content from vote.nz to elections.nz. Updates were also made to the party register on elections.nz to reflect the new financial reporting requirements for registered parties.

Social media

The social media terms of use have been updated and are being reviewed by legal and policy. These let people know what to expect when engaging with us on our social channels. Once final, these will be published to the privacy and security section at vote.nz.

Onboarding for the new social media management platform, Sprout Social, has been completed and the team is now using the tool for managing all our social media accounts. An important feature of the tool is enhanced reporting functionality that we will use for reporting statistics about our social media activity and engagement.

Social media posts about the Māori Electoral Option continue to attract both positive and negative comments, which are being moderated and responded to where appropriate.

New paid activity for the Election Access Fund started in March and is attracting engagement.

Posts about recruitment were published across all our social media platforms. These did not perform as well as we would have liked, and we plan to do more in the lead up to applications opening.

Our Facebook reach was up 195% over April, and our Instagram reach was up 205%. (Reach is the number of accounts that saw any content from our Page, or about our Page, including posts, stories, ads, social information, and more. Reach is different from impressions, which may include multiple views of our posts by the same accounts. This metric is estimated.)

In April, we had 69 new Facebook page likes, and 75 new Instagram followers. Overall, we currently have 46,629 Facebook followers, 2,749 Instagram followers and 1,988 Twitter followers.

Other progress

Issues under management

n/a

Other news

Nadia Sal started as our Manager Delivery & Support in Voting Services, fixed term contract until June 2024.

Finalising recruitment on the Manager Community Engagement (Central) with preferred candidate expected to be in role by mid-May.

The Request to Appoint form has been approved for a preferred candidate of the six-month fixed-term Senior Advisor Learning and Development role, commencing in May.

There have been some positive COVID cases in the Auckland office. Standard COVID prevention protocols are in place.

The “large print” version of the ROE1 Enrolment application form, for the blind and low vision community, has been printed and is being distributed through stakeholders and partners in that community.

The Enrolment Support team is currently providing data, nomination check and SVD check services for eight local body by-elections across the country. In addition, in April the team has responded to a further 10 requests for data pursuant to sections 112, 113 and 114 of the Electoral Act.



This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE23 Programme or by-elections, which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

- New team-member Kristin **9(2)(a)** will join Strategy, Governance and Development on 8 May. She will soon hire several more team-members to join her part of the team.
- Dimitry **9(2)(a)** started on 17 April as a Senior Advisor, Data and Insights, doubling the size of the D&I team.

Preparing for an election

- The Election Access Fund will shortly consider a new application for EAF funds, from a previously successful recipient. The EAF panel will meet on 8 May to consider the application.
- GE23 data is now in Te Kauhanga and the Data and Insights team are working with Voting Services and the Programme team to deliver dashboards for use in planning for and tracking progress of the General Election.

Preparing for the future

- The Strategy, Governance and Development team has organised a joint session with the Māori advisory team to promote teambuilding with the addition of new staff. This will be held in Wellington on 12 May.

Building relationships and understanding

n/a

Other progress

- Two International Business Unit representatives travelled to Suva, Fiji, for four days (17-20 April) to meet with the Fijian Elections Office's Acting Supervisor of Elections, securing multiple channels of work for the coming year.
- Two International Business Unit representatives and DCE Leigh Deuchars will travel to Nadi, Fiji, for five days (1-5 May) to attend the PIANZEA Senior Officials Committee meeting.
- The Commission's draft 2023/24 Statement of Performance Expectations (SPE) and Q3 Quarterly Report (January - March 2023) have been prepared and submitted to the Ministry of Justice.

- The MEO dashboard has seen widespread use throughout the Commission and feedback is positive.

Issues under management

- n/a

Other news

- DCE Leigh Deuchars' EA Charmaine **9(2)(a)** has joined the team as a permanent Commission employee, having started in the role in a temporary capacity.

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Progress against the strategic priorities

Nga Maihi continue to strengthen the capability and resilience of colleagues and business units to incorporate Te Ao Māori successfully in their respective environments. MEO and GE2023 retain much of our efforts in translation work, engagement opportunities, planning and relationship building. We continue to support our colleagues in activities and work below.

Building our capability

Democracy Matters Induction Workshops – Planning and Mihi Whakatau
EC Capability Uplift Regional Visit – Ōtautahi
EC Capability Uplift Planning Regional Visit – Rotorua
EC Capability Uplift Planning Regional Visit – Waikato Hauraki
Logistics & Supplies Managers Training (Mihi Whakatau) – Ōtautahi
Te reo Māori & tikanga support - Voting Services Brochures
Development & Launch of ECHO/SharePoint space – Comms/ L&D

Preparing for an election

Kaupapa Māori Voting Places (Across the country)
Translations MEO Campaign
Translations GE2023 Campaign
MEO Brochure Recordings for Website
Te Ahunga mai o te Kōwhiringa Pōti Māori – Collaboration, Planning and Presentation
Legal Services translation support

Preparing for the future

Strategy, Governance & Development Hui - Te Whanganui a Tara
Staff Training programme development

Building relationships and understanding

Voting Services – Engagement support with Tangata Whenua - North, East, West and South
Iwi Chairs Forum Partnership to support the General Election 2023 & Māori Electoral Option Campaign
Te Pae Herenga o Tamaki Partnership Collective initial meetings to establish MOU
Mindanao Young Leaders Programme Visit/interview – One of the participants, Eduard, is working on a project focusing on indigenous participation in electoral processes in the Bangsamoro Autonomous Region of Mindanao – specifically “Limited participation and representation of indigenous communities in decision-making processes in Bangsamoro”. Eduard met with and interviewed Nga Maihi Team
Te Reo Guidance for vision / hearing procedures - ELT/P&C
MEO Contracted Group meetings – Whakatane

Other progress

The development of our translation work into regional dialects continues to improve. We are delighted with the authentic quality and prompt service we are receiving from our kaimahi in MEO work. We look forward to continuing this momentum in future general elections as our capability and processes become the standard.

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Progress against the strategic priorities

Building our capability

This month, we welcomed Karen Stewart, Manger Property and Procurement and Steph **9(2)(a)**, Principal Advisor Enterprise Services, completing the recruitment of the new Enterprise Services Leadership Team. As it beds in, the focus is now on building a cohesive, high performing leadership team with its recent away day aimed at establishing connection and common purpose across Enterprise Services.

Several system improvements and upgrades were rolled out this month; with the FMIS Solver Budgeting and Forecasting tool to enable better financial insights, a number of module changes with an EMS major release and a Mike OS upgrade seeing improved system performance.

Policy, procedure and process reviews underway across Enterprise Services include; Consultation and progressing of the TOIL Guidelines, approval of the new Procurement Policy and Procurement Procedures and the establishment of working groups focused on the Commission's Workplace Bullying & Harassment Prevention, Diversity, Equity & Inclusion, and Remuneration & Reward Policies. The Finance team are also considering The Commission's processes and procedures for managing FY24 funding initiatives over and above budget to ensure surplus funds are managed appropriately.

People and Culture are looking forward to enhanced capability in the Health, Safety and Wellbeing and Recruitment functions, with the recent addition of Steve **9(2)(a)** Recruitment & Talent Lead and Corey **9(2)(a)** Health, Safety & Wellbeing lead to the team.

This month saw the rollout of two new learning and development initiatives, Management Essentials - a one-day induction to leadership at the Commission and the Integrity Framework learning module on Tupu.

Preparing for an election

Enterprise Services is leading a number of initiatives to address security risks with a particular focus on National Office, at pace, in the lead up to GE23, including rollout of ID Cards, changes to our reception configuration and visitor management. This work is supported by a staff awareness campaign that commenced the week of 6 June. Deloitte Cyber Security deep dive is ongoing to enhance the Commission's cyber preparedness.

Preparing for the future

During May, ELT approved a refreshed Business Continuity approach and framework aimed at building the Commission's resilience to business disruption in variety of areas. While a detailed work programme is currently being finalised, key upcoming deliverables will include the development of the Electoral Commission's incident management framework and National Incident Management Plan, building capability through training and exercising, and the rollout of business continuity planning support and direction to all teams.

Other progress

Procurement for the 0800 Information Services begun on 15 May with the ROI release on GETS, with stage one ROI closing on 6 June. The evaluation panel, including an external panel member from Stats NZ will meet late June to consider responses and the shortlisted Recommendation Report will be approved by the CEO as delegated by the Board at the April Board meeting. The RFP will be released to the shortlisted providers on 2 October, closing 3 November.

Issues under management

- The effectiveness of the Commission's security controls and general security awareness remain an ongoing and pressing risk. While work is underway to remediate issues identified at pace, security awareness should remain front of mind for all leaders at the commission.
- Recruitment remains an ongoing challenge given labour market conditions.

Other news

This month, Enterprise Services welcomed the following new starters:

Paul 9(2)(a): Assistant Accountant

Steph 9(2)(a): Principal Advisor Enterprise Services

Melanie 9(2)(a): Administration Support Officer – Casual

Grier 9(2)(a): Admin Support Officer – Casual

Ashish 9(2)(a): Systems Administrator IT

Karen Stewart: Manager property and Procurement

It is exciting seeing how much our teams are growing, and we look forward to the next round of recruitment as the Finance and IT Teams are in the final stages of recruitment of the permanent Senior Finance Business Partner and Finance Business Partner (positions currently filled by contractors), Infrastructure Managers and two Solution Architects. However, the teams continue to face recruitment challenges with the tight labour market and are still actively recruitment for the following positions: Procurement Advisor, Executive Assistant to the DCE, Administration Officer and Senior Systems Analyst.



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Progress against the strategic priorities

Preparing for an election

- The team provided support to the Board in finalising the broadcasting allocation decision in meetings on 1 and 8 May. Following deliberation, the decision was released on 12 May. The team have been responding to enquiries from parties on using the allocation ahead of the start of the payment of invoices from 1 June.
- We provided advice and support on a variety of operational deliverables including advice on the Māori electoral option, voting age changes, and voting services.
- Finalising the individual candidate nomination form.
- Finalising resources and content with Communications in preparation for the launch of the Candidate Hub on elections.nz including the four new videos for candidates.
- Working with the ASA, BSA and media council on the who does what video
- Reviewing the media kit.
- Reviewing extracts of the PIMS.
- Taking the nominations policy and procedure to the steering group.

Preparing for the future

- The team collected annual returns from political parties and released their audited reports on 8 May.
- Four parties did not submit their returns by the due date. Letters were sent to these parties informing them of their obligations under the Electoral Act.
- Participating in the GE steering group, GE Programme Board, the working group on risk and security, stakeholder engagement plan, Data and Information management Committee.
- Work continued in supporting the Ministry of Justice on legislation to reduce the voting age for local elections.
- Reviewing drafting instructions for the Statutes Amendment Bill amendment to the Electoral Act re loans.
- The team provided support to the Board in anticipation of judicial review against the broadcasting allocation filed by the NZ Outdoors & Freedom Party, liaising with Crown Law and preparing an affidavit on behalf of Karl.

Building relationships and understanding

- Natalie and Dean presented the third party promoter briefing on 18 May.
- Continued to process applications for registration from third parties.
- Work continues in preparing for the broadcasters and publishers briefing.
- Continuing to support information requests and presentations to the Independent Panel reviewing electoral law.

- Assisting with the Australian Parliamentary delegation
- Kristina and Natalie attended the ECANZ F&D Community of Practice on 23 May.

Other progress

Advisory opinions

We received 101 advisory requests in May. All were responded to within the 5 working day timeframe. Requests from MPs are increasing as we approach the start of the regulated period. We sought advice from the Parliamentary Service on the process for a List MP to change their designated electorate and geographic indicator.

Official Information Act requests responded to in May

We responded to five OIA requests in May. Both were within the 20 working day timeframe.

| Requestor | Topic | Response Time |
|-----------|--|---------------|
| 9(2)(a) | <ol style="list-style-type: none"> 1. What level of resourcing has been put aside to communicate the Māori Electoral option to Aotearoa and Māori? (human resources and \$amount) over what period of time 2. Please forward a full communications strategy for communicating this significant change for Māori, including all \$ amounts, target populations and areas. 3. What medium/s are being used to communicate this change in law to Māori 4. Please forward full plan of the roll out of this new law, including timelines, \$ amounts, target populations and areas. 5. How many extra staff have been employed to support with the roll out of this law? 6. What training are staff given to roll out this new law? 7. What methods other than physical copy that requires posting are available for Māori to switch rolls? | 19WD |
| 9(2)(a) | <ul style="list-style-type: none"> • How many people are currently on the unpublished electoral roll? • How many people were on the unpublished electoral roll at the time of the 2008, 2011, 2014, 2017, and 2020 general elections? • What are the top five occupations of those on the unpublished electoral roll? • What are the top five reasons people give, when going onto the unpublished electoral roll? | 7WD |
| 9(2)(a) | I would like a list of everyone that voted for the following parties, during the 2020 election: Labour Party, Green Party, Māori Party, The Opportunities Party (TOP) and Social Credit party | 16WD |

| | | |
|---------|--|------|
| 9(2)(a) | <p>Regarding the master roll, RNZ requests release in full and in fully searchable format:</p> <ul style="list-style-type: none"> • Details of all and any rules that relate to the master roll, including over accessing it, using it and disseminating it • Copies of records or similar of any entity or individual that has ACCESSED the master roll at any time since access became possible <ul style="list-style-type: none"> ○ Including identification of that entity or individual ○ Including the date/s of any and all access | 14WD |
| 9(2)(a) | <p>In accordance with the purpose of the Official Information Act 1982 I herein request copies of all other submitted Nomination forms and proof of deposit being with the Electoral Commission at the midnight tonight</p> <p>With due particularity please supply all/ each and every item of documentary information you hold on The New Zealand Labour Party Inc. Minister of Justice Hon Kiri Allan and National Party's Dana Fitzpatrick</p> | 13WD |

Parliamentary questions responded to in May

We responded to no parliamentary questions in May.

Issues under management

- Nothing to report

Other news

- Job listing shared for Fixed Term Advisor Legal position.

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE23 Programme or by-elections, which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

- Enrolment has completed a number of recruitments in May. An Enrolment Support Officer has been appointed in Lower Hutt, and Senior Enrolment Officer in Christchurch, and a fixed term Enrolment Officer in Auckland.
- Recruitment for a Senior Administrative Assistant (looking after the Directors Enrolment and Strategic Engagement and Partnerships) is underway. Shortlisting has been completed and interviews are planned for the week beginning 6 June.
- The Lower Hutt enrolment team has completed a team building day. The day was facilitated by People and Culture and was a successful day.
- Enrolment has met with the data team in Strategy, Governance and Development to look at potential improvements for our data dashboards.
- Enrolment leaders and staff are preparing for the end of year PDP discussions.
- The Enrolment Leadership Team held a two-day hui in May, with the focus being our work programme for the next 6 months and working on ourselves as a team and as leaders, to continue our development as a high-performing team.
- Four fixed term Project Support Officers have been appointed and have begun work with the Voting Services national office team.
- The CE Manager for the Central region is now on board and the Advisor – SEP has been confirmed and will start in July.

Organisational communications

The communications team continue to work across the organisation and externally to provide support, advice and guidance for our people.

This month, this has included New Zealand Sign Language Week, Samoan Language Week, SnapHire phase two, induction, Pink Shirt Day, continuous work to develop and support the organisation's culture and Senior Leadership Group and celebrating successes across the organisation.

We have developed content for staff regarding changes to Tupu, TOIL consultation for SLG, Community Engagement framework go live, provided talking points for Karl for the LGNZ conference and continued to strengthen our communications channels.

Three issues of The Electoral Connection newsletter were produced during May and readership is steady, with around 200 people reading it each fortnight. Fortnightly All Staff Meeting attendance has stayed consistently over 100 attendees.

Work to ensure teams have the tools they need to do their jobs is ongoing and includes the development of many posters, brochures, EasyVote packs, talking points and more.

Preparing for an election

Māori Electoral Option

The Commission's 0800 information services provider, Telnet, continues to attend public requests on our behalf. There are 3 dedicated Te Reo speakers assisting with MEO. As at 30 May, there were 851 email interactions and 2,380 phone calls received during the MEO campaign. The top 3 requests have been changing details, sending packs and new enrolment enquiries.

ROE42A data extract has been completed and 20,067 text messages were sent out on the 15th May to Dormant electors on the Māori roll. This reminded them to visit Vote.nz by 13th July if they want to change roll for this year's election.

Various messages throughout the EnrolOnline process have been reviewed. These updates will be rolled out in the next MIKE release before the Change Freeze kicks in.

Enrolment has completed telephone calls and emails to Māori electors potentially affected by the Auckland flooding and Cyclone Gabrielle. This included electors on council "red" and "yellow" sticker lists. The calls were well received, and we were able to assist a number of affected electors.

The current phase of the Māori Electoral Option public information and education programme, to raise awareness that you have until 13 July to change rolls if you want to, continues until 25 June. It then moves to a new phase to let people know that time is running out if they want to change rolls for this year's general election.

New digital and printed resources in regional dialects were created and published online. These are available for both internal and external stakeholders to use.

Production of new content with media partners was underway in May. This includes new video and television content in partnership with Tāmami Rimene-Sproat, TVNZ and Whakaata Māori. Radio announcers are delivering messages about the Option to rangatahi on Mai FM and new video content to be shared across their digital channels has been filmed and is progressing in post-production. These will be available for the Commission to share when they go live in mid-June.

Work is underway to identify how paid activity can help to support awareness of our community engagement presence in communities affected by the cyclone.

Recruitment for General Election positions with SEP are now live, all locations for temporary staff have been identified and around 15 MEO staff will rollover into the General Election.

General Update:

Enrolment:

- The fit-out of enrolment processing centres is underway, and nearly complete. All three centres have the necessary furniture and IT cabling completed. The set up of desktop computers, printers and scanners is well advanced.
- Recruitment for enrolment processing centres is on track. Numbers are looking good for Auckland and Christchurch, but Wellington is getting additional focus from PersolKelly.

- Enrolment has led the development of an audit process for the computer based Special Vote Declaration audit (an audit to ensure that the process is operational and that the “system” is making the correct vote qualification decisions). Enrolment has led this work because the process is centred around MIKE.
- The Dress-Rehearsal for production of the enrolment update packs has been completed. Minor issues were picked up, all of which have been resolved.
- Recruitment interviews for Team leaders for the scaled-up enrolment processing teams, enrolment support team and the Customer services team for GE23 have begun.

Voting Services:

- A programme of visits by the Board to meet with regional operations teams is underway. The purpose is to provide assurance on the Commission’s election readiness at different stages of its preparation e.g. the process to secure appropriate voting places. The programme also provides an opportunity for the Board to hear about the challenges within each region and the steps being taken to address them.
- Voting Services hosted a weeklong training in Christchurch on movement of voting materials between electorates and inside headquarters. The purpose of the training is to simulate the logistics of materials preparing for the GE.

General Election:

- The DCE Ops had presented to ELT regarding the oversight arrangement for GE2023 and presented the structure of the proposed General Election Delivery Taskforce (GEDT). The GEDT’s function is to support the overall delivery of GE2023 by allowing Regional Managers and broader teams to come together in a forum to raise any critical issues and mitigate any real time risks as well as escalating issues to ELT.

Preparing for the future

Manager Business Enablement has held a contract performance review meeting with Blue Star Printing Services in May. No additional risk was identified, and the next review will be in mid-July to track progress to GE2023 delivery. Now we are receiving weekly report to have a visibility of all printing jobs requested by the Commission.

The 0800 Information Services procurement process kicked off on GETS on 15 May. As at 31 May, there were 28 entities downloaded the Registration of Interest (ROI). This process will close on 6 June, and one question has been received so far. The ROI process is expected to complete by end of June.

Building relationships and understanding

Manager Business Enablement has been working with P&C to request extending the contract of De-escalation training (for community engagement and customer services teams) to the end of September. This will allow staff who join EC after July to receive the training.

- Enrolment is contributing to the Judicial Recount document developed and managed by Legal & Policy
- The Commission’s partnership agreement with MEC is steadily progressing and the document is nearing completion.

- Director SEP met with Ministry for Pacific Peoples and discussed a range of options for collaboration, have agreed to progress to a partnership agreement.
- Director SEP has met with UNICEF to discuss options on connecting with their youth ambassador work. This will progress in June.
- SEP and Voting Services jointly facilitated a 'whiteboard' session with the Office for Disability Issues (a branch of Whaikaha) where we discussed a range of options for more accessible voting places and engagement with disability communities. Further hui are planned for the DPO Collective and Deaf Aotearoa in June.

Implementation of Strategic communications and engagement strategy

Stakeholder engagement plans for our six priority audience groups are largely complete. A stakeholder Teams group as the next phase for reporting our stakeholder engagement. A letter to help stakeholder leads reach out to key stakeholder and introduce / reintroduce themselves has been drafted for review.

Op-eds penned for the Chief Electoral Officer and Board Chair have been reviewed again and are awaiting sign off.

Election Access Fund communications

An email was sent to disability and political party stakeholders to update them on the Fund and point them to resources to share. There has been good engagement and sharing of information about the Fund by disability groups. Posters have been printed to send to key stakeholders.

Advertising for the Election Access Fund is ongoing including on social media. Media placement includes radio, digital, and community newspapers throughout the country.

Election integrity communications

A communications plan for electoral integrity outlining our communications activity to maintain trust and confidence in the electoral process was discussed and endorsed with the Board. This work is aligned with activity led by the Deputy Chief Electoral Officer on integrity, security and trust and confidence in the election.

Editing work is underway on videos from the voting place walkthrough, which was filmed in early May in Wellington. The videos will help to demystify the voting experience for first time voters. The video covers what to expect when you get to a voting place and how to vote. A collection of still photos were also taken for external and internal use and are now published on the elections.nz: [Image gallery | Elections](#)

A new page titled, Facts about New Zealand elections addressing common misconceptions has been developed with input from legal and policy and voting services and will be published on the website in early June. This page will be a place where we can address any inaccurate information we see in the lead up to the election. It will also be the source for proactive social media posts around electoral integrity.

Media

Media coverage of the Māori Electoral Option in May focused on the changes in roll numbers, with media noting that more people were changing to the Māori roll than the general roll. There was also a focus on the efforts of the Commission to connect with people living in areas impacted by recent weather events who might have had to move house. The main media outlets running stories on the Option are the Herald, Radio Waatea, and regional papers including the Gisborne Herald and Wairoa Star.

Election coverage is well underway and political polls, potential coalition arrangements, the Budget and the cost of living, were all big stories in May.

Election stories that touched on the role of the Commission include regular updates on how much parties are receiving in donations. Stories are based on the donations disclosed on elections.nz.

The use of AI technology to generate content for election advertising was the topic of much debate, as well as the potential for the technology to be used for the spread of misinformation. We had high numbers of media enquiries on this topic and used the opportunity to clarify the role of the Commission in overseeing election advertising.

TVNZ ran a story questioning the use of PersolKelly as a recruitment agency for a small number of specialist roles. The agency is at the centre of a dispute with a group of former Census workers.

The Herald has reported that NZ Outdoors & Freedom Party, Freedoms NZ and Vision NZ are mounting a legal challenge to the broadcasting allocation.

Social media

Social media posts about the Māori Electoral Option continue to attract both positive and negative comments, which are being moderated and responded to where appropriate.

Racism and separatism are ongoing themes in public comments on our pages along with questions around the percentage of Māori blood required to be considered Māori and transphobic commentary around people 'identifying' as Māori. These are reasonably steady in volume, and any comments that breach our terms of use are hidden from public view and not engaged with.

There have been discussions around funding (or lack thereof) for disabled people and the differences in support levels for different types and origins of disabilities in response to paid posts around the Election Access Fund.

We have seen an increase in the number of general questions about advertising – whether it is allowed yet, when it is allowed, where it can be posted, etc. We expect these to increase as we get closer to the election.

Our Facebook reach was up 7% over May compared with April, and our Instagram reach was up 3.1%. (Reach is the number of accounts that saw any content from our Page, or about our Page, including posts, stories, ads, social information, and more. Reach is different from impressions, which may include multiple views of our posts by the same accounts. This metric is estimated.)

In May, we had 70 new Facebook page likes, and 58 new Instagram followers. Overall, we currently have 46,640 Facebook followers, and 2,769 Instagram followers.

Overall, our impressions were up 23.7% in May. Impressions are the number of times our content was displayed to users, including those who don't follow us (e.g. through paid or sponsored posts).

Websites

We continue to support Legal & Policy with the development of the Candidate Hub on elections.nz, which will provide a single clear destination for candidates seeking to contest the 2023 General Election (and any subsequent events). The Hub is due to be launched on 6 June.

Development of a mapping tool to enhance the Careers Website is almost complete with implementation expected in early June.

Discussions continue with IT about a potential reskinning of the election results website. A suggested design has been developed for further conversation with Catalyst.

Other progress

Issues under management

- Leave plans are being developed for enrolment staff with high leave balances

Other news

- Senior Advisor Learning and Development for GE2023, Denise 9(2)(a), started with Business Enablement on 15th May
- Manager Business Enablement completed the CIMS 3 and 4 training in May and is picking up the Incident Controller role from Dean 9(2)(a).
- Enrolment responded to a significant OIA request, 9(2)(a)
[REDACTED]
[REDACTED]



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Progress against the strategic priorities

Building our capability

- The quarterly Risk Profile was discussed at the May Board meeting which led to the commissioning of 7 areas for further discussion. These are in development.
- The recruitment dashboard is in draft form and will allow People and Culture and Voting Services to report on and manage the recruitment process for BAU and GE.

Preparing for the future

- On 12 May SGD held a workshop day with the Māori advisory team to discuss the groundwork for the Commission's 10-year strategy process, which will commence with Board involvement in July.
- On May 24 SGD had a session with the Senior Leadership Group discussing the approach to our long-term strategy work.
- A policy revision work programme for the period July – December 2023 has been developed for Board consideration.

Building relationships and understanding

- SGD have established links with several all of government networks and communities of practice, including the MoJ information sharing group on misinformation and trust, which commences in June; and are working with IT to address why public sector intranet sites are not available to the Commission. Events included
 - Attending the performance and planning network meeting on business planning and preparing for annual report on 30 May, and hearing about MfE's approach to their climate change systems strategy at the AoG Strategic Futures Group.
- A stakeholder tracking tool and dashboard has been developed for the Strategic Engagement group.

Other progress

- It has been a busy month for the International Business Unit (IBU), with five deployments including two to Fiji, and one each to the Solomon Islands, Samoa and Papua New Guinea.
- Two new applications have been received for the Election Access Fund (EAF), and other potential applicants are being assisted with information and guidance.
- The Certification and Accreditation for Te Kauhanganaroa has been finalised.

Issues under management

- Reporting errors have been identified in the internal Māori Electoral Option (MEO) Tableau dashboard and are being remedied in consultation with an external provider. The errors resulted from an underlying table duplicating entries. Corrections were issued to the media providers and the Iwi Chairs Forum.

Other news

- Kristin 9(2)(a), Manager, Strategy Risk & Assurance, joined the team on 8 May.
- Recruitment is underway for a Senior Advisor Accountability, to join the strategy risk and assurance team.

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Progress against the strategic priorities

Building our capability

End-of-year PDP discussions and reviews of development plans are well under way across all enrolment teams. Team Leader is also working together to identify common performance objectives for 23/24. All 13 staff, but one, PDP discussion and plan review have been completed in the Business Enablement team.

New enrolment staff have commenced in all three processing centres – enrolment officers in both Auckland and Wellington, and the Senior Enrolment Officer position in Christchurch. Also 6 of the 10 temporary MEO processing staff in Auckland are coming back for GE23, thus forming a strong nucleus for that team for GE. The recruitment processes and office setup have been supported by the Business Enablement team.

The Auckland processing team has been busy creating “dummy” enrolment forms for training purposes (20,000). This is primarily for GE23 in the first instance but will have training currency beyond GE23.

Organisational communications

The team continue to work across the organisation and externally to provide support, advice and guidance for our people.

This month, this has included work to develop and support the organisation’s culture and Senior Leadership Group and celebrating successes across the organisation.

Organisational communications will be critical for ensuring trust and confidence with our people. The team have supported information around the unpublished roll, security awareness, and health and safety being rolled out across the organisation.

We have published a hub on ECHO for all GE2023 content which will continue to be updated as more information and resources are available.

We have developed content for staff regarding consultation on the travel policy, PDP process and social yoga.

We’re continuing to strengthen our communications channels with readership of our fortnightly newsletter The Electoral Connection consistently over 200 staff. We have worked on ensuring newsletter content reflects our people and their work. We’re receiving increased content from many of our teams. Fortnightly All Staff Meeting attendance has increased this month with numbers of attendees peaking at 150.

Work to ensure teams have the tools they need to do their jobs continues and we have been working on the development of many posters, brochures, talking points, presentations and more.

Preparing for an election (note: do not report on activity that is within scope of the GE23 Programme or by-elections)

Karl and the Board visited a number of voting places across the region from Auckland, Napier, Lower Hutt (Overseas) to Christchurch to understand RMs and EMs election preparedness, challenges and opportunities within each region.

Karl, Anusha, Martin Rogers and Anne Smith visited the GE23 Enrolment Processing Centre in Christchurch, to gauge preparedness for the GE23 Elector Enquiry.

The DCE presented to ELT and the Board on the General Election Delivery Taskforce. Post June Board meeting, we're in the process of setting up the process (structure) across the organisation and will have trial runs before activating the Taskforce in September (Writ Day). On-going discussion around the type of information for the dashboard that is required for the Taskforce.

Extraction and QA of data from MIKE for the enrolment component of the GE23 Enrolment Update Campaign has been successful. A total of 3.4m enrolment packages were sent to NZ Post for the production of enrolment updates packs to go out to all enrolled electors. Successful training rehearsals and train the trainer sessions have been completed for the GE23 Enrolment and Customer Services Team Leader training, and for the enrolment processing training.

Enrolment teams continue to work closely with the Project Team and GETP to ensure the technology required for the three enrolment processing centres is set up and working. This includes laptops, scanners, printers, bar code readers, and of course the supporting software. These activities were supported by the Business Enablement team as part of the GE preparation.

Team Leader recruitment for all Enrolment and Customer Service roles has been completed and contracts signed. Recruitment assessment centres for all enrolment and customer service roles have also been completed in June. The agency recruitment and Snaphire processes were supported by the Business Enablement team. Fun fact: Of the eight team leaders we have contracted for GE23, 7 worked as team leaders on the Census! That relationship is bearing fruit.

Updates of the MIKE from the NZ Post Postal Address File (PAF) were completed in time for the Enrolment Updated pack data extraction. This ensures (as much as possible) that the elector address in MIKE match NZ Post address protocols. Prior to the PAF update we were at 98.5% address accuracy.

The BAU training, FAQs and knowledge base for Telnet staff have been reviewed and refreshed to support the two weeks between the MEO and GE23 campaigns.

SEP has shared the overarching engagement plan with the OLT and Māori Advisory Team for feedback and delivered a high-level overview to both the Programme Board and Commission Board.

Planning for the training of the 40 new temp staff for GE23 is nearing completion with delivery expected in mid-July. Alongside important information on the operations of the Commission, content will include community panels, Yavu training delivered by MPP, de-escalation training and inter-cultural awareness online training.

The operationalisation of the complaints/requests process has been further advanced in staff training and Zendesk readiness. The Customer Services team will work with Carol to finalise the escalation pathway and EC reporting. The forecast of complaints volume across the Commission has been prepared to support the discussion.

The Customer Services team met with Security Advisor to discuss the proposed approach to handling the highly sensitive contacts. These include threats to voting places, threats of aggression, violence or other inappropriate behaviours, self-harms, persistent swearing, etc that are received via phone, email or webform. Further work is underway to finalise escalation pathway and ensure alignment to EC reporting mechanism.

Māori Electoral Option

The final phase of the Māori Electoral Option public information and education programme started on 25 June and ends on 13 July. It increases urgency to change rolls if you want to for this year's General Election by letting people know that that time is running out.

A new television ad in partnership with TVNZ and Whakaata Māori, featuring with Tāmati Rimene-Sproat, went live in mid-June. Partnership content with Stuff's Pou Tiaki, interviewing two young people about why they chose the roll they're on, was prepared for publication in early July.

A range of new activities upweighting messages to rangatahi went live in May or prepared for the last two weeks of the campaign. These include Mai FM presenters broadcasting messages about the Māori Electoral Option, a new radio ad featuring their popular morning presenters K'Lee and Fame, and a series of five new videos rolling out across their social media channels.

Tik Tok content has been produced with social media influencers Te Aorere Pewhairangi and Jaedyn Randell. In addition, two new ads for Tik Tok are in production. In the first few days, our Tik Tok video with Te Aorere Pewhairangi had more than half a million views.

New media placements, targeting rangatahi, were added to the media schedule for the State of Origin league game and billboards outside Mt Smart Stadium for the upcoming Warriors game.

Communications and education supported community engagement by promoting our teams' attendance at events in cyclone affected areas and working with Mai FM for their Street Team join us at the Ōtara *Vote Day* event and radio announcers encouraging people to come down and talk to us about the Option.

The SEP team have been focused on regional engagement activity through the latter part of June with hui planned across the Upper and Lower South regions including various community groups and Marae in the region.

Feedback is being gathered from both contracted providers and MEO temporary staff regarding the delivery of the campaign and suggestions on what future MEO work may look like. A full SEP MEO debrief is planned for 11 July. We are also considering options for gathering stakeholder perspectives.

The Special Vote Declaration process for the MEO exception period has been successfully implemented in MIKE in mid-June.

Election Access Fund

The second phase of radio advertisements for the Election Access Fund commenced for two weeks beginning on 25 June, on digital platforms as well as commercial and community radio networks. Social media advertising is ongoing.

In addition handbooks, posters and a letter about the Fund have been sent out to key stakeholders to help further raise awareness.

Preparing for the future

Zendesk system changes and improvements have been developed, tested, and implemented into the Production environment successfully on Sunday the 2nd of July. To support the embedment, we simplified the Zendesk interface, streamlined system logic and request grouping, improved reporting, and updated support guidance. All users have been involved and communicated in the process to ensure a smooth transition. The development of an ongoing support model and enhancement prioritisation is underway.

Building relationships and understanding

Media

There was regular and widespread coverage of the Māori Electoral Option during June, with a focus on the numbers of electors changing rolls and the 13 July deadline for enrolled voters to change rolls before the election. A media release reminding people of the deadline was issued on 26 June. Over the course of the month, stories have appeared on Stuff, the Herald, on Newshub Nation, Radio NZ, Radio Waatea, and several regional newspapers around the country. Hone Matthews was interviewed by RNZ and Waatea.

Media training was provided to te reo Māori speakers in our community engagement teams from Whangārei, Gisborne, Napier, Rotorua, Hamilton and Taranaki to support opportunities for local iwi radio interviews. Interviews have taken place in Rotorua, Napier and Ruatoria helping increase our reach into Māori communities.

Stories related to the work of the Electoral Commission include detailed reports on Stuff and the Herald on donations to political parties. The source for stories is the returns page on the Commission's website. We continue to receive enquiries about election advertising and on 8 June, Kristina Temel was interviewed by Seven Sharp on TVNZ to set the record straight on the rules for election signs. The Herald and Stuff are both following the legal challenge to the broadcasting allocation and covered the hearing in the Wellington High Court on 20 June.

Other stories of interest in June include the release of the Independent Electoral Review's interim report and its recommendations; and the release of the Future of Local Government report which recommends the Electoral Commission run local elections.

Election integrity communications

On Friday 2 June three representatives from the Communications & Education Team met with some of our counterparts from Elections Canada. Elections Canada have maintained a digital media monitoring function for at least 2 electoral cycles, monitoring open-source channels for strictly defined keywords and use that information to provide environmental reporting about ongoing and emerging themes. They explicitly do not target individuals or organisations with their monitoring, and do not monitor within closed channels or groups. They don't have a regulatory role so there's no risk their monitoring will uncover information which could create a conflict of interest. The digital media monitoring team conducted monitoring in 16 different languages during their last election and monitored around 20 different social media channels.

Work on the production of the voting place walkthrough is almost complete. There will be four videos which will help to demystify the voting experience for first time voters. The video covers what to expect when you get to a voting place and how to vote. This suite of resources will be translated into other languages as well as New Zealand Sign Language.

FACT Aotearoa have approached the Communications team to review and fact-check some "prebunking" material they are preparing for the General Election. So far we have reviewed two such articles – one on the destruction of ballot papers, and one on the official count. They're hoping to send further material to us in future.

Stakeholder engagement

Suzanne and Clare were invited by the Department of Prime Minister and Cabinet to brief the Media Freedom Committee on 1 June on preparations for the election. The Committee is made up of senior media representatives across print, radio and television. We gave a presentation on key dates, resources for the media this election, and our approach to the integrity of information about the election. It was a good opportunity to have a free discussion about the Electoral Commission's role, and to introduce ourselves to key media personnel before their election coverage starts in earnest.

SEP has progressed a partnership agreement with the Ministry for Pacific Peoples with the agreement now sitting with respective ELT for signoff. Informal agreement has also been reached with Ministry for Ethnic Communities, Ministry of Youth development and Whaikaha. These formal/informal approaches will help the Commission build our capacity and use partners stakeholder networks to support the Commission's work.

Work on a scoping paper for the Voting Age Bill for OLT continues and is expected to be presented for consideration in July. This will include a digital services component.

Enrolment and community engagement teams continue to engage on areas for collaboration, e.g scanning of enrolment forms taken at community events. We have also worked together on the distribution of MEO brochures and posters in the seven regional te reo dialects.

Enrolment is progressing the unpublished roll initiative for Council elections staff, and is meeting with Council representatives (via Taituara) on Friday 7 July to finalise an agreed process that can be recommended to the Chief Electoral Officer.

Enrolment also continues to support local body by-elections; currently we are supporting seven by-elections across New Zealand.

Enrolment is also participating in several working groups across the Commission, including Health, Safety and Wellbeing, IMT, Process & QA, and the Enquiries project team.

Social Media

Our social media tool, Sprout, continues to be useful to manage our accounts as the level of engagement increases for the election. FAQ responses have now been pre-loaded to the tool to help send fast replies.

Our Facebook content was seen by 30 percent more people in June compared with May, and our Instagram reach was up 27.7%. Overall, we currently have 46,684 Facebook followers, and 2,781 Instagram followers.

Most comments on social media continue to be about the Māori Electoral Option and Election Access Fund. Other comments have sought help with enrolment, political party advertising rules, and recruitment.

A content calendar is being prepared to the end of the year and a new suite of 40 icons has been developed to support the creation of organic social media content.

Events were created in Facebook to support our community engagement teams at events in Wairoa, Waipukurau and other places.

Guidance is being prepared for staff on the use of social media in a personal capacity to help keep our people safe online.

Work is underway with the Ministry for Women on how our social channels can complement their Suffrage 130 project to mark the 130th anniversary of women's suffrage in September.

A working group is being established for a dashboard to provide thematic reports on enquiries, complaints, Official Information Act requests and social media.

Websites

The Communications and Education team are working with Pikselin to enhance the voting place mapping functionality on vote.nz – among other things allowing people to easily distinguish between voting places that are open now and voting places that will be open in future. We'll also be enhancing the visibility of fully accessible voting places and enabling each voting place to have a unique mapping URL – so users can share links to individual voting places.

We worked with Pikselin and the ARTS project team to develop a recruitment mapping tool, which will allow people to find roles in their electorate on a map. In addition, we assisted with a review of the careers website content in advance of the launch of the bulk recruitment campaign.

The Communications and Education team also worked with Legal & Policy to deliver the Candidate Hub, and will continue to work with them to refine the content on elections.nz – especially related to election advertising.

Other progress

-

Issues under management (brief description of any key issues faced, and what steps are being taken to resolve the issue, requests for help from ELT colleagues)

- Impact of the weather across Gisborne and Hawkes Bay on voting places and election preparedness. Steps are being taken to innovate how we can get access to communities that are being affected e.g access, voting places, etc
- The recent weather has also damaged the engagement team office in Gisborne with remediation work underway and expected to be completed by the 21 July
- Enrolment continues to reach out to Māori electors whose homes were either red or yellow stickered in recent weather events.
- Long leave balances are being managed, and leave plans developed.

Other news (updates that do not fit under the above headings - this could include appointments, recruitment underway or other matters to bring to ELT's attention)

- <text>
-

NOTE

Remove all blue text in the final version

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Progress against the strategic priorities

Building our capability

Enterprise Services continues to focus on increasing support to our internal customers - People and Culture appointed and onboarded our four regional advisors increasing the team's national advisory capability and the Finance team will soon be rolling out *Solver* reporting to all Budget Holders in the coming months providing enhanced reporting and expenditure tracking.

This month's Enterprise Services All-In monthly meeting focused on building connection, the importance of the Commission's karakia and what our taumata / values mean for us in our mahi in preparation for upcoming performance development conversations.

Preparing for an election

Recruitment continues to be a significant focus for the group, with all roles (90 jobs have been advertised that cover 1,320 different jobs to recruit for approximately 25,000 roles) for bulk recruitment for the General Election loaded onto SnapHire that went live on 3 July 2023. This led to a significant increase in the number of applicants registered in SnapHire from nearly 13,000 to almost 19,000. Work on refining and improving the Recruitment Plan is ongoing including a deep dive with the GE 2023 Programme Board and presenting results to the Steering Group and Programme Board.

P&C completed the development and delivery of the RRM Induction this month in preparation for training delivery between 17 and 19 July. The team also developed online SnapHire training to upskill users of the system during the election.

Modifications have been made to the EMS payments module to improve financial controls after several errors were encountered from EMS imports into Business Central (BC). These errors related to reusing vendor numbers in EMS so the vendors in EMS and BC were not aligned.

Deloitte Cyber, Privacy and Resilience review is ongoing with the report expected in July. The PWC Internal audit of the Electorate HQ's commenced in June and this will provide assurance to the Board around our financial risk with EMS and we expect recommendations for improvements in this space. Enterprise Services is getting great support from the PMO.

Preparing for the future

During June we commenced our business planning for FY23/24 with meetings with each team about priorities for the year coming. A draft business plan has been put together and it is expected to be finalised in July.

Building relationships and understanding

Enterprise Services policy and guideline work is ongoing with a number of key policies progressed this month, including the TOIL guidelines, draft Travel Policy, remuneration and reward working group and the bullying and harassment, discrimination and victimisation working group.

The Finance team is currently reviewing P-Card issuance to ensure staff are supported in the field, especially the community engagements team.

Other progress

The Procurement Team's ROI for 0800 is progressing well, with the evaluation meeting held on 20 June. We received seven (7) responses. A Recommendation to Shortlist will be approved by the Chief Executive Officer as delegated by the Board at the April Board meeting. The RFP will be released to the shortlisted providers on 2 October, closing 3 November.

Other procurement activity is underway across the organisation, with the Community Engagement team's three (3) ROI's currently in market for General Election 2023 – Community Organisations: Pacific Communities (\$50k), Ethnic Communities (\$50k) and Tangata Whenua (\$100k). The contracts will deliver community engagement activities across the country, to complement the campaign activities for GE2023 delivered by the Commission's community engagement teams. The three ROI's were released to GETS on 26 June with a close off date of 11 July. Three separate evaluation panels have been established to evaluate the responses.

The end of the financial year was 30 June, and work has begun on preparing the accounts for the annual Audit by KPMG, and the Annual Report.

Security uplift and awareness continues, with the recent commencement of staff security awareness campaign, the implementation of the National Office Visitor Management System and a recent phishing simulation campaign.

Our work on Holidays Act compliance continues with our payroll data transferred to an external provider for an initial assessment.

Issues under management

1. The number of employment-related cases is now up to 9 since we started to manage the GE 2023-related cases at the beginning of February. In addition, there are 20 open non-GE related cases. Please note that many of these cases are just being monitored and are not active now.
2. Our IT are working closely with the SGD team on the recent issue with MEO stats on the Data Platform.

Other news

We welcomed 8 new starters in June including Corey 9(2)(a) (Health, Safety and Wellbeing Lead), Gail 9(2)(a) (Information Management Senior Advisor), Asish 9(2)(a) (Systems Administrator), Stephen Thomson (Senior Project Manager) and our four fixed term People and Culture Regional Advisors (David 9(2)(a), Tracey 9(2), Sue 9(2)(a), Libby 9(2)(a)).

Recruitment is underway for:

- Admin Team Leader and Admin Support Officer following the resignations of 9(2)(a) and 9(2)(a)
- People and Culture Advisor after 9(2)(a) was promoted to Business Partner

- Advisor Payroll (fixed term) to support additional workloads during the election period.
- Executive Assistant to replace [REDACTED] 9(2)(a) who finishes on 12 July.
- Five current vacancies in the IT team including Admin Officer (fixed term), Solutions Architect, two System Analysts and a Senior Systems Specialist.

In July we have 4 new starters confirmed including Mark Cockerill (Manager Infrastructure Services) and Ian [REDACTED] 9(2)(a) (Solution Architect), Roel [REDACTED] 9(2)(a) and Nick [REDACTED] 9(2)(a) (both Finance Business Partners).



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Progress against the strategic priorities

Building our capability

- On 28 June the SGD leadership team gathered for a workshop to map out strategic priorities for the team over the next 12 months, and to identify opportunities to grow the team's contribution in line with organisational values and strategic objectives as the team matures.

Preparing for an election

- Invitations have been issued to Pacific countries for the GE23 visitor programme, in which members of international election management bodies visit New Zealand during the election period to observe operational processes. Preparations for the visitor programme are on schedule. The Australian Electoral Commission has advised that it will likely not participate due to the Voice referendum coinciding with our General Election date. However, six of the state electoral offices will be attending.
- The Election Access Fund has had a few more enquiries for applications, and the team is gathering further information to progress these through to the application stage, ensuring that the future applicants are aware of what the fund can be used for and its limitations. The team also contacted applicants that previously registered their interest, resulting in two pending applications to take to the next Panel meeting. It was also identified that certain policy updates/changes will need to be made to accommodate needs that were not clearly outlined when drafting the Policy. This is to accommodate the two current applications requested for assistants due to their disability. A fresh look on the application forms and guidelines identified the need to regularly confirm and update any monetary rates specified in the documents. The team is also working on the Internal Evaluation report reviewing the fund.

Preparing for the future

Building relationships and understanding

- Leigh has been working with Hone Matthews to consider how the effectiveness of the Māori advisory team's dialect translations work might be measured.

Other progress

Issues under management

- n/a

Other news

- The team has interviewed for the vacant Senior Accountability Advisor role and hopes to make an appointment soon.

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Progress against the strategic priorities

Building our capability

Preparing for an election

- The team provided support to the Board for the judicial review against the broadcasting allocation filed by the NZ Outdoors & Freedom Party, Vision NZ, Freedoms NZ and ALCP, liaising with Crown Law, assisting with submissions and three affidavits on behalf of the Commission.
- Continuing to work with MOJ and DIA re voting age – draft bill and decision to undertake consultation with parties before the election
- Finalised and issued the Handbook for Publishers and Broadcasters
- Launched a new candidate hub after King’s Birthday including four new videos, the handbook and the nomination form to create a one stop shop for candidates
- Took the nominations procedure and policy document to the Steering group
- Took the 2023 compliance policy and procedures document to the Steering Group
- Completed work with ASA, BSA and media council on the who does what video
- Responded to queries and complaints re election signage, donations, promoter statements, AI, access to rolls, voters with dementia, party names and party registration processes,
- Worked with IT on the EMS nominations module and umbrella and component parties
- Updated the PIA for the new functionality of the eRoll app
- Assisting Mark with advice on election disruption/adjournment provisions
- Planning for training for party secretaries on candidate nominations
- Finalising the judicial recount pack for the Office of the Chief District Court Judge
- Finalising the excel versions of the party and candidate return forms

Preparing for the future

- Drafted a further submission on the Independent Electoral Law Review interim report
- We have received two applications for new party registrations, Democratic Alliance and Leighton Baker Party
- Cancelled the party registration of Heartland NZ Party
- Application for party name change of Maori Party to Te Pati Maori – consultation underway
- Assisting E& S with updates to the privacy learning module

Building relationships and understanding

- Inducted two MOJ secondees for a 6 week secondment to the legal and policy team to assist with compliance and advisory opinions
- Continued to meet with social media platforms to establish relationships and escalation routes for non-compliance
- Input into the enquiries project and the deep dives for the Board

- Party secretary update sent out in June
- Liaison with parliamentary service re MP publicity
- Liaison with NZTA re signage rules

Other progress

Advisory opinions

We received 156 advisory requests in June. All were responded to within the 5 working day timeframe. Requests from MPs are increasing as we approach the start of the regulated period.

Official Information Act requests responded to in June

We responded to six OIA requests in June. All were within the 20 working day timeframe.

| Requestor | Topic | Response Time |
|-----------|--|---------------|
| 9(2)(a) | I am requesting the information of what happens to a person's vote, in a general election, if they were to vote No Confidence? Does this vote get assigned to someone? Does this vote be registered as a Vote Of No Confidence that any parties or options are not suitable for my needs? What happens to a person's vote of no confidence please? | 16WD |
| 9(2)(a) | I am referring to a document I was given by the library headed "Election processing on polling day until the announcement of the results. My original questions were: 1. What happens to votes which are given to parties which fail to reach the 5% threshold? 2. How are the results of the counting of ballot papers turned into seats in parliament? In the document I am referring to there is the statement "The Electoral Commission collates the reports from each polling place. What is involved in this "collating" Another statement I question is about votes for parties who fail to make the 5% or have an electoral MP are disregarded for the purpose of calculating list seats , but are they disregarded all together or are they processed in some other calculation? On the last page I read that the manually counted results are the entered into the "Election Management System" Are the voters permitted to know what this "System" involves. Also I read that "We publish the preliminary and official results from each voting place so that people can add them up themselves." I like that idea, but where are they published so that I can see them, carefully consider them and so have confidence in the systems currently in place? | 11WD |
| 9(2)(a) | Analysis of Benford's Law: I request any reports, studies, or findings that the Electoral Commission has conducted regarding the application of Benford's Law to New Zealand election results. Specifically, I am interested in any identified deviations from the expected distribution of | 13WD |

| | | |
|---------|--|------|
| | <p>leading digits and the Electoral Commission's assessment of such deviations.</p> <p>Evaluation of Exit Poll Data: I would like to obtain any reports, studies, or analysis carried out by the Electoral Commission that compare the results of exit polls with the actual election outcomes. Please provide details of the methodology employed, findings, and any discrepancies discovered during the evaluation process.</p> <p>Investigations into Electoral Fraud: If the Electoral Commission has undertaken any investigations or inquiries into alleged instances of electoral fraud or irregularities, I kindly request access to relevant reports, findings, or statistics related to these investigations.</p> <p>Understanding the Commission's efforts to ensure the integrity of our electoral process is of great importance.</p> | |
| 9(2)(a) | <p>Please supply the list of donors to the National, Labour, Act, Greens, and New Zealand First Parties who gave in excess of \$15,000NZD. Please supply the list for the most recent 10 year period. I would specifically like sufficient information to ascertain the identity of the above donors.</p> <p>Please note, if the information is readily available in print and you can provide it without invoking the OIA, I am happy for it to be provided outside of this process.</p> | 16WD |
| 9(2)(a) | <p>Can you provide the percentage of Electorate Candidate Votes for the New Zealand First party in the 2020 elections. There is information for "Successful Registered Parties" on your website but NZ First has been bundled in to "other" on the table provided.</p> | 9WD |
| 9(2)(a) | <p>I am looking for results of the 2020 general election that are broken down to the smallest possible area. As far as I know, only electorate-level counts are published. If you have data for individual polling places, or even better, for the meshblocks that Stats NZ uses, that would be great.</p> | 2WD |

Parliamentary questions responded to in June

We responded to 5 parliamentary questions in June.

| Requestor | Question | Date of Response |
|--------------|--|------------------|
| Damien Smith | How much, if any, has been the total amount spent on advertising in the financial year 2022/23 by entities, agencies, or departments for which the Minister is responsible, if any? | 02/06/23 |
| Simon Court | For all departments, Crown entities, or other organisations -if any- for which the Minister is responsible, what is the total level of gross emissions from flights paid for staff, if any, and the total levels of offset emissions from flights paid for staff, if any, per year since 2017? | 15/06/23 |

| | | |
|--------------|--|-----------------------------------|
| | | |
| Simon Court | For all departments, Crown entities, or other organisations -if any- for which the Minister is responsible, what is the total amount spent and number of trips taken on public transport for staff, if any, each year since 2017? | 15/06/23 |
| Toni Severin | How many employment positions, if any, within the agencies, entities, and departments for which the Minister is responsible, if any, are required to perform the function of either promoting, liaising, or advising on specific ethnic or cultural issues, if any, as a core component of role requirements, if any, with statistics displayed in a table broken down by both FTE and headcount? | 22/06/23 follow-up 23/06/23 |
| Toni Severin | How many employment positions, if any, within the agencies, entities, and departments for which the Minister is responsible, if any, were required to perform the function of communicating official messaging to the public, liaising with any media, or communicating with any media as a core component of any role requirements in both July 2017 and July 2023, with statistics displayed in a table broken down by both FTE and headcount? | 30/06/23 |

Issues under management

- We await a decision of the High Court re the judicial review proceeding and any implications for the broadcasting allocation and variations
- The hearing into the police prosecution of Billy Te Kahika for alleged non-disclosure of candidate donations is scheduled for 10-14 July. Ec to appear as a witness

Other news

- Offers expected to be made for two ~12 month fixed term advisor roles in the team.

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Progress against the strategic priorities

Nga Maihi team continue to make improvements to our communications/translation work in regional dialects and national collateral in Te Atiawa. The quality, diversity and beauty of our material is evident and will help us to enhance relations with Iwi. Te Ao Māori is being seen, heard, and practiced in all offices. Ngā Maihi team has assisted colleagues to develop tikanga in our regions that is appropriate to them, work undertaken continues to build momentum this past month, as we approach the MEO exclusion date, and the team is covering the country assisting our colleagues in the tasks and spaces below.

Building our capability

Te Ahunga mai o te Kōwhiringa Pōti Māori Timeline development for Website
Translation of teaching resources - Te Pōti a Ngā Tamariki

Preparing for an election

Kaupapa Māori Voting Places - CE & VS Support visit to Te Tai Tokerau
Iwi Engagement Support (VS) - Te Atiawa, Rangitāne, Ngāti Ruahine, Nga Ruahinerangi, Ngā Rauru, Ngā Wairiki, Ngāti Apa
Logistics and Supplies Managers Training Mihi Whakatau – Henderson
Reporting & Planning approach to engagement with Gangs (CE Support)
GE2023 Media Campaign - Translations & Support

Preparing for the future

Senior Leadership Wānanga - Incorporation of te reo Māori in Policy & Role Titles
Translation - Statement of Performance Expectations
Procurement – HAUMI Dynamic Graphic designs aligning to our Nga Maihihioterā strategy/Implementation and other Te Ao Māori docs

Building relationships and understanding

Iwi Partnership (Recruitment Pathways & Event Opportunities) - Ngāti Whātua Ōrākei - Whai Māia
EC Capability Uplift Regional Visit to Rotorua & Iwi Engagement Support – Raukawa
Iwi Chairs partnership
Te Pae Herenga o Tāmaki hui – Contact/supporting CE
Contact Te Atiawa (Mana Whenua)

Other progress

n/a

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Progress against the strategic priorities

Our advisory team (Ngā Maihi) continue to strengthen the capability and resilience of colleagues and business units to integrate Te Ao Māori successfully in their respective environments. The MEO, and GE2023 preparations retain much of our efforts in translation work, engagement opportunities, planning and relationship building. We have supported our colleagues this past month in activities and in the work streams below.

Building our capability

The team has participated and led in preparations for the GE2023. Work that requires building understandings and the capability of staff via:

- Whakatau/Democracy Matters Inductions – National Office
- Continued Imbedding of tikanga Māori across the commission.
- Whakatau/pōhiri of Rostering & Recruitment Managers & Community Engagement Staff – Ōtautahi
- Review of external media & communications.
- Matāriki kōrero at all staff hui
- Working with Communications Learning and Development to develop and improve cultural capability – Te Arawhiti programmes.
- Translation work (HQ/Te Ātiawa and regional dialects)

Preparing for an election

- Support for Voting Services with all voting places and collateral
- Kaupapa Māori Voting planning, connection, placement and support
- Regional site Visits with the Board
- Support for the recruitment of Trainers and Voting Place staff
- Support in the development of the Advertisement production for the GE campaign
- Tangata Whenua Contracted groups procurement – Panel Participation
- Continued translation work (HQ/Te Ātiawa and regional dialects)
- Radio and Television interviews

Preparing for the future

Ngā Maihi pursue external learning opportunities for staff to supplement in house training. We have attended two workshops this month delivered by external providers.

- Te Tiriti o Waitangi – Te Atakura Educators
- The Wall Walk – Dr Simone Bull

We share these learning opportunities with staff through the correct channels and promote staff participation.

We continue to develop tikanga that is appropriate to us in house and appropriate to our different communities. Our translation work for the GE is better positioning ourselves to have powerful conversations with Iwi.

Building relationships and understanding

- Ngāti Whātua Ōrākei – Recruitment pathway
- Te Ātiawa – Visit to Waiwhetū Marae
- Te Pae Herenga discussions
- Iwi chairs collaboration

Other progress

n/a

Issues under management

n/a

Other news

n/a

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Progress against the strategic priorities

Building our capability

IT deployed software enhancements for eRoll UI updates and Mike support for bulk 'Gone No Address (GNA)' and Mike form assignment processes. The July releases for EMS included support for Readiness Testing, Voting Place Management and EMS Finance Management.

Finance continues to refine the EMS Finance Module and provide ongoing financial management support to Electorate Managers.

P&C's Business Partnering Team and Recruitment and Talent Lead were upskilled on using SnapHire General Election in preparation of delivering the Recruitment and Rostering Manager (RRM) Induction Training.

The HSW Incident Reporting has been digitised, and a Reporting Hub work commenced with Communications and Education developing a prototype.

Preparing for an election

Procurement assisted the Community Engagement team's three Registration of Interest's (ROI's) for General Election 2023 – Community Organisations: These three procurement events relate to the purchase of Pacific, Ethnic and Tangata Whenua focused organisations with national reach to augment community engagement activities for GE2023 alongside the Commission's community engagement teams. Pacific (\$50k), Ethnic (\$50k), Tangata Whenua (\$100k) communities. We received 28 responses as at the close off date July 11. We have been busy shortlisting three Respondents from each stream, interviewing, reference checking and drafting the contracts. The contracts start on 31 July and the end date is 31 October 2023.

Enterprise Services continues to support assurance and preparedness activities currently underway, including Deloitte's Cyber, Privacy and Resilience review and KMPG's audit of the Data Platform MEO data issue, and PWC's Internal Audit on EMS finance.

In response to the PwC Audit preliminary findings, Voting Services and Finance are exploring options to mitigate risk in the EMS Finance due to lack of segregation of duties in the process. Finance also supported Strategy Engagement & Partnerships to ensure the community teams are able to access funds for Koha and reduce the burden of out-of-pocket expenses where possible.

Some of the team assisted the Enquires team with their Zendesk implementation and issue management.

GE2023 HSW Guardrails were defined and during August will be with ELT and the Board for approval. Communications and Education are engaged to develop a comms plan around these.

Property has been busy monitoring completion of site security for Electorate Headquarters. Reviewing and commenting on voting place licences and hire agreements and securing new community engagement premises in Hamilton, which are now operational. The rent review for Community Engagement premises in Ellerslie is now in progress.

A digital tool for reporting Health Safety and Wellness accidents and incidents has been made available for the field (without requiring Ops Manual changes)

The People and Culture Advisory Team attended RRM Induction training as subject matter experts to upskill RRM's and Electorate Managers on SnapHire GE and employment relations matters expected during the delivery of the event.

Activities and enquiries around HR, ER, HSW and Payroll activities have increased exponentially to support the larger workforce appointed to deliver the election.

The team finalised Payroll and Recruitment Chapters in the Operations Manuals and templates. The recruitment team worked with other parts of the business to prepare talking points for the CE for his meeting with the Public Sector CEs to promote the Commission's recruitment plan and set up a contingency workforce across the public sector. EC staff also attended the Public Sector Heads of HR meetings to support this work.

Preparing for the future

During July we continued work on our FY24 business plan for presentation to the full Enterprise Services team in the second week of August.

An initial Health and Safety Management System assessment indicates robust development is required. The People and Culture Team commenced with data collection tally every week of mailboxes queries, ER cases, MOJ cases, conflicts of interest, and serious misconduct checks completed by region and topic. This data will inform numbers and types of queries, where extra support may be reallocated within the team, and resources for GE2026.

The recruitment team started meeting weekly from Tuesday 18 July 2023 and the outcomes of these meetings feed into ELT meetings to ensure the best possible approaches for sourcing the required volume and calibre of applicants.

Updating Tupu with the many, resignations and new starters continues to be a big piece of work. The contract with Learning Works was renegotiated, and the signing, and finance approval is almost complete.

Building relationships and understanding

Feedback on the draft Travel Policy has been received from Kaimahi who responded. The comments will be analysed with the view to having a new Travel Policy in August/September.

Other progress

Enterprise Services Security uplift and awareness continues with ongoing phishing simulations. A cyber dashboard format has been agreed by the Board and will be presented frequently until after the election period.

The Financial results for FY23 are completed in draft, and work is commencing on the Annual report. KPMG will be returning to National Office in September to complete the audit with signing of the audit report due by 31 October 2023.

Issues under management

- At the time of writing, Enterprise Services are investigating an issue with incorrect messaging in Enrol Online during the MEO restriction period and supporting the Incident Management Team response to the issue.
- As GE2023 approaches, supporting those delivering will likely be an increasingly resource-intensive priority. As a team of one in the HSW space, work on procedures templates etc., will be reduced. Unknown to what degree at this stage

Other news

This month Enterprise Services farewelled [9(2)(a)] and [9(2)(a)] from the Admin team.

We welcomed:

- [9(2)(a)] (Solutions Architect) to the IT Team
- [9(2)(a)] (temporary Admin Team leader) to the Administration team
- [9(2)(a)] (Senior Finance Business partner) and [9(2)(a)] (Operations Business partner) into the Finance Team.

P&C also celebrated the promotion of [9(2)(a)] into the role of Business Partner.



This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE23 Programme or by-elections, which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

Preparing for an election

- Provided support to the Board for consideration of a variation of the broadcasting allocation following the unsuccessful judicial review application filed by the NZ Outdoors & Freedom Party, Vision NZ, Freedoms NZ and ALCP
- Continuing to work with MOJ and DIA on a Voting Age Bill – the draft bill is scheduled to be introduced in August
- Participated in the delivery of the briefing for Publishers and Broadcasters
- Briefed the centralised enquiries team and enrolment processing team on our team's functions
- Continuing to respond to queries and complaints on the election advertising rules
- Continuing to process and publish party donation returns over \$20,000
- Continuing to work with IT on the EMS nominations module and umbrella and component parties
- Published the Gazette notice for the start of the regulated period
- Reviewed the protocols for the general election
- Continuing to assist Mark with advice on election disruption/adjournment provisions
- Planning for training for party secretaries on candidate nominations
- Preparing the party folders and checklists for nominations
- Finalised the judicial recount pack for the Office of the Chief District Court Judge

Preparing for the future

- Registered the party name change of Māori Party to Te Pāti Māori
- We are currently processing five applications for new party registrations
 - Democratic Alliance
 - Leighton Baker Party
 - Women's Rights Party
 - Animal Justice Party
 - NZ Loyal
- Processing a name and logo change for ONE Party who have applied to be registered as NewZeal – this is currently out for public consultation

Building relationships and understanding

- The next two MOJ secondees are joining the team for a 6 week secondment at the end of July and beginning of August to assist with compliance, advisory opinions and nominations
- Continued to meet with social media platforms to establish relationships and escalation routes for non-compliance
- Party secretary update sent out in July
- Liaison with Parliamentary Service re MP publicity

- Liaison with Waka Kotahi re signage rules

Other progress

Advisory opinions

We issued 247 advisory requests in July. All were responded to within the 5 working day timeframe. Requests from MPs peaked around the start of the regulated period on 14 July.

Official Information Act requests responded to in July

We responded to three OIA requests in July. All were within the 20 working day timeframe.

| Requestor | Topic | Response Time |
|-----------|---|---------------|
| 9(2)(a) | <p>1. Please send me your detailed process of ensuring chain of custody of ballots once cast.</p> <p>2. Please advise what your ballot printing and handling (un filled in) policy is, and how you account for all legally printed ballots</p> <p>3. Has the Commission taken any steps to ensure that ballots cannot be legally printed or duplicated? Please advise what these steps are. Examples include electronic watermarking, unique identifiers, special paper/characteristics</p> <p>4. Please advise what processes you have to ensure that fake ballots are not included in electoral boxes</p> <p>5. What is your process for recruiting election staff at voting centres. Advise who can apply for such jobs and what criteria or pre-selection requirements are in place</p> <p>6. How do you handle special and out-of-area votes are secure?</p> <p>7. At the 2020 election we had a person at an election centre talking to us about our political preferences and leanings. Is this legal? What steps are taken to ensure that such talk does not affect where our ballots are placed or how they are handled?</p> <p>8. Why is the Commission not advocating for photo id (e.g. Drivers licence) ? We all know now that people voted in multiple locations, and we do not know (including the Commission) how many fake votes were cast in multiple locations and/or at multiple times.</p> | 17WD |
| 9(2)(a) | <p>I understand someone in the Manawatu district has made a complaint about the Stop Co-Governance pamphlet that has been provided by the organisation for the past three months or more. It is my understanding the pamphlet has been widely circulated as information to help people understand the issues related to what the Government is proposing to do to change the democratic business of our law making.</p> <p>In accordance with the OIA could you please provide to me and 9(2)(a) the following information.</p> | 5WD |

| | | |
|---------|--|-----|
| | <ol style="list-style-type: none"> 1. A copy of the complaint, that provides both the name of the complaint and the date of the complaint. 2. The copy of the pamphlet that you have checked at your office. 3. The date on which you received the pamphlet. 4. Your stated reasons why you suggest this pamphlet is an "election advertisement". 5. Who do you suggest has authorised this "advertisement", when clearly it has never been an advertisement. Please provide your statement that confirms your decision. 6. Please quote the specific wording in the pamphlet that has been complained about.. 7. If the pamphlet was an "election advertisement" then why was it not made available until after the 14 July? Please provide your statement as to the timing of the complaint. 8. The statement made by your office that suggests the pamphlet was not authorised as a "election advertisement"? | |
| 9(2)(a) | Please provide me with a copy of the said complaint/ under the Official Information Act within the prescribed time limit (against the 'Stop Co-Governance' pamphlet. | 2WD |

Parliamentary questions responded to in July

We responded to 27 parliamentary questions in July.

| Requestor | Question | Date of Response |
|----------------|--|------------------|
| Paul Goldsmith | What is the exhaustive summary of engagements and communications, if any, the Electoral Commission has had with gang members or associates in the past three months, listed by the date of the communication, what the communication said and the mode of the communication? | 07/07/23 |
| Paul Goldsmith | What is the exhaustive list of companies, organisation and individuals who have received funding to promote voter enrolment or voting in the 2023 general election to date, listed by the amount of funding they have received and the specific work they have undertaken with or on behalf of the Electoral Commission? | 07/07/23 |
| Paul Goldsmith | What is the exhaustive summary of communications, if any, the Electoral Commission and Ministry of Justice has had with "H2R" (Mobilising Hard to Reach Maori Communities) in 2023, listed by date of the communication and what it was about? | 07/07/23 |
| Paul Goldsmith | What is the exhaustive summary of communications, if any, the Electoral Commission has had with Harry Tam in 2023? | 07/07/23 |
| Paul Goldsmith | Was the Electoral Commission present at or made aware of the meeting in Dunedin Harry Tam was present at that has been publicly reported as being mistaken for an Electoral Commission meeting; if so, when was the Electoral Commission first made aware of this meeting | 07/07/23 |

| | | |
|----------------|---|----------|
| | and how was it made aware of this meeting; what was the response, if anything, by the Electoral Commission to being made aware of this meeting and on what date was any such response provided; if the Electoral Commission was present at this meeting, why was it present and how many people from the Electoral Commission were present; if the meeting was endorsed by the Electoral Commission, why was it endorsed and how was that endorsement made? | |
| Paul Goldsmith | Has the Minister received any explanations, information or advice as to why confusion exists, or may have existed, as to whether meetings are being organised by the Electoral Commission or the Mongrel Mob in Dunedin; if so, on what date did she receive any such explanations, information or advice and what did any such explanations, information or advice say? | 07/07/23 |
| Paul Goldsmith | Does the Electoral Commission have any self-imposed prohibition from using gangs or gang members to promote voter enrolment or voting; if not, why not? | 07/07/23 |
| Paul Goldsmith | Has Harry Tam been engaged by any entity or person the Minister is responsible for in relation to voter enrolment or voting in the 2023 general election; if so, what is the purpose of this engagement, what are the terms of the engagement, what is the time period of this engagement and what is the total expenditure, if anything, associated with this engagement? | 07/07/23 |
| Paul Goldsmith | What payments, if any, from any entity or organisation the Minister is responsible for have been made to "H2R" (Mobilising Hard to Reach Maori Communities) since November 2017, listed by the total amount of the payment and the reason for the payment? | 7/07/23 |
| Paul Goldsmith | Has the company "H2R" (Mobilising Hard to Reach Maori Communities) been engaged or worked with the Electoral Commission in any way in 2023; if so, how, why and what specifically for; what are the total payments, if anything, "H2R" has received due to any such engagement or work? | 7/07/23 |
| Paul Goldsmith | Has the Electoral Commission held any events in Dunedin during the past month; if so, what were those events, listed by the date they occurred, their purpose, who ran the events and how, if at all, they were promoted and the total expenditure, if any, on each event? | 07/07/23 |
| David Seymour | What strategies, if any, will be employed to promote Election 2023 in hard to reach communities, if any? | 07/07/23 |
| David Seymour | How much money in total is budgeted to be spent on promoting Election 2023, if any, listed by month if possible? | 07/07/23 |
| David Seymour | Which agencies, if any, have been contracted to produce advertising materials for Election 2023; if any have been, when were contracts signed? | 07/07/23 |
| David Seymour | How much was initially budgeted to have been spent to date advertising Election 2023, if any? | 07/07/23 |
| David Seymour | How much has been spent to date on advertising and promoting Election 2023, if any, listed by month and advertising medium? | 07/07/23 |
| Paul Goldsmith | What other events are the Electoral Commission planning to attend, if any, that are organised or run by Harry Tam before the 2023 general election? | 07/07/23 |
| Paul Goldsmith | Is it standard practice for the Electoral Commission to attend events where the organiser has publicly expressed political preferences; if so, why; if not, why not? | 07/07/23 |

| | | |
|----------------|--|----------|
| Paul Goldsmith | Has the Electoral Commission seen the reported comments about Harry Tam's political preferences; if so, will the Electoral Commission continue to attend or provide any support to events or meetings Harry Tam organises? | 07/07/23 |
| Paul Goldsmith | Did the Electoral Commission raise any concern with Harry Tam about statements he made before, at or after the Mongrel Mob meeting Electoral Commission staff attended in the week-end in Dunedin as reported by the New Zealand Herald on 4 July 2023; if so, what specific concerns did they raise and what response, if any, did Harry Tam provide? | 07/07/23 |
| Paul Goldsmith | Why did the Electoral Commission decide to attend the Mongrel Mob meeting in Dunedin at the week-end as reported by the New Zealand Herald on 4 July 2023? | 07/07/23 |
| Paul Goldsmith | What information, if any, did the Electoral Commission provide Harry Tam in relation to the Mongrel Mob meeting they attended in Dunedin at the week-end? | 07/07/23 |
| Paul Goldsmith | What information, if any, did the Electoral Commission provide attendees at the Mongrel Mob they attended in Dunedin at the week-end? | 07/07/23 |
| Simeon Brown | As at 11 July 2023, for each of the departments, departmental agencies, or Crown entities that the Minister is responsible for, if any, how many job vacancies are there for each individual department, departmental agency, or Crown entity? | 17/07/23 |
| Simeon Brown | As at 11 July 2023, for each of the departments, departmental agencies, or Crown entities that the Minister is responsible for, if any, what was the average call centre wait time at each department, departmental agency, or Crown entity, for every month for the past five years? | 17/07/23 |
| Simeon Brown | As at 24 July 2023, for each of the departments, departmental agencies, or Crown entities that the Minister is responsible for, have any additions to salaries or bonus payments been made to employees that enrol in any language-based educational programmes or courses, and if so, how many staff have benefited from this, each year for the past six years, and what is the average addition to salary/bonus payment that has been made, each year for the past six years? | 27/07/23 |
| Simeon Brown | How many employees within the departments, agencies, and entities for which the Minister is responsible, if any, have been payed a monetary bonus on top of their usual salary or wage, if any, in recognition of their Māori language skills, with statistics displayed as annual figures since 2017? | 27/07/23 |

Issues under management

- The hearing into the police prosecution of Billy Te Kahika for alleged non-disclosure of candidate donations has been rescheduled from 10-14 July to 4 September. Benjamin **9(2)(a)** is required to appear as a witness.
- Two apparent breaches of the Broadcasting Act are currently being managed.
- Managing compliance regarding a Stop Co-Governance pamphlet.

Other news

- [REDACTED] 9(2)(a) and [REDACTED] 9(2)(a) started during July on 12 month fixed term advisor roles in the team.

This report covers the main activities undertaken by the group/business unit for the period. It excludes the GE23 Programme or by-elections, which are reported on through separate channels.

Progress against the strategic priorities

Building our capability

Training of the new Enrolment Support staff in Wellington continues. The training has been affected by winter illness in the team, but progress is being made on having all Enrolment Support staff trained in all tasks.

Organisational communications

The team are working across the organisation and externally to provide support, advice and guidance for our people.

This month, this has included continued work to develop and support the organisation's culture and Senior Leadership Group. We continue to work on communicating the work being done across the organisation through a number of channels. The Communications team have also been involved in training for our Customer Services team and Strategic Engagement and Partnerships.

Organisational communications are critical for ensuring trust and confidence with our people. The Communications team have supported information around the unpublished roll, security awareness, recruitment advertising, and Matariki. We continue to work to embed our values across the organisation and provide valuable information for new starters.

We have created further content for the GE2023 hub on ECHO, updating information and resources as they are available. Most recently that has included the campaign kit which the team have been involved in developing.

We have developed content for staff regarding consultation on the travel policy, enhanced security processes and health and safety reporting.

Our regular communications channels continue to build. Readership of our fortnightly newsletter continues to increase (a high of over 350 opens for the last issue) and attendance at the Fortnightly All Staff Meeting also increasing. The team continue to work to ensure the right information is shared at the right time to the right audience across all levels of the organisation.

Work to ensure teams have the tools they need to do their jobs continues and there has been a lot of work continuing on the development of posters, brochures, talking points, presentations and more.

Preparing for an election

Māori Electoral Option

Advertising for the Māori Electoral Option ended at midnight on 13 July to align with the beginning of the exclusion period to change rolls. Telnet contract for MEO also concluded on the 13th July.

After the Option closed, content was updated at vote.nz, a media release about the close of the Option and final roll changes was published, FAQs were updated, and all licensed material was removed from our public channels.

Fieldwork for the post-campaign survey of 600 Māori started on 14 July. The survey methodology includes both an online survey and Kanohi ki te Kanohi street intercept interviews. By the end of July, almost two-thirds of surveys had been completed including the quota of street intercept surveys in Auckland and Tauranga. Fieldwork is on track to complete by 10 August and a draft report is expected on 4 September.

Enrolment

The focus Enrolment has been on preparations for the start of the GE23 Enrolment Update Campaign, which begins on 31 March 2023, and closing off the Māori Electoral Option on 13 July. To that end:

- Recruitment for the enrolment processing teams in Auckland, Upper Hutt and Christchurch was completed in July.
- Training for the Christchurch team commenced on 17 July, 24 July in Auckland, and will commence on 31 July in Upper Hutt.
- The Christchurch and Auckland processing teams are operational for the start of the GE23 Enrolment Update Campaign.
- All three mailrooms are fully operational for GE23.

All roll integrity processes for July have been completed in time for the start of the Campaign – Roll Cleanses, Post Address File (PAF) updates, and LINZ address point updates.

Quality Assurance checks were undertaken at NZ Post sites in Auckland and Christchurch on the GE23 Enrolment Update packs. In total approximately 3,420 update packs were physically checked against a QA form designed for the purpose.

The Māori Electoral Option campaign finished on 14 July 2023, with all “qualifying” forms keyed by 20 July. Final statistics have been provided to ELT and the media.

The Enrolment Support team has provided support for seven local body by-elections in July, primarily in the form of elector data extracts and QA.

Thirty-five of the 40 temporary GE engagement roles have been filled and the recruitment for the remaining five is on track. Further to this the recruitment of casual Community Liaison (CL) staff continues and is expected to be a rolling process. All staff have completed two weeks induction and GE specific training and have begun developing their localised approaches to community. CLs are trained at a site level, and this will occur as they come onboard.

Contracted providers that will support community engagement activity in the lead up to GE23 have been secured. The providers will work as an extension of the SEP engagement team and will increase our reach with Tangata Whenua, Pacific and Ethnic communities; each of the providers have also provided specific consideration of working with youth and disability cohorts. The three providers all have identified national reach and demonstrated strong connections to their respective communities. The providers are Elika Consulting (Pacific), Beyond Aotearoa (Ethnic) and

Whānau Ora Community Clinics (Tangata Whenua). Training is scheduled for the first week of August.

The Customer Service team was recruited and trained in July to respond to public requests for GE2023. Two staff members resigned in the past week, and these are under recruitment. A significant number of activities have also been undertaken in July to finalise the Zendesk improvements, associated processes and operations reporting leading to the go-live on 31 July, some of the transition work will continue in August. Close collaboration with subject matter experts across the Commission will continue over the next three months during the GE delivery.

We have concluded the Statement of Work with Telnet (the Commission's external call centre provider) for MEO, and almost completed the specifications for GE2023. A significant amount of work was completed with Telnet to set up and complete training for delivery. The testing with ConnectingNow for interpretation Service was completed. A contract performance review with Telnet was held in July, and a review meeting with BlueStar Printing will take place in early August.

Preparing for the future

Further work has been completed on scoping potential work on the Voting Age Bill currently before Parliament. This will be presented to the Operations Leadership team for discussion in August and will help to inform how needs to be included in the Operations group Work programme for 23/24 and 24/25.

We have met with the Ministry of Youth Development's 10-year youth strategy working group and signalled our interest in involvement in the civic participation workstream. The plan will be announced by the Minister in mid-August and then smaller working groups will be established.

The OLT team had a Business Planning workshop to map out all the deliverables and initiatives from Q3 (Jan – March24) to Q2 (Oct-Dec 24) to provide OLT a planning horizon post-election. OLT then mapped these initiatives/deliverables on a priority matrix (difficulty and cost against urgency and importance) to understand clearly what work are strategic, high value, nice-to-have and distraction. This exercise allowed OLT to prioritise key pieces of work that we need to focus on for FY24/25.

Building relationships and understanding

Media

The 13 July deadline for voters of Māori descent to change rolls before the election was reported widely in the media. Reminders were run across several news outlets and the final figures were reported in the Herald, Spinoff, Stuff, Māori TV, Te Karere on TVNZ, by RNZ, Radio Waatea and Radio Ngāti Porou. Hone Matthews provided radio and television interviews in te reo Māori.

The NZ Herald and Newstalk ZB reported on a gang hui in Dunedin attended by the Electoral Commission. The ODT and Herald both ran opinion pieces that said the Commission should not be criticised for being there to deliver enrolment and voting information.

Stuff and the NZ Herald both reported on the High Court decision finding in favour of the Electoral Commission over the broadcasting allocation. The Judge dismissed the application for a judicial

review by a group of smaller parties, saying the Commission had not erred in the way it distributed the funding.

We issued a media release on 18 July about recruitment for the election. Anusha Guler was interviewed by Newstalk ZB for bulletin stories about jobs available at the election. Anusha also pitched the jobs to students and other Aucklanders in an interview with Radio BFM.

The resignation of the former Justice Minister Kiri Allan from her ministerial portfolios dominated news coverage in the last week of July. Amid the resulting commentary, the Prime Minister Chris Hipkins rejected suggestions there should be a snap election and confirmed the election would be on 14 October.

Enrolment

The Enrolment team has completed the development of a streamlined Unpublished Roll application process for local body (council) employees appointed or employed in elections related roles. That process has been approved by the Chief Electoral Officer, and we are working with Taituara on its implementation.

The Central region continue to progress our relationship with Victoria University and Associate Professor Hon Luamanuvao Dame Winnie Laban. A plan is underway to undertake a series of engagements with Pacific youth/students and Pacific kaimahi from across the motu will support these.

A recent recruitment hui was co-hosted between SEP, Voting Services, and the Ministry for Ethnic Communities in Christchurch. Seventy ethnic community participants learned about working for the Commission with a number expressing an interest in applying. We also received a number of first time and updated enrolments from the evening.

Election integrity communications

As part of the Commission's work on election integrity, the Communications and Education team with support from voting services, have produced a series of voting place videos. The short videos show voters walk through a voting place, with a narrator explaining the process. Electoral Commission staff played the roles of staff and voters. These videos are now complete and are live on our YouTube channel. Versions have also been produced in multiple languages including te reo Māori and New Zealand Sign Language.

The videos will be shared across the Commission's social media networks and on vote.nz at key times leading up to and across the voting period. They have been uploaded to a new page on ECHO, named Election Integrity with guidance on how to use them.

On vote.nz we have published our page 'Facts about NZ elections.' This is a key piece of content to help counter inaccurate or misleading information about the electoral process. We plan to use this content as a basis for our own social media content to proactively promote correct information.

Websites

With the Māori Electoral Option closed for the 2023 General Election, we have revised the content on the website to reflect that voters can no longer change rolls.

We continue to work with Pikelin on refinements to the website, including updates to the mapping tool used to display electorate and voting place information. In addition, Pikelin have provided a statement of work to conduct an accessibility review of vote.nz, including the new Upload Voting Papers application.

We've also had initial discussions about joining the zero.govt.nz project, which enables people to access government websites from their mobile devices without incurring data charges.

Social media

With the Māori Electoral Option ending on 13 July, social media activity slowed momentarily before picking up with recruitment, Kids Voting, The Election Access Fund and other content.

The last couple of weeks of MEO content involving social influencers reached huge numbers of people and were very successful – with one video reaching 2.3 million, and another reaching 1.3 million.

Work on the content calendar has intensified, with planning going into election integrity content that is now available on the website.

A lot of ad hoc activity requiring social media support has been coming through from the community engagement team, which has mainly been supported with Facebook and Instagram stories, occasional Facebook event pages, and some graphic design work.

Our Digital Advisors met again with the Ministry for Women team to discuss Suffrage Day and receive updates on their planned activity in the lead up to it.

The social media team attended de-escalation training, which focused more on kanohi ki te kanohi situations, but had some useful techniques that could be pulled across into a digital and online sphere.

Social media statistics

Our Facebook reach was up 29.2% over July compared with June, and our Instagram reach was up 76.4%. (Reach is the number of accounts that saw any content from our Page, or about our Page, including posts, stories, ads, social information, and more.)

Overall, we currently have 46,741 Facebook followers, and 2,829 Instagram followers.

Overall, our impressions were up 60.5% in July compared with June, with 11,557,980 impressions. (Impressions are the number of times our content was displayed to users, including those who don't follow us (e.g. through paid or sponsored posts).

Other progress

- End of year PDP discussions with staff are complete in Enrolment Processing, with leaders now focussing on write ups. Focus is also moving to PDPs and development Plans for 23/24.

Issues under management

- There has been significant illness in the Enrolment Support team July, which in turn has impacted on the training of the permanent staff in that team (the staff in that team are mostly relatively new). The training has been re-scheduled, and the priority of training tweaked as a result. All staff are now at work.
- There was a significant increase in the number of Unpublished Roll applications being received by the Enrolment Support team, with 150 being received in the last two weeks. The team is working their way through the applications and are managing the workload well.
- An issue arose on 21 July, relating to confirmation emails associated with Enrol Online. The matter is being managed as an incident, with daily incident status reports being provided to ELT.

Other news

- Two new contractors joined the Communications and Education team to support the delivery of the General Election. [REDACTED] 9(2)(a) joined the team as Senior Advisor Media and Communications and [REDACTED] 9(2)(a) joined the team as Senior Advisor to support the delivery of the advertising campaign.
- End of year PDP discussions with staff are complete in Enrolment Processing, with leaders now focussing on write ups. Focus is also moving to PDPs and development Plans for 23/24.
- July has been a very hectic month for the Enrolment team, with having to continue to deliver the MEO while also preparing for the start of the Enrolment Update Campaign on 31 March (e.g., recruitment and training of 140+ staff, testing IT for the three processing centres, setting up three mailrooms). The team has met these challenges head on and delivered.
- The resignation of the Senior Advisor in the Rotorua office has meant that we have put an interim support structure in place that will be reviewed after the General Election. The Rotorua office will now come under the Hamilton based Senior and a Senior seconded internally will support the Gisborne and Napier offices.



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Progress against the strategic priorities

Building our capability

- The Board discussed enterprise deep dives on recruitment, disruptive incidents at voting places, and privacy and data management practices on 12 July 2023. The deep dives were appreciated for providing a collated and holistic snapshot of overall activity for the relevant areas.
- We have been facilitating the delivery of two external assurance reports with our business owner colleagues: one on our internal data platform Te Kauhanganaroa, and another on the Election Management System's financial controls. The reports are building our understanding of risk in these systems, and action on recommendations from these reports will improve the operation of and management of risk in those areas.
- The Election Access Fund Steering Group met to discuss two proposed additions to the policy document. The first provides for administrative support assistance after election day, to complete outstanding pre-election administrative tasks. An extension of two weeks was agreed, with the option to apply for a further extension, reviewed on a case-by-case basis. The second recognises that payrates for support workers/assistants will vary according to the support requirements of the applicant and tasks undertaken. The policy document has now been updated; we will continue to adapt the policy to better suit the disability barriers that applicants face.
- The draft structure of the Election Access Fund post-election evaluation report has been completed and the Election Access Fund team will work on gathering information and sources to support the compiling of the report.

Preparing for an election

- The Election Access Fund team have approved two applicants for funding and are in the process of having those paid out. Further interest has been limited to a few website queries with no further communication to take their interest forward.
- The General Election recruitment dashboard has gone live in Te Kauhanganaroa. This is updated daily and includes progress towards our recruitment targets for the election by position and region.

Preparing for the future

- We have established the approach we will take to develop a business continuity plan for our functions and activities.
- Work developing some environmental scanning pieces is underway.

Building relationships and understanding

- The Sri Lanka Women's Parliamentary Caucus, consisting of 11 out of the 12 female Sri Lanka MPs, has requested a meeting with the Election Access Fund team to learn more about the fund. The meeting has been set for August 4 at 9am. A delegation of five members (including two MPs) will be attending this meeting at the National Office. The aim is to introduce the Electoral Commission and provide an overview of the fund.

- Preparations for the GE23 visitor programme continue. Currently we have 41 participants confirmed from Australia and the Pacific; we are waiting on one final response. The International team are making good progress firming up the programme, which will include a pōwhiri, presentations from Commission subject matter experts, visits to voting places and hopefully the Lower Hutt office, and a farewell dinner.
- Preparations for the General Election knowledge exchange programme are also progressing well. Four election officials will spend two ten-day periods in New Zealand, gaining experience across a range of election activities. The participants will be placed around Auckland in the Te Atatu, Kelston, and New Lynn electorate HQs from 30 August – 9 September and 11 October – 21 October. One participant is from the Office of the Bougainville Commissioner, two from Papua New Guinea Electoral Commission, and one from Fijian Elections Office.

Other progress

- Leigh and the Strategy, Risk and Assurance team are drafting the annual report and collating our performance measures, with the aim to have a first draft of these sections to the Board for the 16 August meeting.

Issues under management

- The Ministry of Justice has advised that we are not required to prepare a Briefing to the Incoming Minister (BIM) for the new Justice Minister Hon Ginny Andersen. However, we have been collating information so we are prepared to respond to any requests from the new Minister.

Other news

- **9(2)(a)** joined the Risk and Assurance team on 17 July as our Senior Accountability Advisor.

Item #: 23.07-05
Item: **Enterprise risk updates**
To: Electoral Commission
For: Board meeting 12 July 2023
Prepared by: Kristin Leslie, Manager Strategy Risk and Assurance

Recommendations

It is recommended that the Board:

1. **note** the attached updates on recruitment; privacy and information management; and disruptive events at voting places
2. **discuss** overall Commission preparations in each of the areas
3. **discuss** whether the updates provide what the Board would seek to enable their response should events, criticism or challenges related to the relevant risk areas materialise.

Purpose

1. This paper updates the Board on cross-Commission activities to anticipate, prepare for, manage and mitigate the impacts of the relevant risks being examined.

Discussion

2. On 17 May 2023 the Board commissioned a number of enterprise risk deep dives on potential issues where the Board would like to seek further assurance. The purpose of these pieces of work is for each identified area:
 - a. to provide the Board with a holistic, summarised view of the risk and how it may impact outcomes the Commission seeks to enable; which Commission activities or programmes of work may be impacted; and how the Commission has prepared to reduce, mitigate, avoid or respond. (This view should improve board visibility or confidence that the risk is broadly understood and being actioned in a coordinated manner at the appropriate levels within the Commission.)
 - b. to enable the Board to have a conversation about whether activities being undertaken result in an overall risk profile which aligns to the risk appetite and risk tolerance of the Commission.
3. The potential issues were acknowledged not solely to be areas where risks may materialise, but also where they may be perceived to have materialised. Therefore the Commission needs to be well prepared to make statements to redress incorrect or incomplete public understanding of the risk.

Next steps

4. August board updates will be cyclone-affected areas and Māori engagement. September updates will be cybersecurity and counter disinformation activity. The updates will include a high-level update of the previously discussed topics.

Appendices

A – A3 Updates on recruitment; privacy and information management; and disruptive events.

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| <p>Establishing Context</p> <p>What is the risk that the board specifically need to be concerned about?</p> | <p>Failure to recruit will impair trust in EC's capability to deliver elections</p> <ol style="list-style-type: none"> Is the EC appropriately prepared for and responsive to the tight employment market? Is EC staffed to deliver what is needed? How is EC placed for and welcoming to employees representative of the communities they work in? | <p>Key data</p> | <p>Trend: less available staff. Unemployment: 3.4%; 102,000.</p> <p>Internal requirements: Number roles required to be recruited ~25,000, 16,000 VS, 4,000 processing, 2,000 other.</p> <p>13 electorates of concern for low recruitment from 2020</p> <p>144 permanent staff (39 vacancies) (this informs central capability to support GE and temp staff)</p> | <p>How may this risk or issue impact us?</p> | <p>Low or inappropriate staffing in each electorate reduces ability to run voting efficiently. This could result in insufficient voting places or queues which disincentivises potential voters, reduces turnout, which can undermine EC and electoral system reputation.</p> <p>We need to address decreased worker availability nationally and the gap that historically, election staff and our workforce demographic have not been representative of the NZ population.</p> | <p>Key factors that influence our success in this space (internal and external)</p> | <p>Public awareness of available work.</p> <p>Creating contingency by recruiting more than we need.</p> <p>Timely and appropriate actions at different periods of the election campaign.</p> <p>Reducing attrition</p> |
| <p>Commission activities</p> <p>Key area 1</p> <p>Reaching potential staff for GE</p> <p>Parts of business / project involved, what they have considered, and the goals they wish to realise. Summarise key activities being undertaken to prepare, address or respond.</p> | <p>Staff involved: P&C, Comms, VSs: regional and electorate managers; community engagement</p> <p>Considered: known challenge areas, and potential staff</p> <p>Goals: reach as many people as possible, and target outreach in electorate areas of concern; increase representative employment</p> <p>Activities:</p> <ul style="list-style-type: none"> Multifaceted advertising approach <ul style="list-style-type: none"> General national comms Targeted areas (plans, regional partners, voting place approach) Targeted groups (plans, regional partners, translations, hui) Working with other organisations including councils, MSD, other government channels. Addressing misconceptions (including that GE work is unpaid) | <p>Key area 2</p> <p>Monitor/ respond to ensure on track for GE recruitment</p> | <p>Staff involved: P&C, VSs: regional and electorate managers; governance: programme board</p> <p>Considered: known challenge areas, timelines required to mobilise contingencies and train staff</p> <p>Goals: know when to trigger planned proactive interventions, field supported/ responsive to learnings</p> <p>Activities:</p> <ul style="list-style-type: none"> Monitor the progress of recruitment campaigns in real-time, closely tracking application numbers against targets Including number of applicants received/ hires, by roles/ electorate. regular analysis to identify trends, gaps, and areas requiring additional focus. Information sharing so field can get support/share challenges and how best to manage. Deliver planned proactive interventions where needed based on updates (extra support P&C, C&E) Working with other organisations including councils, MSD, other Government agencies | <p>Key area 3</p> <p>Contingency</p> <p>Targeted and public sector co-ordinated action</p> | <p>Staff involved: P&C, VSs, business enablement and Community Engagement (relationships with partners).</p> <p>Considered: timeframes for successful resourcing and training of appropriate staff</p> <p>Goals: EC is able to take additional actions to ensure needed electorate and VP staff in place</p> <p>Activities:</p> <ul style="list-style-type: none"> Detective controls – monitoring Planning the public sector contingent mobilisation Compensating controls include over recruiting where able to, to transport staff around regions, <p>Next steps:</p> <ul style="list-style-type: none"> Recruitment dashboard live early July Progressing cross government planning on contingency mobilisation – conversation with public sector CEs | | |
| <p>Monitoring</p> <p>What visibility has the Board had of key programmes and how the risk is being dealt with?</p> | <p>Board visibility of previous relevant items has been through:</p> <ul style="list-style-type: none"> Programme updates Community engagement updates <p>This month's programme update includes the draft recruitment dashboard.</p> <p>Forthcoming items:</p> <ul style="list-style-type: none"> Plan in response to Archives NZ Audit, timing tbc | <p>How does management monitor and maintain confidence in these areas? How is success monitored? What is the trend?</p> | <p>Programme board govern key risks and are actively managing and monitoring</p> <ul style="list-style-type: none"> recruitment and associated planning Related programmes of work including community engagement and the GE comms strategy contain projects which are part of our wider recruitment push <p>Running a dashboard on GE recruitments against target.</p> <p>Field governance – weekly regional managers recruitment update.</p> | <p>What key information or milestones will trigger action?</p> | <p>July field and numeric monitoring will prompt proactive interventions in low recruitment areas, this will be focused on those tracking lowest on recruitment.</p> <p>Low applications and hiring will be considered.</p> <p>Public sector mobilisation test will be early August – required as training is mid-Sept.</p> <p>Key metrics: 45,000 applications overall considered indicative of meeting overall staff needs.</p> | | |
| <p>Overview, any gaps?</p> <p>Assurance assessment</p> | <p>Overall, this risk is of both high visibility and has a highly developed networked response within the Commission. Staff have approached the challenge in an innovative and connected manner and considered external issues. Some pieces of work require clarity on resourcing (public sector mobilisation plan – this is being actively managed). We will know early in August we are on track, with 45,000 applicants considered a key indicator on if we will get the overall number we need. Gap on clarity at this time if planned proactive interventions resourced, or if support being provided in known challenge areas is adequate/ proactively being resourced (Northland, Whangārei, etc – what extra resource to support those areas?) Present recruitment for customer service and community engagement staff is tracking well, which is a positive indicator. However, Dunedin monocultural response, and Central NI low applications. How Public Sector Chief Execs respond will be key to developing a confident recruitment contingency plan. On 4/7/23 Karl had a very positive conversation to progress the mobilisation work with Justice which increases our overall confidence that the public sector mobilisation failsafe is on track.</p> | | | | | | |

Enterprise Deep Dive: Privacy and Information Management

Environmental driver description

This is a highly regulated area. Core risks/ opportunities to manage include confidentiality of data about persons, integrity of and appropriate availability of data/ information to support business goals.

30 June 23

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| <p>Establishing Context</p> <p>What is the risk that the board specifically need to be concerned about?</p> | <ol style="list-style-type: none"> How do we know that the data in our systems has integrity, and that our systems will maintain this integrity as it is reshaped as information? Are we appropriately enabling consistent, efficient, well-informed work across the EC? Are our systems protecting the information we hold on individuals? | <p>Key data</p> | <p>7 reports and 3 public complaints in FY – no significant breaches. Reviews have demonstrated need for work on both privacy and information management. Reviews identify that not all systems which look to require them have had Privacy impact assessments (privacy programme planning being resourced). Plan being developed in reply to Public Records Act audit.</p> | <p>How may this risk or issue impact us?</p> | <p>Potential of election integrity impact if core systems not secure. Inappropriate or unlawful data/information collection or management leads to reputational damage, legal financial penalties. Inaccessibility of data/info leads to loss of institutional knowledge or operational issues. Insufficient security posture (including shadow IT, unmonitored personal device use) leads to a data or privacy breach.</p> | <p>Key factors that influence our success in this space (internal and external)</p> | <p>Key system design Staff behaviours and appropriate preventative, deterrent and directive controls Emerging risk awareness and ability to respond Ability of our data</p> |
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| <p>Commission activities</p> <p>Key area 1</p> <p>Preventions + directions to support IM/privacy</p> <p>Parts of business / project involved, what they have considered, and the goals they wish to realise. Summarise key activities being undertaken to prepare, address or respond.</p> | <p>Staff involved: IT, Data and insights, P&C (compliance/ core training); privacy officer. All staff for institutional knowledge, activities/ training etc. Considered: appropriate systems for business purposes, how to inform staff of behaviours to manage risks, and controls to prevent issues. Goals: Appropriate policies, controls and behaviours to support IM/privacy goals Activities:</p> <ul style="list-style-type: none"> IM and privacy policies and procedures Key systems designed and tested for data integrity, secured access, (Electoral systems, data and enterprise systems, etc) New systems have PIAs done Field and core staff trained (privacy, + security, including security of information) New Te Kauhanganaroa system improves availability of data + privacy protections <p>Next: new IM staff – Plan being developed in response to Public Records Act audit, privacy work programme is under development.</p> | <p>Key area 2</p> <p>Detect / correct controls for privacy and IM</p> | <p>Staff involved: IT, Data and insights, privacy officer. Management responsible for relevant detect information controls in their areas. All staff for being alert to/ reporting privacy/IM issues. Key 3rd parties, IE telnet and IT system providers. Considered: potential identification/ monitoring and reporting and application controls Goals: EC aims to identify risks and issues and take corrective action before harm is caused Activities:</p> <ul style="list-style-type: none"> Assess our systems via annual PSR/Chief Archivist annual record keeping survey/ 5yrly PS Records Act audit *response to 2023 audit being developed. Detect controls for unauthorised access to our information, flagging attempted access Our normal reporting lines/ governance covers privacy/ RM issues, so we have reporting channels for IM and privacy, incl IT service desk, and contact to our privacy officer. Information Systems Strategy for next steps | <p>Key area 3</p> <p>Ability to respond to, recover from and resolve IM and privacy issues</p> | <p>Staff involved: IT /data/ privacy officer, all staff for implications in their work areas. Considered: potential harm, expectations of the impacted, incl timeliness of response, communications, Māori data sovereignty Goals: EC can appropriately manage and respond to IM and privacy issues. Activities:</p> <ul style="list-style-type: none"> Have in line processes, IE IT issues log system (wording?) May inconsistency in Te Kauhanganaroa data versus MIKE demonstrated system ability to identify and respond <p>Next steps: New issues management approach. Any suggestions as part of work of new IM staff member Potential privacy secondee or provider from AoG panel</p> |
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| <p>Monitoring</p> <p>What visibility has the Board had of key programmes and how the risk is being dealt with?</p> | <p>Board have received verbal updates on privacy as part of GE programme updates. Other relevant updates include: General updates on IT and cybersecurity, and forward planning., including the 22.09-01 - IT strategy update.docx Te Kauhanganaroa updates* 22.08-08 - Legislative compliance & privacy report.docx Items to come: Comply with survey and privacy report for FY 22-23 in line with financial year-end Action plan following Public Records Act audit Continued updates as part of the GE programme</p> | <p>How does management monitor and maintain confidence in these areas? How is success monitored? What is the trend?</p> | <p>Governance: Privacy</p> <ul style="list-style-type: none"> Privacy officer in place with appropriate reactive reporting and PSR annual review and reporting. GE Programme board on PIA applications <p>Information management.</p> <ul style="list-style-type: none"> Data governance group, reports to ELT. Enterprise systems including telnet, monitored by ELT, with very regular updates. <p>Other key controls Te Kauhanganaroa now has data integrity dashboard for monitoring consistency with MIKE. NOTE: Te Kauhanganaroa assurance review also coming in July 2023</p> | <p>What key information or milestones will trigger action?</p> | <p>Action is triggered via a combination of normal business continuous improvement processes and incident response. Note the detection and response controls noted above. Additionally, self-assessment processes and audits, or best practice sector advice may trigger improvement activity i.e. public service records act audit, PSR reviews, etc. Next steps Action plans in response to reviews in presently underway, as is assurance in response to a recent issue.</p> |
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| <p>Overview, any gaps?</p> <p>Assurance assessment</p> | <p>Reviews have identified a number of areas where further work is required as relates to understanding our system-based privacy and information management risks. Whilst EC staff create maintain and access information for a variety of business purposes, there isn't uniform understanding and approach to IM and privacy and EC don't have an agreed ongoing assurance approach. There are some known gaps, such as not all systems and processes having current privacy impact assessments, the lack of consistent staff practices around information management policy and the lack of a data retention and disposal plan. These gaps are compliance issues, and a real challenge where they materialise as the EC not being able to access data held for operational purposes. Resourcing and planning is presently in train. An IM specialist has been hired to address key IM gaps. Management is presently considering bringing on privacy resources. Significant improvements can be observed in the accessibility, use, and the privacy of information held and used by the commission in the new-this-year data platform Te Kauhanganaroa and the data and insights programme which is steadily improving access to information held by the EC significantly.</p> |
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Enterprise Deep Dive: Disruptive events at voting places

Environmental driver description

Disruptive events range from facility issues (fire or utilities), behaviours which impact on staff or voters, through targeted criminal or violent activities which prevent a voting place from operating efficiently, safely, and with electoral process integrity

30 June 23

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| <p>Establishing Context</p> <p>What is the risk that the Board specifically need to be concerned about?</p> | <p>Failure to prepare for disruptive events may impair trust in the electoral process. Has the EC (and delivery partners):</p> <ol style="list-style-type: none"> 1. Connected to right external agencies to respond to events? 2. Prepared staff, processes and facilities to minimise likelihood and impact of events? 3. Put appropriate contingencies in place to minimise harm? | <p>Key data</p> | <p>Similar events (Census) have had increased disruption.</p> <p>Global trend for increased societal division and disruption.</p> <p>Increase / variation in voting place sites (~2370 election day sites planned, without social distancing required, this is less than 2020.</p> <p>Voting places incl alternative channels for voting, IE phone.</p> <p>Uplift in security preparedness incl regional security advisors.</p> | <p>How may this risk or issue impact us?</p> | <p>Lack of appropriate preparedness to identify, prevent, or detect and respond to a variety of potential events, or to prepare so staff and voting places are equipped to reasonably manage disruption, could result in:</p> <ul style="list-style-type: none"> - Health and safety implications. - Potential voters being deterred from voting - The trust of election processes being impacted, potentially also impacting New Zealand's reputation for electoral integrity | <p>Key factors that influence our success in this space (internal and external)</p> | <p>Understanding the risk environment and appropriate preparations.</p> <p>Public understanding of and voting place rules.</p> <p>Voting place staff knowing & invested in what they need to do.</p> <p>Right connections/ ability to flow information should events occur. Ability to provide/ direct support where needed</p> |
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| <p>Commission activities</p> <p>Key area 1</p> <p>Cross security sector connections + information channels</p> <p>Parts of business / project involved, what they have considered, and the goals they wish to realise. Summarise key activities being undertaken to prepare, address or respond.</p> | <p>Staff involved: CEA and security, regional security advisors, security risk group* external partners incl DPMC, Police, security agencies NEMA, and FENZ.</p> <p>Considered: system roles and responsibilities, information channels, and processes to share information, prepare or act.</p> <p>Goals: Enable appropriate preventative, detective corrective and responsive action.</p> <p>Activities: -Cross sector group including relevant system players, enabling co-ordinated and aligned preparation for election security threats.</p> <ul style="list-style-type: none"> - Agreed/ing protocols response to an event. - Information sharing and common operational response support structure during event. - Implementation and testing of controls to include July table-top exercises for weather and disruptive events. | <p>Key area 2</p> <p>Internally prepared for range of disruption</p> | <p>Staff involved: Voting Services, regional security advisors, CEA and security, ES – BCP and incident management.</p> <p>Considered: full range of potential disruptions, process design in ops manual and protocols to mobilise.</p> <p>Goals: have prepared for disruption and considered disruption risk in the design of election processes.</p> <p>Activities: Incident Management handbook for field</p> <ul style="list-style-type: none"> - Staffed to support regional risk understanding, analysis and implementation of controls which will help minimise potential disruptive events/ impacts. - Range of prevention controls in place including physical protective security, staffing strategy at VPs, HR screening, supplier arrangements, and emergency preparedness. Response guidance in development plans includes voting place safety and security site standards. - Review of election process/ activities to identify and mitigate potential control gaps in design. - Election delivery taskforce to triage issues set up, Incident management planning approach developed. | <p>Key area 3</p> <p>Election day ability to act/respond appropriately while maintaining trust</p> | <p>Staff involved: VSs, Voting place staff; security, and escalation channels.</p> <p>Considered: safety and electoral integrity .</p> <p>Goals: Ensure we know information will flow appropriately, and staff have access to what they need to respond / trigger system support.</p> <p>Activities: Escalation & comms channels in dev</p> <ul style="list-style-type: none"> - BCP, incident management guidance, and election day information channels presently in development – on track. Includes escalation channel to political parties where acts of parties may result in disruption. - Partner agencies – see key area 1. - Guidance to public on rules once voting starts. - VP staff will have tools to help them identify, act, & escalate should events occur (Training /handbook/ staffing levels controls planned/ in place). - Controls/ steps anticipated to support electoral integrity /safety also include external visibility of key processes, dedicated regional security resources. |
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| <p>Monitoring</p> <p>What visibility has the Board had of key programmes and how the risk is being dealt with?</p> | <p>The Board have received regular verbal security updates and have met with security agency CEs to understand cross sector activity.</p> <p>Forthcoming:</p> <ul style="list-style-type: none"> - August/ Sept security readiness update - August – Business continuity planning, Incident management guidance and scenarios will come to the board. | <p>How does management monitor and maintain confidence in these areas? How is success monitored? What is the trend?</p> | <p>Overall preparedness is trending upwards against prior EC security and emergency preparedness, but the risks are known to have increased.</p> <p>Risk & security WG govern system protocols</p> <p>ELT / programme board regularly hear about relevant topics including:</p> <ul style="list-style-type: none"> - Trust and Security programme - Guidance, including handbooks for event occurrences, voting place set up, etc - Staff training - Monitoring of security / any incidents are also reported through operational channels, w/ security doing trend monitoring. - Election delivery taskforce daily triage, and IM plan/ team prepped. | <p>What key information or milestones will trigger action?</p> | <p>Information shared from partners.</p> <p>General escalation management lines, BCP protocols, and to be agreed election event/risk escalation processes will enable appropriate management of disruptive events up to and during GE23, incl where appropriate prompting formal incident management.</p> <p>July tabletop exercises should test our incident/ risk escalation channels including with our partners.</p> <p>Milestones/ information which will trigger action to be confirmed in testing/ simulations.</p> |
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| <p>Overview, any gaps?</p> <p>Assurance assessment</p> | <p>It is inevitable that there will be disruptive events during the election, not just because polarisation, civil and criminal disruption is on the rise globally and domestically.</p> <p>The Commission and key partners have scaled up activity and devoted staff on the analysis, understanding of preparedness, and preventions, plus the ability to detect, prepare for and respond to disruption. It is no longer enough to do a good job; we need to control the narrative about the operation of the electoral event. Our preparedness to respond to disinformation is pivotal.</p> <p>Deep understanding and risk focused prioritisation is indicated by recent exercises reviewing internal controls for disruptive events identifying those in place, in development, and either unknown or not in place status. Whilst some improvement areas have been identified, overall, the increase in BCP, IM, and the reporting and communication lines being implemented look pragmatic and likely effective to respond to most potential incidents. Whilst preparations are wide ranging, sharing solutions to potential challenges, and how efficiently and effectively staff respond in the moment will be key to how our success with anticipated disruptions, including black swan events.</p> |
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Item #: 23.10-03A
Item: **Enterprise Risk updates**
To: Electoral Commission
For: Board meeting 16 August 2023
Prepared by: Kristin Leslie, Manager Strategy Risk and Assurance

Recommendations

It is recommended that the Board:

1. **note** the attached updates on recruitment; privacy and information management; and disruptive events at voting places.
2. **discuss** overall Commission preparations in each of the areas
3. **note** that updates from previous deep dives (recruitment and privacy and information management) have been incorporated into the regular reporting channels, and have been included in the monthly update.

Purpose

1. This paper updates the Board on cross Commission activities to anticipate, prepare for, manage and mitigate the impacts of the relevant risks being examined.

Background

2. On 17 May 2023 the Board commissioned a number of enterprise risk deep dives on potential issues where the Board would like to seek further assurance. The purpose of these pieces of work is for identified areas:
 - a. to provide the Board with a holistic, summarised view of the risk and how it may impact outcomes the Commission seeks to enable; which Commission activities or programmes of work may be impacted; and how the Commission has prepared to reduce, mitigate, avoid or respond. (This view should improve board visibility or confidence that the risk is broadly understood and being actioned in a co-ordinated manner at the appropriate levels within the Commission.)
 - b. to enable the Board to have a conversation about whether activities being undertaken result in an overall risk profile which aligns to the risk appetite and risk tolerance of the Commission.

Discussion

3. The potential issues were acknowledged not solely to be areas where risks may materialise, but also where they may be perceived to have materialised. Therefore the Commission needs to be well prepared to make statements to redress incorrect or incomplete public understanding of the risk.
4. The first round of updates on recruitment; disruptive events at voting places; and privacy and information management were delivered in July.

Next steps

4. *September updates are to be Cybersecurity and counter disinformation activity. The updates will include a high-level update of the previously discussed topics.*

Appendix

Appendix: A3 Updates on Māori Engagement and Cyclone and flood affected areas from Jan-Feb 23.

Enterprise Deep Dive: Cyclone and flood affected areas from Jan-Feb 23

Environmental driver description

Additional actions are likely required in areas impacted by the North Island early 2023 weather events, as many in the population have been displaced and they may experience greater challenges in registering and voting.

21 July 23

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| <p>Establishing Context</p> <p>What is the risk that the Board specifically need to be concerned about?</p> | <p>The North island significant weather events disrupted and displaced many people and services</p> <ol style="list-style-type: none"> Has the EC understood the impact on the communities? How were/are EC operations responding? Are EC operations appropriate to enable participation in impacted areas, across enrolment, engagement and voting services? | <p>Key data</p> <p>1/3 of NZ's 5m people impacted and 3.5bn damage by combined weather events. There are still areas with reduced access – the East Cape and East coast of the Coromandel, Tuketuki (SH50), and SH2 between Gisborne and Whakatane; SH2 between Wairoa and Napier. 348 of our 755 recorded engagements during the MEO period were located in cyclone impacted areas (Northland, Auckland, BoP and Tairāwhiti) *Staff hubs in impacted areas include Rotorua, Whakatane, Gisborne, Napier, Whangarei and Auckland. Increase of GNAs for the region.</p> | <p>How may this risk or issue impact us?</p> <p>Displaced people means the roll is more likely to be inaccurate. Fewer options for VP locations and transport. People in these areas will face additional challenges accessing voting places and services. Reduction in engagement foreseeable due to prioritisation of other challenges. If voter registration and turnout is significantly impacted in these areas, a perception of inadequate focus and support to resolve challenges could undermine EC and electoral system reputation.</p> | <p>Key factors that influence our success in this space (internal and external)</p> | <p>People in/displaced from impacted areas get enrolment packs Local knowledge incorporated into voting services preparation. Road closures. Accessibility of communities/capacity: our engagement does not systematically cover all impacted areas due to the isolation and inaccessibility of certain areas. General frustration with government - feedback received that many are sick of Crown engagement in these regions.</p> |
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| <p>Commission activities</p> <p>Key area 1</p> <p>Enrolment implications in impacted areas and how we've responded</p> <p>Parts of business / project involved, what they have considered, and the goals they wish to realise. Summarise key activities being undertaken to prepare, address or respond.</p> | <p>Staff involved: Enrolment, Strategic Engagement and partnerships (SEP)</p> <p>Considered: Areas impacted, level of displacement, community</p> <p>Goals: despite impact of weather events, community is supported to enrol and choose an appropriate roll.</p> <p>Activities: - work by the Commission to contact people affected as part of MEO: advertising on TV, radio and online, with our website and free-phone number with more information, and teams in the community talking to people face-to-face.</p> <p><i>Accurate roll</i> – We contact electors whose mail has been returned undeliverable and unsafe where details available. Checks on addresses include focus on the impacted areas, incl against red-sticker information most councils have provided</p> <p><i>Additional local advertising</i> focus in impacted areas</p> <p><i>On ground activities /relationships</i> Extensive engagement supporting motivation, education and participation; (348 in MEO period) with iwi and other groups in these areas to support MEO and enrolment (IE Matariki Ki-o-Rahi Challenge at Taipa Area School in Doubtless Bay, 27 June Connections with Stats NZ, MSD etc and doing government roadshows, including in Wairoa recently. Enrolment campaign work with NZ Post (who advise no disruption anticipated on the basis of past events.)</p> | <p>Key area 2</p> <p>Implications for election preparation, voting, and election day</p> | <p>Staff involved: Voting Services, Electorate & Regional managers, SEP</p> <p>Considered: Areas impacted, level of displacement, infrastructure damage/resilience for VPs, transport and accessibility in region for placement of VPs, community groups and channels.</p> <p>Goals: Service for voters in cyclone impacted areas is appropriate, with any additional challenges caused by the weather events considered and managed.</p> <p>Activities: RMs and EMs for impacted areas are considering the impacts that the weather events had on their areas in their planning of VP location and site assessments- including storage hubs to ensure access to materials in the event of road closures.</p> <ul style="list-style-type: none"> In addition to national information channels to the public, targeted assessment of, and contact with, impacted areas is enabled through SEP-partners are helping to find VP staff Many impacted communities are predominantly Māori, this election we are setting up more te reo voting places, including in these areas Employing local people helps appropriately place voting places Pop up mobile voting services are increased for this election SEP engagements include working with and connecting locally with VSs to share learning s and contacts. Emerging Te Puna o Te Mataatua (social services provider) relationship-travelling with them to connect with isolated greater Whakatane. | <p>Key area 3</p> <p>Preparedness to respond should similar events occur</p> | <p>Staff involved: Enterprise services, VSs, L&P</p> <p>Considered: Threat agnostic BCP preparation</p> <p>Goals: Ability to deliver election/ prepped to adjourn if significant events require it</p> <p>Activities: - Detailed planning to a key road closure level in Central North Island, with key CDEM and FENZ links in place at EM and RM level</p> <p>We are currently developing a suite of Business Continuity Plans across the business aimed at the restoration of critical functions and minimising the impact of a business disruption. Operational continuity planning has commenced and is on target for completion by the end of August.</p> <p>Playbook to make and manage decisions RE s195A and s195B electoral act (power to complete the election)</p> <p>Scenario testing as part of BCP</p> |
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| <p>Monitoring</p> <p>What visibility has the Board had of key programmes and how the risk is being dealt with?</p> | <p>The Board have received regular updates on MEO, enrolment generally and the National Incident Management Plan was approved by the board last month.</p> <p>In June, the Board also received a detailed briefing on supplies, storage and transport preparations in Central North Island.</p> <p>Forthcoming: Continued updates as part of GE programme updates, or via GE taskforce updates as governance structures change as we proceed into the election period.</p> | <p>How does management monitor and maintain confidence in these areas? How is success monitored? What is the trend?</p> | <ul style="list-style-type: none"> Previously ELT received fortnightly MEO updates; plus Programme board monitoring on a fortnightly basis. Forthcoming: Programme board reporting transitioning to regular GE taskforce closer to the election. Will be monitoring enrolment and voting place preparations and activity. Monitoring “gone no address” returns (normally 70-100k per 3.4m enrolment packs distributed) VSs regional managers also monitor weather events, and Waka Kotahi road closures; and EMs are connected to civil defence and FENZ. Escalation channels from our on the ground staff and partners. IMT and BCP escalation if implemented have ELT channel. | <p>What key information or milestones will trigger action?</p> | <p>Enrolment</p> <ul style="list-style-type: none"> Regions with undelivered voting packs in significant numbers will be shared for action Info from on the ground staff and our stakeholders monitored, to enable further action where required. <p>Voting Services</p> <ul style="list-style-type: none"> Any road closures and weather events that are identified as materially impacting delivery will be actioned Key road disruptions have been identified and are being monitored w/ contingency for alternate routes and option to use light aircraft <p>GE taskforce, including IMT and BCP escalation.</p> |
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| <p>Overview, any gaps?</p> <p>Assurance assessment</p> | <p>Overall we have undertaken substantial reactive steps since the significant weather events this year, built stronger relationships, have taken significant preparation and are leveraging local knowledge to best deliver in the areas that have been impacted by the weather events. Particularly with the feedback we are receiving from people on the ground in severely impacted areas about their limited bandwidth for any more engagement, EC has responded and prepared comprehensively in response to, and to be prepared for, weather disruption, particularly in the more isolated impacted areas.</p> <p>Regardless of this, we may find ourselves being closely scrutinised should further events occur or if there is reduced participation in these areas. It is important that we acknowledge the other factors that may influence less than ideal outcomes, should they arise.</p> <p>GAPS: We don't have detailed planning to level we have in Central North Island, , South Island region and to a lesser degree in Auckland and North, across all of New Zealand. I don't see this as an issue as it responds to the likelihood and level of risk of significant weather disruption, and it is impossible to be prepared for every individual scenario. Our threat agnostic preparations look sensible and proportionate for potential weather disruption events.</p> |
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| <p>Establishing Context</p> <p>What is the risk that the Board specifically need to be concerned about?</p> | <p>The Commission's history of not effectively identifying and addressing low participation or designing services for Māori also exposes EC to scrutiny as we address the gap. Poor or insufficiently broad/targeted with Māori and iwi groups could lead to continued low participation</p> <ol style="list-style-type: none"> Is the purpose of engagement and our role and objectives clear as we pursue this work Do we have relationships with all Māori and iwi groups? Does EC have the sufficient capability to support meaningful engagement and service design? Are we prioritising our efforts appropriately? | <p>Key data</p> <p>New Zealand's estimated Māori population is 892,200 (17.4%), 573,800 aged 18+ . Total Māori enrolled across all rolls as at 14 July 2023: 506,077.</p> <p>Māori are growing in population 2% annually compared by 0.2% of the national population. A higher proportion of Māori are younger.</p> <p>We have ~265 identified stakeholders of which we can see 85 are specifically Kaupapa Māori or iwi/hapu.</p> | <p>How may this risk or issue impact us?</p> <p>Poorly designed or targeted engagement with Māori could diminish trust in the electoral process and lead to missed opportunities to generate interest.</p> <p>This could further limit efficacy of services to a population that is already underrepresented and struggling with historic and socio-economic barriers to participation.</p> <p>Lower Māori enrolment and voter turnout numbers could harm EC's reputation.</p> <p>Regardless of trend, the scope of ECs activities are likely to be criticised as both too little by those who advocate support that results in equitable participation, and too much by others.</p> | <p>Key factors that influence our success in this space (internal and external)</p> | <p>Meaningful relationships with Māori and iwi leaders across communities.</p> <p>Appropriate information campaigns and education materials at different periods of election campaign.</p> <p>Simple, user-centric, culturally appropriate processes.</p> <p>Good information about participation to inform business planning / prioritisation.</p> <p>Timing of engagement and operational planning for it.</p> |
| <p>Commission activities</p> <p>Key area 1</p> <p>Enrolment</p> <p>Parts of business / project involved, what they have considered, and the goals they wish to realise. Summarise key activities being undertaken to prepare, address or respond.</p> | <p>Staff involved: Enrolment; Comms; Strategic engagement and partnerships (SEP)</p> <p>Goals: Get information to Māori to exercise their rights</p> <p>Activities: - On ground activities /partnering with iwi and other groups to support MEO and enrolment (e.g. Matariki Ki-o-Rahi Challenge at Taipa Area School in Doubtless Bay, 27 June)</p> <ul style="list-style-type: none"> MEO campaign included advertising on TV, radio and online, with our website and free-phone number with more information, and community face-to-face. Overall 39,949 changes by Māori during the campaign. Comms <p><i>Regular activities</i> –support to Māori available through normal registering /enquiries channel, telephone services in te reo available from now until GE.</p> | <p>Key area 2</p> <p>Supporting Voting</p> | <p>Staff involved: Voting Services; Comms; P&C; SEP; Māori Advisory</p> <p>Goals: Deliver voting services which will meet the needs of Māori</p> <p>Activities: -14 Kaupapa Māori Voting Places deployed across all Māori Electorates to deliver a whānau centric voting service to all New Zealand voters including whānau who wish to engage in the voting process via their own Kaupapa and in te reo Māori. 17 Priority areas centrally identified and further areas identified by EMs: Identify and focus on priority electorate communities where percentage of Māori population is higher than the national average; in these regions we have built relationships with community advocates who are helping staff to locate voting places in locations of significance to Māori and advise how to reach local people . 40 marae VPs</p> <ul style="list-style-type: none"> Promote and recruit whanau to access employment opportunities in the Commission- recruitment campaign includes Māori specific activities. Strategic relationships with Māori Communications and channels includes many initiatives – see July Board update. | <p>Key area 3</p> <p>Other participation in electoral system – input into wider policy in the Electoral Commission; other relationships, services and partnerships;</p> | <p>Staff involved: Māori Advisory; Strategy Governance and Development; Enterprise Services, Operations</p> <p>Goals: Awareness of and increase in Māori capability in the Commission to better enable engagement with Māori across our work programmes and approaches. Sharing information and getting insights on our work programmes and approaches from Māori.</p> <p>Activities: Iwi Chairs relationship, including feedback and insights on enrolment and voting services work for Māori</p> <ul style="list-style-type: none"> Relationships with other agencies which enables leveraging of wider public sector engagement Communications being made in dialects of te reo relevant to regions deployed. Ngā Maihii strategy to lift EC capability Working through our relationships to recruit, second and offer internships/graduate programmes for Māori. Utilise our growing relationships, including with Iwi chairs, to inform EC strategy and operational policy. |
| <p>Monitoring</p> <p>What visibility has the Board had of key programmes and how the risk is being dealt with?</p> | <p>In July, the Board received the Delivery plan for GE23: services to Māori .</p> <p>Forthcoming: Continued updates as part of GE programme updates, including specific updates on recruitment</p> | <p>How does management monitor and maintain confidence in these areas? How is success monitored? What is the trend?</p> | <p>All engagement feedback is collated and reviewed for future action (but not for this election unless it is feedback on operations already in train).</p> <p>Management monitor engagement activities at an aggregate level.</p> <p>Enquiries and other contacts are also monitored as part of normal reporting channels.</p> <p>Items relating to Māori engagement may be escalated through existing reporting channels as relevant.</p> | <p>What key information or milestones will trigger action?</p> | <p>GE: For voting place staff numbers and recruitment generally, staff ethnicity is being monitored and compared to overall electorate demographics. Where priority areas are not receiving desired application numbers, some levers may be available as the election draws closer (i.e. contingency is considering extra activities or incentives which may be applied.)</p> <p>General: All feedback is being collated for consideration at a later stage to shape further activities and long- term strategy and planning.</p> |
| <p>Overview, any gaps?</p> <p>Assurance assessment</p> | <p>Overall the Commission has increased its work and upscaled both the number of engagements and the quality of the relationships with Māori in the last few years, and it is heartening to see this increase. However, from a reputational risk perspective, the steps we are taking are initial steps on a journey to address a long history of not taking a Māori lens to activities, and I think it likely that we will be open to criticism for doing too little (by those who want immediate equitable participation outcomes). We are also being scrutinised for doing too much (by those who don't accept a gap) and Our strong purpose of enabling participation, and the data on participation means our activities are both rationally justified and needed. Unfortunately critics and polarising elements of society may not follow the same decision making pathways.</p> <p>Our relationships and operational culture need to be supported on this journey. Further thinking and strategic goals to better enable Māori participation can be monitored by management and the Board and that enable decision making throughout the Commission will help us as we take this journey. Gaps that could helpfully be addressed include a Commission position on navigating political neutrality when working with and for Māori to assist our teams to confidently engage. As we continue to break down silos within the Commission, build relationships and build a longer- term planning cycle, I think we will continue to see material improvements in the impact that Māori engagement has in delivering the outcomes we seek – particularly equitable levels of participation across NZ demographics.</p> | | | | |

Item #: 23.10-03B
Item: **Quarterly risk review**
To: Electoral Commission
For: Board meeting 16 August 2023
Prepared by: Kristin Leslie, Manager Strategy, Risk, and Assurance

Recommendations

It is recommended that the Board:

1. **discuss** and **provide feedback** the content of the attached risk profile
2. **note** that we consider the risks to all be stable, as whilst extensive activities are underway in the run up to GE23, generally the inherent risk has risen commensurately.

Purpose

1. This paper supports a review of risk by the Board.

Discussion

2. As part of changes to the way the Commission manages risk, the Board agreed to conduct quarterly 'deep dive' reviews and take the time to discuss risk management and mitigation activity in more detail.
3. The full, latest version of the Risk Profile is attached in Appendix A. The red text reflects changes made to the previous version.
4. Relevant staff throughout the Commission contributed to the risk profile and ELT have reviewed the risk profile

Next Steps

5. The next quarterly review of the risk profile is anticipated to be in October 2023, when we also anticipate having some information about further planning for progressing the work programme during the 2023-24 work programme.

Appendices

A – Full ELT and Board Risk Profile, July 2023

SENIOR LEADERSHIP & BOARD RISK PROFILE

Updated 28/07/2023

Summary of action – current state

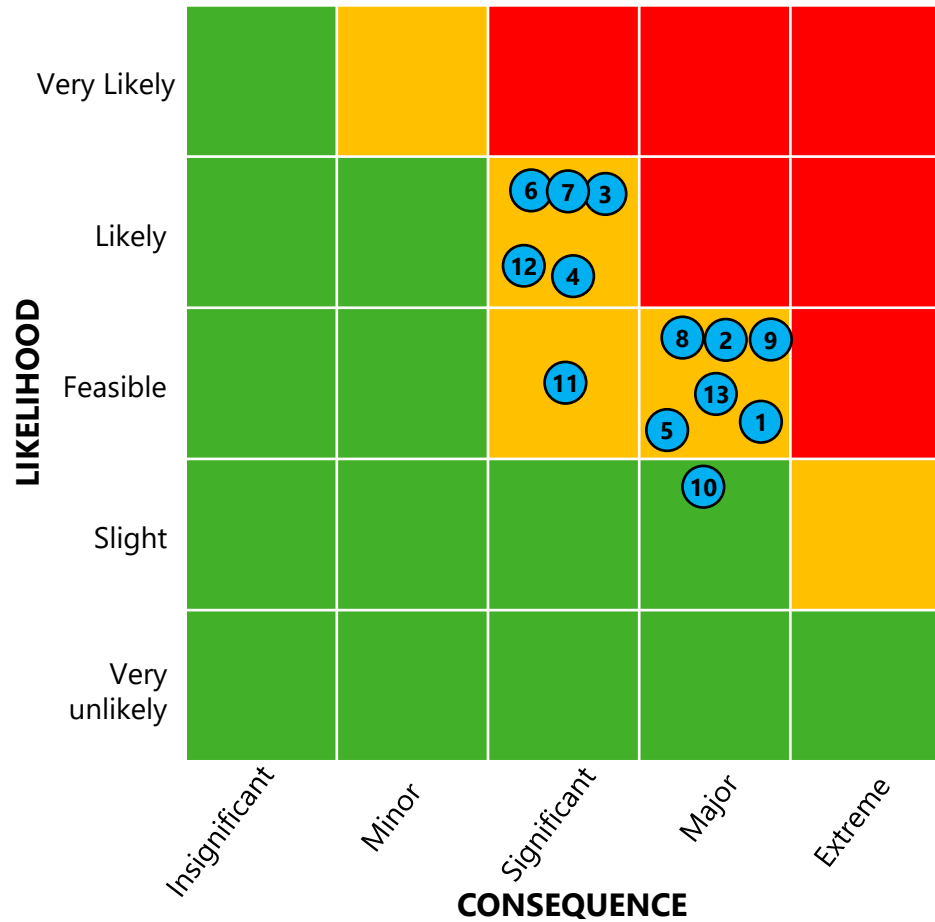
| ID | Risk | Summary of current action | Rating | Trend | Last modified |
|----|--|---|--------|-------|---------------|
| 1 | Loss of trust in the electoral system | Focus and key trigger point is on GE, and processes being robust and well managed. Cross public sector official partnerships are active in sharing information on activities, and working collectively on preparations including tabletop exercises and scenarios. Staff have increased and advice and personnel available to support preventing, responding and recovering from challenges is now in place. Our communications strategy to address dissemination of incorrect information is in place. | | ➡ | 28/07/23 |
| 2 | Failing to build and maintain trusting relationships with Māori | In addition to significant volume of activities in operations, progressing both Kaupapa Māori voting places, and relationships and strategic partnerships on the ground, we continue to build and relationships with Māori at national/senior levels. We also continue to develop Ngā Maihi and support capability uplift in the Commission. | | ➡ | 28/07/23 |
| 3 | Being unable to respond sufficiently to a major disruptive event, including a pandemic | During this period the board approved changes to the incident management approach of the Commission – these changes are being engaged on with the business. We are finalising design of our escalation reporting during GE, the GE taskforce, which will ensure clear understanding across the commission on communication channels. A review of Business Continuity Plans is underway. Tabletop simulations with our security and emergency officials has looked at our ability during the election to respond to certain significant events. | | ➡ | 28/07/23 |
| 4 | Inability to deliver successfully or meet expectations due to insufficient funding | A number of pressures, particularly inflationary and staff costs remain on our radar as they may impact on our baseline. Budget for 23/24 approved since last risk profile. The budget for 23/24 is for a net deficit of \$11.3m which leaves reserves of \$2.2m. New process through ELT for any changes requiring increases in fund against allocated budget. | | ➡ | 28/07/23 |
| 5 | Commission's reputation for neutrality is jeopardised by 'politicisation' and pressure from key stakeholders | We continue to provide support to MOJ with advice on the operational implications of policy proposals and seek input from the Board on what if any substantive formal comments the Commission makes on proposals. IRP delivered interim report in June 2023. There has also, in line with expectations, been increased activity in this space in the news as GE draws closer. Consistent messaging and communications embedded in enquiries and voting place training for the GE period. | | ➡ | 28/07/23 |
| 6 | Critical supplier leaves the market or is operationally compromised | Steps increasing procurement capability has been progressing. This includes supplier management plans for critical suppliers being developed or under development. This risk is stable on prior period, but still significant as due to the tumultuous economic climate, labour market pressures and ongoing supply chain issues. | | ➡ | 28/07/23 |
| 7 | Failing to deliver on strategic objectives | A number of pressures at a key delivery point: balancing preparing for elections, building capability, increased cost pressures and being asked to trade off future to deliver the immediate. The last quarter saw the recruitment of key roles which will help the Commission to keep an eye on longer term objectives whilst under delivery pressure. Approval for the plan for developing the 10 year strategy roadmap was received and work is slowly starting with environmental scanning pieces. Recruitment for a principal advisor strategy underway. | | ➡ | 28/07/23 |
| 8 | Failing to prevent or respond adequately to a cyber security incident | We are working closely with NCSC in the run up to the election. Work in the quarter includes: developing a cyber security dashboard and finalising cyber security team. Deep dive on risk planned | | ➡ | 28/07/23 |
| 9 | Critical system failure at a critical time | We are developing an item of work to create a roadmap of future systems work that may be required to avert this risk in the long term. We are mitigating this through comprehensive Certification and accreditation checks on our key systems. Election readiness testing across critical systems has progressed in line with programme planning. | | ➡ | 28/07/23 |
| 10 | Failing to deliver on a critical legislative and/or regulatory change | Watching brief: alert for regulatory changes which may impact our ability to deliver. Have been providing support to IRP. | | ➡ | 28/07/23 |
| 11 | Failing to meet obligations to implement robust health, safety and wellbeing practices | New HSW lead now in place. Presently operationally focused on supporting GE HSW processes. | | ➡ | 28/07/23 |

Summary of action – current state

| ID | Risk | Summary of current action | Rating | Trend | Last modified |
|----|---|---|--------|-------|---------------|
| 12 | Over-reliance on core staff results in critical points of failure | Heavy recruitment during this period, both against our TOM and to fill GE roles. | | → | 27/07/23 |
| 13 | Failing to understand and/or connect with the wider environment results in unforeseen consequences and/or limits our resilience | Extensive operational relationships in run up to GE supporting our delivery and system connections. | | → | 27/07/23 |

Risks

Current rating

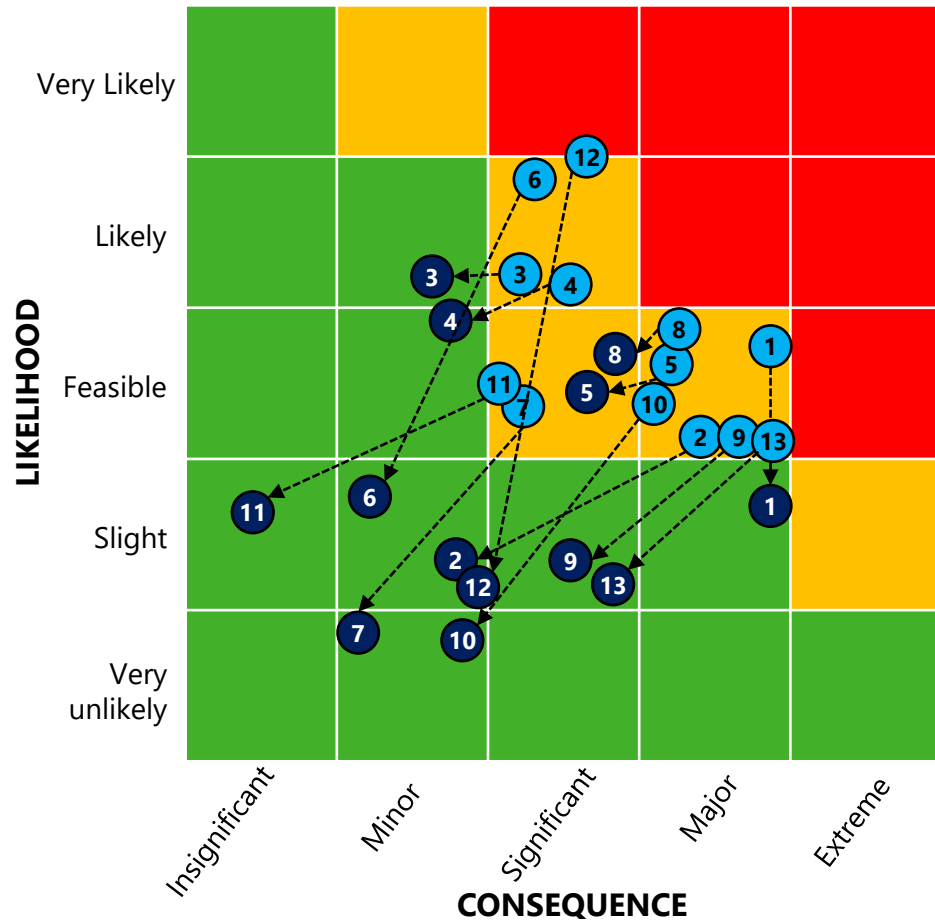


“Taking into account the mitigations and contingency we have in place, what is our level of risk right now?”

| ID | Risk |
|----|---|
| 1 | Loss of trust in the electoral system |
| 2 | Failing to build and maintain trusting relationships with Māori |
| 3 | Being unable to respond sufficiently to a major disruptive event, including a pandemic |
| 4 | Inability to deliver successfully or meet expectations due to insufficient funding |
| 5 | Commission’s reputation for neutrality is jeopardised by ‘politicisation’ and pressure from key stakeholders |
| 6 | Critical supplier fails to deliver |
| 7 | Failing to deliver on strategic objectives |
| 8 | Failing to prevent or respond adequately to a cyber security incident |
| 9 | Critical system failure at a critical time |
| 10 | Failing to successfully implement critical legislative and/or regulatory change |
| 11 | Failing to meet obligations to implement robust health, safety and wellbeing practices |
| 12 | Over-reliance on core staff results in critical points of failure |
| 13 | Failing to understand and/or connect with the wider environment results in unforeseen consequences and/or limits our resilience |

Risks

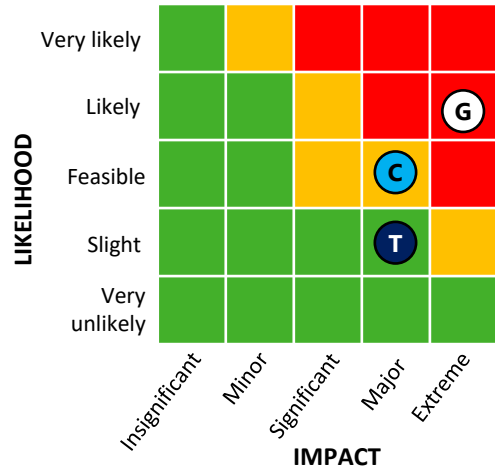
Target rating



“Where are we aiming to get to in order to manage this risk effectively?”

| ID | Risk |
|----|---|
| 1 | Loss of trust in the electoral system |
| 2 | Failing to build and maintain trusting relationships with Māori |
| 3 | Being unable to respond sufficiently to a major disruptive event, including a pandemic |
| 4 | Inability to deliver successfully or meet expectations due to insufficient funding |
| 5 | Commission’s reputation for neutrality is jeopardised by ‘politicisation’ and pressure from key stakeholders |
| 6 | Critical supplier fails to deliver |
| 7 | Failing to deliver on strategic objectives |
| 8 | Failing to prevent or respond adequately to a cyber security incident |
| 9 | Critical system failure at a critical time |
| 10 | Failing to successfully implement critical legislative and/or regulatory change |
| 11 | Failing to meet obligations to implement robust health, safety and wellbeing practices |
| 12 | Over-reliance on core staff results in critical points of failure |
| 13 | Failing to understand and/or connect with the wider environment results in unforeseen consequences and/or limits our resilience |

1. Loss of trust in the electoral system



Status Tracking

First identified
01 Feb 2021

Last updated
24/7/23

Trend stable

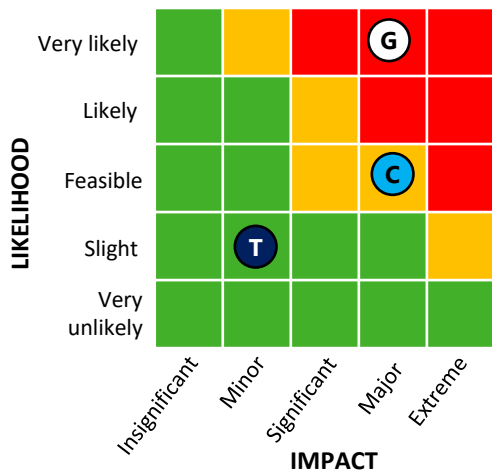
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| Consequences | Loss of confidence, low voter turnout, voter disengagement, people do not trust the voting process, aggravation of voters and issues motivated groups, unbalanced promotion of issues and opinions and ideologies, scrutiny, reputational damage, strain on capability, capacity and resources. Threats to electoral officials. | |
| Drivers/Threats | <ul style="list-style-type: none"> Increasingly complex global and domestic threat environment Issues motivated groups/individuals/ foreign players Lack of social media awareness/forums/media etc Lack of engagement with media Lack of connectedness to wider public sector Continued downward participation in local body elections Generalised anti-government sentiment may become focused on election events Political party agenda Corruption of politician(s) Targeted campaign to cause mistrust in system | <ul style="list-style-type: none"> Lack of controlled message or reach Failure to engage with all demographics Wider belief in conspiracy theories How COVID-19 is managed and perceived to be managed within the electoral process Current court cases and debate creates a perception of reduced transparency undermining public confidence Expectations of the Commission about what our role is in helping to increase compliance/transparency of party activity and 'resolving' mis/disinformation about political debate |
| Current Mitigations | <ul style="list-style-type: none"> A framework to guide implementation of measures across the organisation 'Always on' communications, with clear and accurate messaging and information for voters Assumption that we will be standing up an external risk and security (whole of government) support network again for GE23 Communications and information targeted at building trust in the system Dedicated staff oversee EC social media / manage media Commission arrive at a clear view of its role and communicate that to parties and the public Regional security resources and police liaison in place supporting wider security and integrity outcomes for GE23. | <ul style="list-style-type: none"> Consistent and regular communication with parties and candidates Proactive communication and liaison with social media platforms Engagement and involvement in cross-sector programmes aimed at common threats (e.g. misinformation) Proactive work to engage with communities Transparency around processes and systems Supporting and encouraging community ownership (e.g. appoint people from within the community) Work with international EMBs Learnings from by-election(s) Early engagement and planning with NZ Police Communications strategy to address dissemination of incorrect information |
| Further mitigations | <ul style="list-style-type: none"> Programme of work to identify key risks in more detail and implement changes prior to GE2023- progressing Further education programmes/further engagement- progressing Market research and subsequent implementation of change (including doing more re trust and confidence in non-election years) Additional resourcing to support implementation of the trust framework- progressing | |
| Responsible Manager | <ul style="list-style-type: none"> Mark Lawson | |
| Contingency | <ul style="list-style-type: none"> Communication and disruption protocols | <ul style="list-style-type: none"> Relationships and connections with National Security System |



| Previous state | Current state |
|----------------|---------------|
|----------------|---------------|

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| <ul style="list-style-type: none"> A second security advisor resource secured. Internal and external security groups established. Key decisions about allocation of resources to support integrity and security of the voting place made. Good progression toward future mitigations | <ul style="list-style-type: none"> Regional security resources secured and July start of policy liaison within EC Good progress on risk driven analysis and planning progressing with system partners. |
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2. Failing to build and maintain trusting relationships with Māori



Status Tracking

First identified
01 Feb 2021

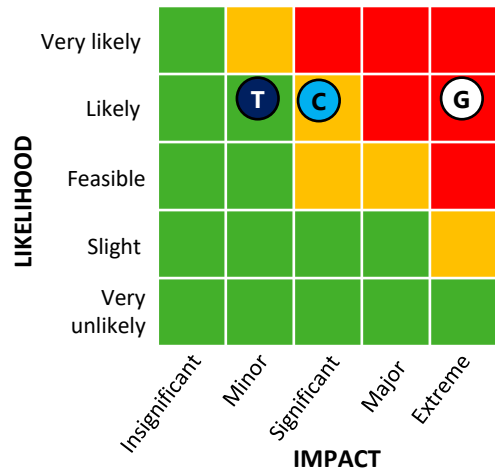
Last updated
27/03/23

Trend stable

| | | |
|----------------------------|--|---|
| Consequences | Relationships with Māori: access to services issues, public criticism, criticism from Māori, Treaty cases brought against the Commission re access issues. | |
| Drivers/Threats | <ul style="list-style-type: none"> Te Tiriti o Waitangi obligations are not met Commission fails to establish relationships with iwi/hapu Damage to existing relationships and loss of trust, impact on future ability to build relationships Needs of Māori not understood or reflected in Commission’s approach or services Debate surrounding Māori Wards during LBEs contributes to mistrust or suspicion regarding elections Profile likely to increase as issues arise in Select Committee | <ul style="list-style-type: none"> Myths within some parts of Māoridom are enduring Belief that regulatory compliance administered inequitably/unfairly Decline in levels of turnout of Māori Inability to attract culturally competent staff Changes to regional structure fail to focus sufficiently on outcomes for, or partnerships with Māori Media reporting on Māori Electoral Option If Councils fail to inform people in the way they’d like (re Māori wards) then there may be a stronger voice for EC to do this work |
| Current Mitigations | <ul style="list-style-type: none"> Identified as a strategic priority and the need to build more capability is reflected in the operating model refresh ‘Strategic Comms plan Strategy based on long-term, consistent relationships Community engagement activity Work to develop strategic relationships Senior Manager Māori being closely involved in the development of day-to-day operational policy and planning. Work to consider the impact of Māori data sovereignty on the Commission | <ul style="list-style-type: none"> Participation strategy Co-build and design of voting and engagement services Continuing the external governance arrangements involving key representatives (and specialists) from support agencies Providing information about services to parties and candidates Providing information and engaging on MEO Relationships with Māori media Review and respond to internal support for Māori staff including addressing capacity and pay gaps Directing people to information about Māori wards and addressing concerns (note but is also underlining the main issues re MEO) |
| Further mitigations | <ul style="list-style-type: none"> Securing funding to implement strategic comms plan Increase capability to embed best practice community engagement and co-design of services Electoral Panel Review – has a focus on services to Māori and is an opportunity to strengthen relationships | <ul style="list-style-type: none"> Further work to build relationships with Māori at national/senior levels- progressing Build on relationships with Māori media Representation in governance/advisory Engagement with Iwi during design of any future changes to MEO |
| Responsible Manager | • Hone Matthews | |
| Contingency | | |

| Previous state | Current state |
|--|---|
| Regional dialects being used where possible in MEO and GE campaigns Relationship developed with Iwi Chair’s forum Positive reporting on MEO campaign- high interest from Māori media Election approach to working with Maori is well advanced | In addition to significant volume of activities in operations, progressing both Kaupapa Māori voting places, and relationships and strategic partnerships on the ground, we continue to build and relationships with Māori at national/senior levels. In the last 3 months we have also continue to develop Ngā Maihi, and support capability uplift in the Commission. |

3. Being unable to respond sufficiently to major disruptive events: including pandemics, earthquakes, cyber attacks, floods, terrorist attacks, infrastructure failures etc



Status Tracking

First identified
01 Feb 2021

Last updated
27/03/23

Trend stable

| | | |
|----------------------------|--|---|
| Consequences | Unable to meet statutory objectives and stakeholder expectations (NZ Public, Government, political parties, international and employees). For example, the electoral roll becomes aged, unable to pay staff, staff welfare is compromised, public enquiries are unanswered, electoral events are cancelled or postponed. | |
| Drivers/Threats | <ul style="list-style-type: none"> Not having the necessary legislative and regulatory power to enable a response Lack of focus/resourcing on business continuity Over reliance on WFH (no permanently nominated BCP site) We don't have COVID contingency funding MoJ indicated they are not willing to co-ordinate a contingency workforce to help mitigate risk for GE23 Uncertainty about COVID – difficult to plan and prepare when the environment is changing rapidly (and appears to be improving) | <ul style="list-style-type: none"> Long lead times to prepare for an event Presently the IRT team is only stood up as required, infrequent rehearsals and no ongoing owner BCP plans are event focused Under resourced permanent presence in the non-IT Security area. Implications of COVID on our ability to resource (staff) the election COVID – creating barriers because our approach is not aligned with public perception More difficult to obtain secondees to support GE23 |
| Current Mitigations | <ul style="list-style-type: none"> The Incident Response Team, which is working effectively. A staff vaccination policy has been developed and staff have been consulted Work has commenced on identifying preparations and funding for an election where COVID remains an issue A specific business continuity plan is being developed covering the next 6 months as part of the Omicron mitigation response SIMS training for Incident Response Team | <ul style="list-style-type: none"> Existing relationships with wider government sector Simulations/exercises in business continuity for the GE Remote working established as a norm and being enhanced 2 strategic priorities support this end (Capability/Preparing for a GE) Testing for the updated BCP scheduled for Sept 22 Make a case for additional COVID funding Contact with Whanau Ora re their response, making use of their network Testing our planning assumptions |
| Further Mitigations | <ul style="list-style-type: none"> Legislative changes to support recovery Regular testing and simulation of BCP scenarios Build BCP considerations into projects Secure further resource to support BCP and generate more focus | <ul style="list-style-type: none"> Contingency resources/succession planning, including seeking the support of other agencies to help us (e.g. MoJ) Expand the frequency and types of scenarios Physical BCP sites nominated and set up Enhanced pre-prepared comms |
| Responsible Manager | Lucy Hickman | |
| Contingency | <ul style="list-style-type: none"> Seek assistance from wider government agencies Work with vendors and partners – facilities and systems | <ul style="list-style-type: none"> Enhanced pre-prepared comms |

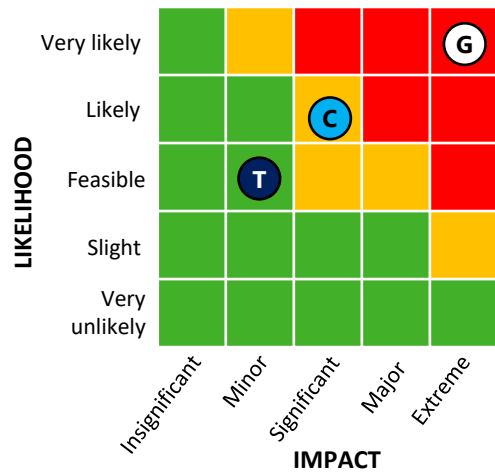
Previous state

Resource secured for BCP focus. New manager for IRT identified. With key roles coming on Board, we need to team up more closely to manage a cross cutting risk. Time to broaden gaze beyond Covid 19

Current state

Board approved changes to the incident management approach - changes are being engaged on with the business. We are finalising design of GE escalation and governance - GE taskforce, which will ensure clear understanding communication channels. Review of Business Continuity Plans is underway. Tabletop simulations with our security and emergency officials has looked at our ability during the election to respond to certain significant events.

4. Inability to deliver successfully or meet expectations due to insufficient funding



| | | |
|----------------------------|---|---|
| Consequences | Inability to deliver a trusted election to an expected high standard leading to reduced confidence in the system. Can't meet expectations. Impact on resourcing required to support funding bids. Our planning assumptions need to be over-ridden by action. Complaints during critical periods increase which ties up resources. If turnout is lower in 2023 then there will be questions asked about the Commission's performance (which may be linked to the issue of funding and how money was spent) | |
| Drivers/Threats | <ul style="list-style-type: none"> Commission's business is poorly understood or perceptions we are 'cost plus' Poor quality financial planning and management information Focus on Stats NZ Budget increases places spotlight on Commission's funding | <ul style="list-style-type: none"> State of the economy Competing ministerial priorities and cost pressures Late policy reforms which are not (fully) funded Unresolved cost pressures (e.g. systems, policy changes...) |
| Current Mitigations | <ul style="list-style-type: none"> Working closely with MoJ and Treasury around advice to Ministers and responding to any queries Managing through a period of uncertainty including close scrutiny of existing budgets and expenditure and regular (re)-evaluation of assumptions Funding project with Ministry of Justice co-investment and active involvement on the project team- Remove? Re-evaluate how we deliver services to some targeted stakeholders groups given a leaner budget than the preferred or scaled options. | <ul style="list-style-type: none"> Early and ongoing engagement with the Minister of Justice Submission of robust funding bid in Budget 2022. Ensuring that when we re-set internal budgets to align with available funding that we evaluate risk and our ability to meet expectations. Developing better processes to help manage the risk of failing to utilise our funding on critical priorities in a timely way. Communication with key stakeholders where we believe there is risk that we may not (fully) meet their expectations- progressing |
| Further Mitigations | <ul style="list-style-type: none"> Seek an improvement to the Commission's longer-term funding model off the back of the Budget 2022 bid Having longer-term funding pressures mapped out (e.g. systems) | <ul style="list-style-type: none"> Contingency around COVID funding- NA- remove Funding for security- decision made within operating- remove |
| Responsible Manager | <ul style="list-style-type: none"> Karl Le Quesne | |
| Contingency | | |

Status Tracking

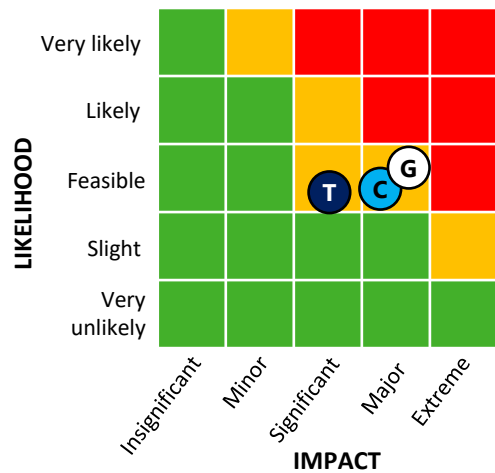
First identified
01 Feb 2021

Last updated
27/03/23

Trend stable

| Previous state | Current state |
|---|---|
| Ministers advised of service levels and funding pressures. Continuing to manage tradeoffs within baseline. Reserves are low and well below Board reserves policy. | A number of pressures, particularly inflationary and staff costs remain on our radar as they may impact on our baseline. Budget for 23/24 approved since last risk profile. The budget for 23/24 is for a net deficit of \$11.3m which leaves reserves of \$2.2m. New process through ELT for any changes requiring increases in fund against allocated budget. |

5. Commission's reputation for neutrality is jeopardised by 'politicisation' and pressure from key stakeholders



| | | |
|----------------------------|--|--|
| Consequences | Loss of confidence of parties. Harder for Commission to undertake its role as a referee including additional challenges, re-work etc. Potentially, public confidence could be dented if our impartiality is under threat. | |
| Drivers/Threats | <ul style="list-style-type: none"> Policy issues become politicised and focus on the Commission itself rather than the substantive issue on hand Inconsistency with compliance and decision-making. Not seen as being even-handed Political debate about costs of elections Balancing a need to be neutral with the wishes of the actors Lack of consensus on the reforms Proposed legislative changes which polarise opinion | <ul style="list-style-type: none"> Our advice can be used in political debate Less respect of the 'referee' Our role when we are involved in litigation and retaining a perception of neutrality Debate about the role of the Commission as part of the Law Review could flow into expectations of us before we have different roles/powers (e.g. misinformation) |
| Current Mitigations | <ul style="list-style-type: none"> We communicate a consistent message to all parties at all times Demonstrate fairness in all activities with parties/candidates ("play a straight bat") Our staff understand what being neutral means and follow professional practices in dealings with parties Developing our submissions to the Independent Review Panel | <ul style="list-style-type: none"> Code of conduct sets out neutrality requirements Co-lateral (e.g. guidelines) for candidates Decisions that may contain risk are escalated Media engagement protocols/process (incl social media) 'Election Protocols for engagement between MOJ, EC and Ministers developed, led by MoJ (moved from future mitigations) |
| Further Mitigations | <ul style="list-style-type: none"> Escalate | <ul style="list-style-type: none"> Protocols for engaging with parties/politicians/candidates Promoting the right stories about what the Commission does – in progress |
| Responsible Manager | <ul style="list-style-type: none"> Kristina | |
| Contingency | | |

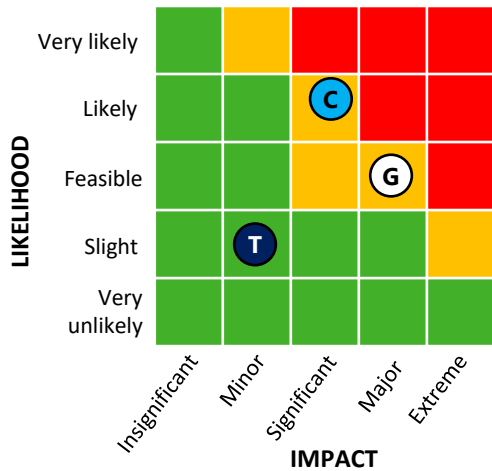
| Status Tracking | |
|-------------------------|-------------|
| First identified | 14 Jun 2021 |
| Last updated | 27/03/2023 |
| Trend | stable |

| Previous state | Current state |
|----------------|---------------|
|----------------|---------------|

As we move into pre election period, scrutiny and rhetoric will increase that could impact this area. Mitigations have continued to develop included an emphasis on political neutrality for our own staff, the beginning of communications that outline the different aspects of the election and protocols in place with MoJ

IRP delivered interim report in June 2023. There has also, in line with expectations, been increased activity in this space in the news as GE draws closer. Consistent messaging and communications embedded in enquiries and voting 10 place training for the GE period.

6. Critical supplier leaves the market or is operationally compromised



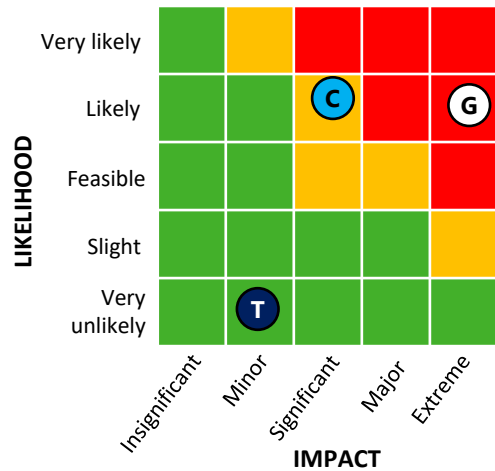
| Status Tracking |
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| First identified 14 Jun 2021 |
| Last updated 27/03/23 |
| Trend stable |

| | | |
|----------------------------|---|---|
| Consequences | Unable to receive critical goods or services from provider(s) at key times impacts provision or quality of Commission’s services (e.g. logistics and delivery, materials during a by-election, system failure) Responding to this adds to our cost pressures | |
| Drivers/Threats | <ul style="list-style-type: none"> Limited options in the domestic market, particularly in ‘sunset’ industries (e.g. printing, post) Supply chain issues, in particular as a result of COVID-19 with an overseas dependency – availability and timeframes Ongoing business viability of suppliers Ability for our existing suppliers to survive and for us to adapt to a different supplier market Insufficient investment in our procurement capability | <ul style="list-style-type: none"> Ongoing market conditions caused by COVID-19 and unknown impact on providers Lack of understanding of risks at critical times and/or lack of response/mitigation Competition from suppliers from other agencies e.g. Census or Local Authorities Specific issues in global supply chains relating to EC business in particular (but not limited to) IT products and paper. Impact of Ukraine war on supply chains |
| Current Mitigations | <ul style="list-style-type: none"> Mapping out critical requirements and dependencies for the GE Where critical risks exist in relation to specific suppliers, identify what plans and mitigations these suppliers have in place. Managing risk through good quality procurement processes and ongoing contract management and relationships with providers Early engagement with providers to exercise contract right of renewal including a review of suppliers ongoing capability Leveraging other govt support (e.g. IRD for Catalyst contract) | <ul style="list-style-type: none"> Early issue of RFP if no contract right of renewal where contracts are due to expire during current cycle Robust planning of logistics and supplies requirements Early procurement and delivery schedules Consider back up options or plans (alternative supply chains) where there is limited local capability – contingency planning Improve contract and supplier meetings and feed risks back for updating |
| Further Mitigations | | |
| Responsible Manager | <ul style="list-style-type: none"> Lucy Hickman | |
| Contingency | <ul style="list-style-type: none"> Develop alternative strategies for obtaining goods and services where required | |

| Previous state | Current state |
|----------------|---------------|
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|---|---|
| <ul style="list-style-type: none"> No one has left the market, however Cyclone Gabriel highlighted the fragility of the postal system. We have formed a permanent procurement team we are recruiting into. Still need to look at the supply chain to see if they are operationally compromised. We have stated our contract management plans | <ul style="list-style-type: none"> Steps increasing procurement capability has been progressing. This includes supplier management plans for critical suppliers being developed or under development. This risk is stable on prior period, but still significant as due to the tumultuous economic climate, labour market pressures and ongoing supply chain issues. |
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7. Failing to deliver on strategic objectives



Status Tracking

First identified
14 Jun 2021

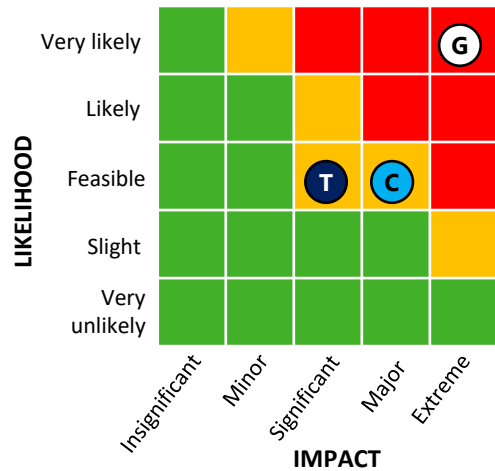
Last updated
27/03/23

Trend **stable**

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| Consequences | Fail to deliver the election. Fail to deliver to a standard that meets expectations. Staff morale reduces/potential burnout. Loss of good will. Lost productivity. Uncertainty around accountabilities and role. Could lose staff. Not breaking out of 3-year cycle focus. | |
| Drivers/Threats | <ul style="list-style-type: none"> GE 23 takes focus from any strategic activity Poorly executed organisational change Work programme unrealistic or unachievable Strategic direction not well understood or scoped Other priorities take over that are unplanned (e.g. by-elections, new legislation) Funding/resourcing limitations Increased expectations that we will absorb costs in baseline | <ul style="list-style-type: none"> Scope creep Staff get derailed on lower priorities/pet issues Lack of cohesion across the organisation and focus on priorities Can't attract calibre of staff we need Over-reliance on a small group of SMEs Staff turnover Lack of capacity and funding to think and plan for the longer-term (i.e. not being fully funded for this work) |
| Current Mitigations | <ul style="list-style-type: none"> Strategic plan agreed, including the strategic priorities Ensuring the business plan, work programmes and other strategies (eg ISSP) are aligned with the strategic priorities Reprioritisation and re-planning work Additional staff identified to help with the mahi | <ul style="list-style-type: none"> Planning for 10 year strategy development – cross Commission approach Monitoring implementation of the strategic plan through work programmes Seeking stronger programme management disciplines from earlier Planning for earlier election readiness and minimisation of late changes |
| Further Mitigations | <ul style="list-style-type: none"> Communication of strategic plan/priorities to staff – 'keep the strategy in front of people' | Apply consolidation strategy/priorities when making decisions (eg trade-offs) |
| Responsible Manager | <ul style="list-style-type: none"> Karl Le Quesne | |
| Contingency | | |

| Previous state | Current state |
|---|---|
| <ul style="list-style-type: none"> Several positions in market to support this area. Early planning work under way | <p>The last quarter saw the recruitment of key roles which will help the Commission to keep an eye on longer term objectives whilst under delivery pressure. Approval for the plan for developing the 10 year strategy roadmap was received and work is slowly starting with environmental scanning pieces.¹² Recruitment for a principal advisor strategy underway.</p> |

8. Failing to prevent or respond adequately to a cyber security incident



Status Tracking

First identified
14 Jun 2021

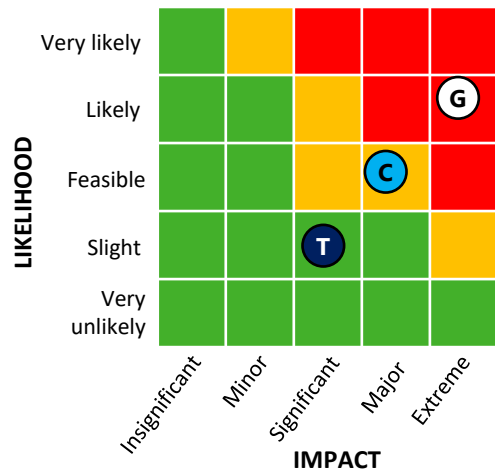
Last updated
27/03/23

Trend stable

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| Consequences | Inability to deliver election events, disruption to operations, disruption to corporate services, direct harm to NZ voters (e.g., data breach), reputational damage and/or financial damage. | |
| Drivers/Threats | <ul style="list-style-type: none"> • Motives include nation stage agenda, financial gain, notoriety, revenge, ideology, curiosity or causing collateral damage when the target is another organisation. • Attacks can be targeted to specific organisations or more generally across millions of targets. • Recent well-publicised successful attacks have resulted in payouts to attackers (e.g. Colonial Pipeline Texas netted \$11m USD) which may increase motivation and number of attacks. | <ul style="list-style-type: none"> • Threat actors range in sophistication some examples are: nation stage actors, cyber-criminals, malicious insiders, cyber terrorists, hacktivists, inadvertent insiders and attention seekers. • The barriers to becoming a successful threat actor are lowering with Ransomware software being freely available. • Lack of assistance in legislation to support a response |
| Current Mitigations | <ul style="list-style-type: none"> • Structured improvement of controls (technology, human, supply chain management) to enable us to continually improve our ability to identify, prevent and respond to cyber security incidents. • Resourcing focused on cyber security issues. • Draft enterprise-wide information systems strategic plan (ISSP)-Phishing, training, SMT focus and leadership to inform staff. • Cloudflare DDoS protection. • Developing playbooks for incident types | <ul style="list-style-type: none"> • Funding in FY21/22 budget for control improvements including resources, software and process improvements. • Certifying and accrediting GE critical systems. • Links to NCSC and acting upon security bulletins. • Patching applications, infrastructure regularly and quickly. • Pentesting applications and infrastructure annually. • Third party supply chain audits. |
| Further Mitigations | <ul style="list-style-type: none"> • In the process of improving authentication/authorisation at the Commission to reduce ability for attackers to harvest credentials. • Implementing extra monitoring software to improve our ability to detect and prevent incidents • Larger Cyber Security awareness campaigns | <ul style="list-style-type: none"> • Improving our ability to respond to cyber security incidents by investigating the use of 3rd parties for large-scale incidents • Improving C&A process efficiency so more apps can be included. • Leveraging deeper NCSC capability / solutions. • Enhanced pre-prepared comms • Develop a dashboard and improve how we report against it to determine mitigations and current state • DR for manual failover during critical result entry |
| Responsible Manager | <ul style="list-style-type: none"> • James (Chief Information Security Officer) | |
| Contingency | <ul style="list-style-type: none"> • Restoring systems and data from backups. • Manual workarounds at GE time (e.g. if DDoS protections fail). • Notify relevant Government bodies | <ul style="list-style-type: none"> • NCSC forensic expertise and assistance. • Preparing to work with business on BAU contingency plans – no system availability scenario. |

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|---|---|
| Previous state | Current state |
| We have just recruited a cyber security specialist and in tandem are exploring relationships with a third- party cyber security support. Have started conversations with NCSC around support and approach to GE 2023. | We are working closely with NCSC in the run up to the election. Developing a cyber security dashboard and finalising cyber security team Deep dive on risk planned |

9. Critical system failure at a critical time



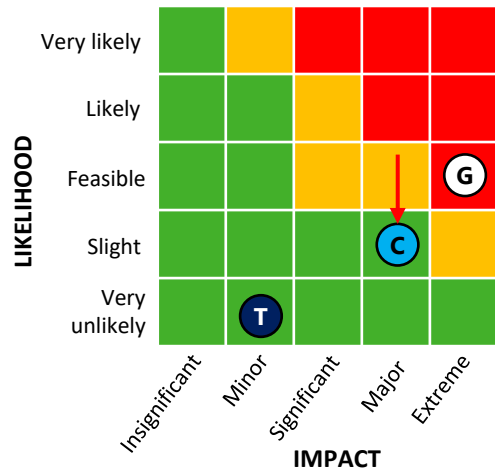
| Status Tracking |
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| First identified 14 Jun 2021 |
| Last updated 27/03/23 |
| Trend stable |

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|----------------------------|---|--|
| Consequences | Lose currency of critical systems leading to operational issues or failures. Systems run out of support. Inefficiencies, manual work-arounds. Loss of staff due to frustration with aged or inadequate tools. Slow delivery and lack of collaboration through technology. | |
| Drivers/Threats | <ul style="list-style-type: none"> Insufficient funding Lack of adequate resources Lack of strategy/innovation Reliance on end of life technology Failure of legacy systems (Lack of) readiness of our GE2023 BCP and resourcing to support it | <ul style="list-style-type: none"> Commission has competing priorities with a finite pool of resource to deliver Vendor performance does not meet expectations Reliance on a single small local vendor for key systems Impact of a tight labour market on ability of vendors to support the Commission in a timely way |
| Current Mitigations | <ul style="list-style-type: none"> Enterprise-wide Information Systems Strategic Plan includes feedback and input from business units across the Commission Future services strategy work planned this year should help flesh out future requirements and risks in technology space Continued investment in staff and training Continued process improvement e.g. DGG, Security, Programme Management etc MSA agreement with Catalyst has now been agreed and part of the agreement requires regular disaster procedures and regular testing | <ul style="list-style-type: none"> Working towards the concept of co-design between IT and the business units Election Ready Technology initiatives being actively worked on Roadmap of future requirements of critical systems Good forward planning with vendors to mitigate the risk that services are delayed C&A on key systems testing currently on track for election readiness systems |
| Further Mitigations | <ul style="list-style-type: none"> Go to market when appropriate for alternative vendors – less reliance on one vendor System lifecycle plan for all major EC technology requirements | <ul style="list-style-type: none"> Funding to match ISSP aspirations Reprioritise to find additional resourcing for GE2023 BCP work |
| Responsible Manager | <ul style="list-style-type: none"> Lucy Hickman | |
| Contingency | <ul style="list-style-type: none"> Fall back to full or partial manual processes Purchase point solutions | <ul style="list-style-type: none"> Hire in additional expert consultants and technical specialists |

| Previous state |
|--|
| We are mitigating this through comprehensive Certification and accreditation checks on our key systems. Catalyst MSA in place. <i>Key contract in place.</i> |

| Current state |
|--|
| Election readiness testing across critical systems has progressed in line with programme planning. |

10. Failing to successfully implement critical legislative and/or regulatory change



Status Tracking

First identified
14 Jun 2021

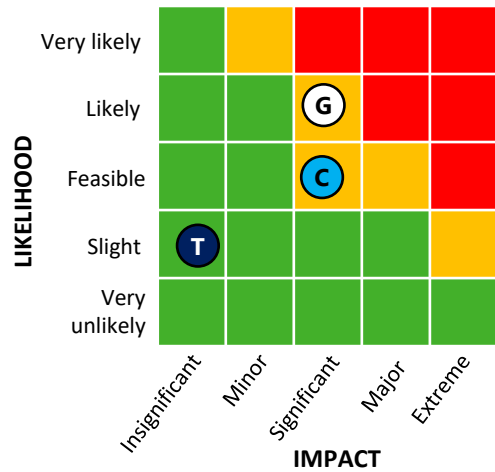
Last updated
27/03/23

Trend decreasing

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| Consequences | What we implement fails to deliver on requirements. Reputation. Stakeholder dissatisfaction/perceptions. Compliance issues. Lower confidence in results. Failures within the system itself. Loss of political trust. Intent wouldn't be delivered upon. Enquiry. | |
| Drivers/Threats | <ul style="list-style-type: none"> Limited notice of pending changes from MoJ Late confirmation of legislation Particularly challenging if it relies on changes to electronic systems | <ul style="list-style-type: none"> Lack of funding Short implementation timeframes Insufficient detailed analysis of operational implications during planning (Sometimes rapidly) changing nature of the proposed amendments Use of existing resources means it's hard to focus on this as a priority |
| Current Mitigations | <ul style="list-style-type: none"> Work closely with MoJ to get early notice of possible changes to enable appropriate response and advice of implications | |
| Further Mitigations | <ul style="list-style-type: none"> Start detailed analysis when advice of possible change is known including detailed design work (if possible) Be prepared to de-scope or halt other work Re-prioritise so that additional resource can be provided for this work | <ul style="list-style-type: none"> Work with suppliers to provide early indications of possible changes and requirement Undertake a risk assessment and advise Minister of these, if possible, including scope/costs and timeframes where applicable |
| Responsible Manager | <ul style="list-style-type: none"> Anusha Guler | |
| Contingency | | |

| Previous state | Current state |
|---|---|
| MEO launch successful. While some future changes are signalled, there is no immediate risk. Note: this can change quickly in our environment and risk rating will shift in response | Watching brief: alert for regulatory changes which may impact our ability to deliver. Have been providing support to IRP. |

11. Failing to meet obligations to implement robust health, safety and wellbeing practices



| Status Tracking |
|---------------------------------------|
| First identified 13 July 21 |
| Last updated 27/03/23 |
| Trend stable |

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|----------------------------|---|--|
| Consequences | Significant negative impact on one or more staff, visitor and/or member of the public, compliance and litigation, adverse media coverage | |
| Drivers/Threats | <ul style="list-style-type: none"> Poor understanding of health and safety obligations and failure to implement fit for purpose policies, tools and standards Systems and processes are in place but are disparate and not completely fit for purpose Poor culture around safety Failure to respond to identified issues and threats | <ul style="list-style-type: none"> Low levels of funding available to support this work Tight labour market impacts our ability to assist our staff Enquiries response staff may be impacted by more difficult complainants (including any public-facing staff) Obligations under H&S legislation |
| Current Mitigations | <ul style="list-style-type: none"> Awareness of H and S obligations and implementation of actions to respond to these obligations during COVID, e.g. mental health and well being Training for senior managers to help them understand obligations Focus on messages that resonate with staff and reflect the environment they're working in (incl mental wellbeing) Work around unpublished roll and employees of the Commission Updated and implemented a broader flexible working policy Using the IRT on an ongoing basis Refocus on values as a refreshed wellbeing approach | <ul style="list-style-type: none"> Health and Safety is an element of our values (under Manaakitanga) and is recognised as an important part of the 'building our capability' strategic priority Made H&S a standing item in the ELT agenda Threat Assessment work prior to electoral events Regular staff Engagement survey |
| Further Mitigations | <ul style="list-style-type: none"> Lead and lag indicators established and managers held more accountable for results Board opportunities to see real-life health and safety risks on the ground Dedicated Health and Safety budget | <ul style="list-style-type: none"> Better reporting Additional focus on health, safety and wellbeing in induction processes and in training Better risk identification and well-managed mitigations Deepening our staff engagement efforts through comms, culture, information Ensuring work is organised in a way that controls risk |

Responsible Manager • Lucy Hickman

Contingency

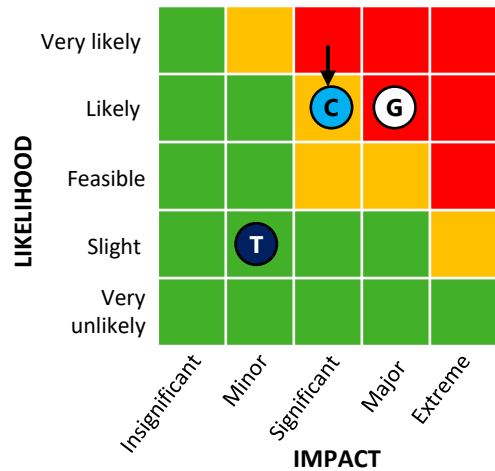
Previous state

- Policy approved. Further work will occur during election prep

Current state

- New HSW lead now in place. Presently operationally focused on supporting GE HSW processes.

12. Over-reliance on core staff results in critical points of failure



Status Tracking

First identified
21 Sept 21

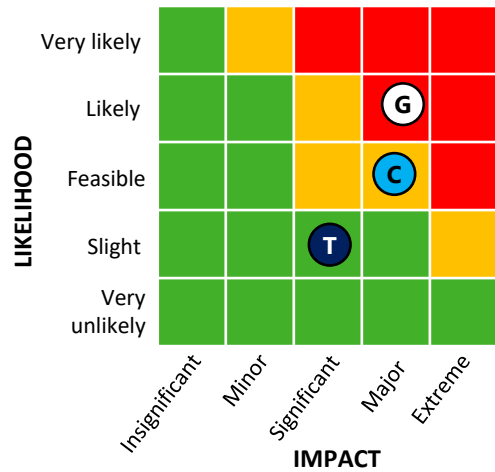
Last updated
27/3/23

Trend decreasing

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| Consequences | The organization fails to deliver critical activities or delivers them poorly. Public and/or political criticism as a result of reputational damage. A substantive issue about the integrity of the election (or other, e.g. enrolment) process. | |
| Drivers/Threats | <ul style="list-style-type: none"> Working in silos both within and across teams Failing to document critical processes Failing to build knowledge and expertise of staff Failing to plan for person failure as part of business planning and interventions | <ul style="list-style-type: none"> Turnover and the pay restraints |
| Current Mitigations | <ul style="list-style-type: none"> The BCP work has required that back-up plans are identified and documented including cover for critical tasks. The Operating Model Refresh work has identified critical staff risk and has incorporated this into the organisational changes being implemented Strategic objective to document all critical GE delivery processes Identifying back-ups for all key staff during the GE Remuneration and performance approach for 2021/22 has been implemented | <ul style="list-style-type: none"> Building a financial business case and new operational model which explicitly helps to support resilience Implementing a separate programme management framework for the GE which makes processes and requirements more transparent and requires greater capture of information that can be shared Recruitment, H&S, BCP, reprioritisation. Review of GE 2023 critical path to identify critical points of failure and where we may need to have more documentation around process. |
| Further Mitigations | <ul style="list-style-type: none"> Need to identify substitutes Substitutes are well informed to be able to step in Capture knowledge to make it readily accessible for others ELT workshop held to identify key issues. A plan will be developed in the new year including; identifying and documenting key people, processes and roles | <ul style="list-style-type: none"> Ways to support critical staff when a crisis arises that they need to deal with succession planning-including understanding and planning for career pathways Clear prioritisation and agility around resource use Investigate targeted retention and reward options Building more resilience in key functions; work planning, back-ups, on call rosters, supporting staff to manage wellbeing. |
| Responsible Manager | <ul style="list-style-type: none"> All ELT managers | |
| Contingency | | |

| Previous state | Current state |
|--|--|
| <ul style="list-style-type: none"> Key management roles are in place and teams are organising themselves to deliver. Some hard to recruit roles have been filled. Election planning well advanced | <ul style="list-style-type: none"> Heavy recruitment during this period, both against our TOM and to fill GE roles. |

13. Failing to understand and/or connect with the wider environment results in unforeseen consequences and/or limits our resilience



| | | |
|----------------------------|---|---|
| Consequences | Legislative change has unintended consequences on us and/or catches us unprepared to respond. We are unable to access support of wider sector when a major issue arises. There is an opportunity cost in failing to transition to digital. We are unable to deliver critical services effectively because we haven't kept pace with environmental change. Current specific issues rapidly become problematic (e.g. NZ Post, Local Body Elections, demand for online voting). | |
| Drivers/Threats | <ul style="list-style-type: none"> Failing to understand the changing environment and the implications of this on what we do Legislative change (our own legislation or other legislation which has a flow-on effect) impacts on us and we were not consulted on impacts and/or listened to | <ul style="list-style-type: none"> Lack of policy and planning capacity Lack of understanding of our enquiries/OIAs and what people are saying about the Commission (and any issues) |
| Current Mitigations | <ul style="list-style-type: none"> External work on risk and security for GE2023 Working closely with MoJ, MoH, DPMC and others during the COVID response The need to build resilience as an organisation is a key plank of the Commission strategy and is reflected as a main driver in the Capacity Review and Operating Model Refresh Environmental scanning work Increasing capability with new SGD group Comms media monitoring Stakeholder engagement plan | <ul style="list-style-type: none"> Building and fostering external relationships to help the Commission understand its risks and be in a position to respond to these as and when required. Working with Stats NZ to mitigate risk that there are critical requirements of common print supplier by both agencies (that cannot be met) in 2023. CEO engagement with external stakeholders Centralising enquiries for GE2023 and rolling up info within Zendesk to provide a better picture of the environment |
| Further Mitigations | <ul style="list-style-type: none"> Seek to build 'our constituency' further and deeper Developing a 'resilience framework' | <ul style="list-style-type: none"> Recruitment of a role focused on stakeholder management to ensure we are attending to relationships and co-ordinated |
| Responsible Manager | <ul style="list-style-type: none"> Mark Lawson | |
| Contingency | | |

Status Tracking

First identified
21 Sept 21

Last updated
27/07/23

Trend stable

| Previous state | Current state |
|--|--|
| <p>Strengthening relationships at a National level with key external agencies e.g. Iwi Chairs network. Greater intelligence from the ground is flowing through.</p> <p>The nature of public debate has become more pejorative and intense which runs the risk of cutting across our work with Māori. Keeping a watching brief on broader environment with our partners</p> | <p>Extensive operational relationships in run up to GE supporting our delivery and system connections.</p> |

VERSION CONTROL

| Date modified | By whom | Reason | Comment |
|---------------|-------------|--|--|
| 14 June 21 | Mark Lawson | Initial draft created – capturing risks identified to date at SMT risk workshop | |
| 13 July 21 | Mark Lawson | Adapted following SMT risk workshop 2 – some changes to the naming of risks. Focus of the workshop was on analysing gross and target risks. | One risk removed from workshop 1: <i>“Staff response to organisational change”</i> and consolidated into another risk as a driver of <i>“Capacity to deliver on strategic objectives”</i> . New risk (11) added <i>“Failing to meet obligations to prevent or respond to a major health and safety incident”</i> |
| 20 July 21 | Mark Lawson | Adapted following SMT risk workshop 3. Focus of the workshop was on current risk. | Risk owners agreed. Agreed to circulate to SMT to complete current status and finalise draft risk profile. |
| 23 July 21 | SMT | Update of current status and content for individual risk treatment plans | |
| 13 Sept 21 | SMT | Update of actions taken to help mitigate individual risks (captured in the treatment plans) | |
| 21 Sept 21 | Board | Risk workshop undertaken by the Board results in the addition of further risks to the register and some further additions to existing risk treatment plans | Risks 12 <i>“Over-reliance on core staff results in critical points of failure”</i> and 13 <i>“Failing to understand and/or connect with the wider environment results in unforeseen consequences and/or limits our resilience”</i> added |
| 29 Sept 21 | SMT | Circulated to SMT for input and any changes following Board meeting on 21 Sept | Minor changes made |
| 17 Nov 21 | SMT | SMT risk review | |
| 01 Feb 22 | SMT | SMT risk review | Updates to status. Additional risk added (<i>“14. Lack of planning and preparedness for key structural changes within the organisation”</i>). Risk 11 (Health and Safety) redefined to better reflect current situation. |

| Date modified | By whom | Reason | Comment |
|---------------|----------------|--|--|
| 21 Mar 22 | SMT | SMT risk review | Three risks were modified to better reflect the current environment and issues (Risks 1 " <i>Loss of trust in the electoral system</i> ", 9 " <i>Critical system failure at a critical time</i> ", and 14 " <i>Insufficient planning and preparedness results in poorly embedded organisational change</i> ") A minor technical change was made the Operational Framework, changing the title of orange risk ratings from "High" to "Medium" to further encourage early reporting of those risks. |
| 03 May 22 | SMT | SMT risk review | <i>Risk 4 "Insufficient funding and/or lack of certainty about funding"</i> was modified to reflect the fact that there will be funding certainty through the budget by mid May |
| 15 Jun 22 | SMT | SMT risk review | <i>Risk 14 "Insufficient planning results in poorly embedded organisational change"</i> was modified to reflect the fact that the Commission has now moved from planning into implementation of changes which are now being embedded. |
| 3 Aug 2022 | SMT | SMT risk review | Regular evaluation of risk profile and consideration of SMT's recent environmental scan work on the profile as a whole. A number of risk ratings (4) were changed as a result of this review. |
| 07 Sep 22 | EMT/SLG | Regular risk review | Risk 11 was modified to include wellbeing – " <i>Failing to meet obligations to implement robust health, safety and wellbeing practices</i> " |
| 22 November | Leigh Deuchars | Updated overall risk and risk 17 for circulation | Proposed upward trend in 7,10, 12 and 14 due to current context. 14 changed to red |
| 2 December | ELT | Regular review | Proposed upward trend in 7,10, 12 and 14 due to current context. 14 changed to red |
| 2 December | ELT | Deep dive outcome | Changes to risk 12 to reflect ELT workshop |
| 27 March | ELT | reviewRegular | Changes to risk 10- decreased trend due to implementation of MEO, risk 12- reduced., risk 14 recommend closing (TBC at Board), note cyber security risk deep dive is needed |
| 24 July | Kristin Leslie | Regular review – Q4 22-23 | Minor changes across all risks to reflect quarter, particularly GE 2023 prep activities, risk 14 removed per May board decision. |

Terms

- **Threat**
An unwanted event or act. E.g. Major adverse natural event. These are what we need to **monitor**.
- **Vulnerability**
The weaknesses in the organisation that might make the consequences more severe.
- **Consequence**
The effect of a threat on the organisation. E.g. denial of access to voting places etc. These are what we need to understand and be able to **mitigate**.
- **Impact**
The magnitude/severity of the consequence. E.g. Extreme
- **Likelihood**
The probability of the threat occurring. E.g. Feasible
- **Risk**
The uncertainty, created by a threat, for an organisation to be able achieve its objectives. Risk is a combination of impact and likelihood. This is what will help us **prioritise** which **threats** and **consequences** to focus our effort on.
- **Mitigation**
What we are doing to reduce the likelihood. E.g. monitoring.
- **Contingency**
What we are doing to reduce the impact. E.g. BCP.

Definitions

| | | | | | | |
|------------|---------------|-------------|---------------|-------|-------------|-------|
| LIKELIHOOD | Very Likely | L | M | C | C | C |
| | Likely | L | L | M | C | C |
| | Feasible | L | L | M | M | C |
| | Slight | L | L | L | L | M |
| | Very unlikely | L | L | L | L | L |
| | | | Insignificant | Minor | Significant | Major |
| | | CONSEQUENCE | | | | |

| Risk response criteria | |
|------------------------|--|
| Rating | Description |
| Critical | Immediate: requires management oversight - escalation, improved actions, resources and strategies required to reduce, transfer or control the risk. |
| Medium | As soon as possible: requires management visibility - reporting via responsible governance channel, improved actions, resources and strategies required to reduce, transfer or control the risk. |
| Low | Maintain: current actions, resources and strategies to prevent escalation of risk. Can be managed through delegation or in a decentralised way with central oversight. |

| Risk likelihood criteria | |
|--------------------------|---|
| Descriptor | Description |
| Very likely | The event occurs frequently and will likely occur |
| Likely | The event has occurred before and will likely occur |
| Feasible | The event could occur at some time |
| Slight | The event rarely occurs but could |
| Very unlikely | The event may occur only in exceptional circumstances and hasn't before |

G Gross – unmitigated risk
 C Current – with current mitigations
 T Target – mitigated risk

Definitions

consequence ratings

Risk consequences criteria

IN CONFIDENCE

| Factor | Insignificant | Minor | Significant | Major | Extreme |
|---------------------------------|--|---|--|---|--|
| Financial | - Cost overrun <1% | - Cost overrun 1%-3% - Procurement issues | - Cost overrun of 3%-5% - Probity issues | - Cost overrun of 5%-10% - Fraud | - Cost overrun of >10% - Systemic control failure |
| Trust & Confidence | -Minor disagreements with/between key stakeholders | - Relationship issues between key stakeholders - Minor/ one-off reputational damage - Minor localised disengagement among voters | - Significant one off or ongoing relationship issues - Significant one off or ongoing reputational issues - Contained breach of personal information - Localised disengagement among voters | - Severe breakdown of key relationships - A one-off event or series of events resulting in loss of confidence from one or more key stakeholders and the public - Breach of personal information - Disengagement among voters | - Breakdown of key relationships impacting on the success of the Elections and sustained loss of public trust and confidence - Significant breach of personal information |
| Safety & security | -First aid treatment, injury or illness requiring treatment -Near miss incident | - Injury or illness impacting the business - Minor disruption to a limited number of locations | - Multiple injuries or widespread illness - Significant near miss - Large scale human disruption (protest) | - Attack from organised Group - Insider misuse of system/information - Public safety issues | - Death or permanent disability injury - Systemic safety and or security failure - Widespread and sustained disruption to an Election event -Loss of 'live' voting papers |
| Media/ social media | -Minor community issues -One-off negative localised media coverage | - Localised community concerns and disruption - One-off negative national media coverage | - Sustained negative media coverage - Significant localised community concerns | - Sustained adverse national media/ social media coverage - National concern | - Sustained adverse international media/ social media coverage - International concern |
| Business continuity | -Minor delays and impacts on localised operations -Recovery within 30 minutes during an event | - Delays and impacts on some aspects of national operations - Recovery within 60 minutes during an event - Some external disruption | - Delays and impacts on some aspects of events - Recovery within 6 hours during an event | - Significant external disruption - Recovery taking longer than 6 hours during an event | - Delays and impacts on an Election event as a whole - Recovery taking longer than 24 hours during an event - Significant external disruption |
| Critical infrastructure failure | -Minor, localised interruption failure | - Multiple localised interruptions | - Significant one-off event resulting in sustained interruption | - Significant national disruption to one or more aspects of operation | - Systematic failure - Widespread and sustained disruption |
| Capability | -Minor internal gaps in capability -Some tasks not completed on time or to expectation | - Minor gaps in capability impacting e.g. the public in one location | - Major capability gaps - Some tasks impacted | - Significant capability gaps - Inability to deliver some key tasks | - Significant capability gaps impacting on the delivery of an Election - Inability to deliver a significant number of key tasks |
| Technology | -Minor/ localized technology interruption | - Minor/ localised ongoing technology interruption - Minor/ weak attack | - Minor national technology interruption - Data security concern | - Major technology interruption impacting on event delivery - Sustained attack | - Significant technology interruption impacting on General Election delivery with long-term impact - Data loss |
| Political/ Legislative | -Isolated non-compliance with legislation/regulation/ contract | - Breach of contract - Political party scrutiny | - Multiple non-compliance incidents | - Significant breach of legislation/ regulations/ contract | - Litigation - Parliamentary scrutiny |

Item #: 23.13-06
Item: **Enterprise Risk update: Counter-disinformation risk**
To: Electoral Commission
For: Board meeting 13 September 2023
Prepared by: Leigh Deuchars, DCE SGD

Recommendations

It is recommended that the Board:

1. **note** the attached update on managing disinformation
2. **note** the cyber security update is included in the cyber security item from Enterprise Services
3. **discuss** overall Commission preparations in each of the areas
4. **note** the managing disinformation does not include an assurance comment due to the absence of the Manager Strategy, Risk and Assurance
5. **note** that updates from previous deep dives have been incorporated into the regular reporting channels, and have been included in the monthly update.

Purpose

1. This paper updates the Board on cross-Commission activities to anticipate, prepare for, manage and mitigate the impacts of mis- and disinformation.

Background

2. On 17 May 2023 the Board commissioned a series of enterprise risk deep dives on potential issues where the Board would like to seek further assurance. The purpose of these pieces of work is for identified areas:
 - a. to provide the Board with a holistic, summarised view of the risk and how it may impact outcomes the Commission seeks to enable; which Commission activities or programmes of work may be impacted; and how the Commission has prepared to reduce, mitigate, avoid or respond. (This view should improve board visibility or confidence that the risk is broadly understood and being actioned in a coordinated manner at the appropriate levels within the Commission.)
 - b. to enable the Board to have a conversation about whether activities being undertaken result in an overall risk profile which aligns to the risk appetite and risk tolerance of the Commission.

Discussion

3. The potential issues were acknowledged not solely to be areas where risks may materialise, but also where they may be perceived to have materialised. Therefore, the Commission needs to be well prepared to make statements to redress incorrect or incomplete public understanding of the risk.
4. The first round of updates on recruitment; disruptive events at voting places; and privacy and information management were delivered in July, and two further updates on cyclone / flood-affected areas and Māori engagement, were considered on 16 August.

5. The Cyber security and managing disinformation are the final two deep dives of the items requested by the Board.

Next steps

4. Further updates in any areas covered by the deep dives will be covered through the regular reporting channels.

Appendix

Appendix: A3 Update on managing disinformation

Enterprise Deep Dive: Managing disinformation

Environmental driver description

Trust and confidence are core to enabling both participation in democracy and the social mandate for those elected. Some researchers are claiming that trust and confidence in institutions is eroding. This is combined with increasing levels of mis and disinformation.

5 Sep 2023

| | | | | | | | |
|--|--|-----------------|--|--|---|---|---|
| <p>Establishing Context</p> <p>What is the risk that the Board specifically need to be concerned about?</p> | <p>Disinformation is a systemic issue, and not all of it is within EC's control. The Board is likely to be interested in:</p> <ol style="list-style-type: none"> How mis- and disinformation is impacting our legislative responsibilities. How the Commission is ensuring that correct information re: voting and the election is being made available In relation to the wider system, what awareness and connections does EC have to identify and mitigate the impacts on the system we operate within | <p>Key data</p> | <p>International Idea study - overall increase in mis- and disinformation.</p> <p>Most disinformation attacks are being launched during the electoral campaign (33%) and voting operations and elections day (24%).</p> <p>The Information Environment around Elections International IDEA</p> <p>Escalated by social fragmentation and reduced trust in institutions of government.</p> | <p>How may this risk or issue impact us?</p> | <ul style="list-style-type: none"> Lower participation rates Unless proportionate action taken to manage impact of disinformation, EC won't be seen as doing its job Lack of awareness of trend and how it is impacting our society means we won't be prepared or able to take appropriate action to complete our mandate effectively and efficiently. | <p>Key factors that influence our success in this space (internal and external)</p> | <ul style="list-style-type: none"> Prevalence and type of mis- and disinformation. How we communicate and connect with the communities we serve. How we react/respond to mis and disinformation about the electoral process Reputation of EC (as a trusted, neutral source of truth). |
|--|--|-----------------|--|--|---|---|---|

| | | | | | |
|--|--|---|---|---|--|
| <p>Commission activities</p> <p>Key area 1</p> <p>Understanding mis and disinformation environment</p> <p>Parts of business / project involved, what they have considered, and the goals they wish to realise. Summarise key activities being undertaken to prepare, address or respond.</p> | <p>Staff involved: ELT, Comms, Security Advisor, election delivery leaders</p> <p>Considered: Roles in system, intelligence sources, overall trends</p> <p>Goals: Despite dispersed accountabilities across the system, we will have a joined-up view of mis- and dis information.</p> <p>Activities:</p> <ul style="list-style-type: none"> Overall trust environment and participation with public sector system partners i.e. DPMC trust working group Links with academics and commentators Strategy work (and others) look at global trends Monitoring themes across media and social media Senior Officials Committee and Risk and Security working group Communication of key messages to the public and communities Discussion with other Electoral Management Bodies Board meetings with CEs of related system agencies | <p>Key area 2</p> <p>Getting right messaging and information</p> | <p>Staff involved: Comms, SEP, VS</p> <p>Considered: not repeating misinformation when correcting, ensuring accessible messages, ability to quickly respond, proactively informing the public about integrity of system</p> <p>Goals: The public rely on the information from the Commission as the 'source of truth'.</p> <p>Activities:</p> <p>SEP – understanding community misunderstandings and correcting.</p> <p>Accurate and accessible info on our services and how the process works</p> <p>Good data (ours) that's substantiable</p> <p>Trust and security strategy is underpinned by a deliberate Electoral Integrity plan for the election:</p> <ul style="list-style-type: none"> Proactive engagement with media to establish that EC is source of the facts, correct any misinformation Public engagement - including heavy social media focus Pre- bunking and information sharing about elements of the electoral process- providing resources that can be shared Pre-prepared FAQs | <p>Key area 3</p> <p>Ensuring information gets to where it needs to go</p> | <p>Staff involved: Comms, Legal and Policy, ELT</p> <p>Considered: passing on intel as well as receiving it, maintaining networks, clarifying our role</p> <p>Goals: We work across the system to share information and support the public.</p> <p>Activities:</p> <ul style="list-style-type: none"> Publishing information on our role and who to contact for what issues Broadcasters and publishers guidance Networks of agencies across the sector Social media company briefings |
|--|--|---|---|---|--|

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|---|---|---|---|--|--|
| <p>Monitoring</p> <p>What visibility has the Board had of key programmes and how the risk is being dealt with?</p> | <ul style="list-style-type: none"> Misinformation briefing – September 2022 followed by trust framework updates and Trust and Security plans Overarching Communications Strategy and Public Information and Education Strategy for the 2023 General Election Integrity communications plan (subset of the above) Monitoring through the Commission's risk profile | <p>How does management monitor and maintain confidence in these areas?</p> <p>How is success monitored?</p> <p>What is the trend?</p> | <ul style="list-style-type: none"> Intelligence from other system agencies Comprehensive plans and products prepared Weekly discussions at ELT on risk and media/social media content Risk profile updates Will be monitored through the GEDT and through Risk and Security Operations group | <p>What key information or milestones will trigger action?</p> | <ul style="list-style-type: none"> News reporting Social media commentary Complaints Reports from Community engagement teams or key partners Alerts from other agencies |
|---|---|---|---|--|--|

| | |
|---|---------|
| <p>Overview</p> <p>any gaps?</p> | <p></p> |
|---|---------|

Item #: 23.13-07

Item: **Cyber-security update including enterprise risk, cyber-security dashboard & 6(c), 9(2)(k) review of GE23 cyber privacy & resilience readiness**

To: Electoral Commission

For: Board meeting 13 September 2023

Prepared by: Leigh Deuchars, DCE Strategy Governance and Development
Lucy Hickman, DCE Enterprise Services

Recommendations

It is recommended that the Board:

1. note the summarised state of cybersecurity at the Commission (informed by a variety of pieces of work completed and included here)
2. note the key focus areas and priorities for cybersecurity in the run up to the election and beyond (informed by a variety of pieces of work completed and included here)
3. note the suite of cybersecurity work which has been recently completed, including:
 - Enterprise Risk Deep Dive on cybersecurity
 - Cybersecurity privacy and resilience readiness review from 6(c), 9(2)(k)
 - Cybersecurity update from the business (presented to the July 28 Board meeting)
4. note the management response to the 6(c), 9(2)(k) action plan, and the activities management have and are taking in response
5. note 6(c), 9(2)(k)
6. endorse:
 - a. the proposed cyber security priorities for the Commission in the lead-up to the 2023 General Election
 - b. the proposed Commission response to the 6(c), 9(2)(k) cyber security, privacy and resilience readiness review.

Purpose

1. This paper updates the Board on the overall cybersecurity context, readiness for the election, key risks and priority work areas.

Comment

How we are informing our assessment of cyber security readiness

2. Significant work has been undertaken to understand and prepare the election for cybersecurity threats, and EC's technology landscape has changed significantly since the 2020 General Election.
3. Two key reviews have informed our assessment of requirements: 6(c), 9(2)(k)

- 4. The cyber threat environment is constantly evolving. The reviews above are complemented by a range of monitoring and intelligence gathered from scanning the environment and a close relationship with specialist agencies such as [redacted] 6(c), 9(2)(k).

Where are the risks to the Commission?

- 5. Despite considering the challenges from different perspectives, there is general consensus amongst the reviews [redacted] 6(c), 9(2)(k) about the risks in our context. These are outlined below:
 - An escalating risk of ransomware and DDoS attacks and campaigns, particularly toward third parties and key service providers
 - The manipulation of staff, either directly or via means such as phishing, leading to access to our network or introduction of malicious software.
 - Vulnerability scanning to identify weaknesses - against IP ranges and via phishing
 - Hacking or espionage directed at key networks.
- 6. The [redacted] 6(c), 9(2)(k) also highlighted the risk of actors impersonating the EC in phishing the general public which would require sophisticated incident and reputation management.

- 7. [redacted] 6(c), 9(2)(k)
 - [redacted]
 - [redacted]
 - [redacted]
 - [redacted]

How we are responding

- 8. The response to these challenges can be categorised in three key areas:
 - Systems resilience - Prevention and Protection
 - Staff knowledge and processes to respond to problems
 - Ability to recover and continue operating.

Systems resilience

- 9. [redacted] 6(c), 9(2)(k)
- 10. [redacted] 6(c), 9(2)(k)

Staff knowledge and capacity to respond

- 11. [redacted] 6(c), 9(2)(k)
- 12. [redacted] 6(c), 9(2)(k)

13. [Redacted] 6(c), 9(2)(k)
 [Redacted]
 [Redacted]
 [Redacted]
 [Redacted]

Ability to recover and continue operating

14. [Redacted] 6(c), 9(2)(k)
 [Redacted]

15. [Redacted] 6(c), 9(2)(k)
 [Redacted]
 [Redacted]
 [Redacted]

Priorities before GE 2023

16. [Redacted] 6(c), 9(2)(k)
 [Redacted]
 [Redacted]

| Focus | Why important | What is being done |
|--|--|--|
| 6(c), 9(2)(k) [Redacted] | | |
| [Redacted] [Redacted] [Redacted] | [Redacted] [Redacted] [Redacted] [Redacted] | [Redacted] [Redacted] [Redacted] [Redacted] |
| [Redacted] | [Redacted] [Redacted] [Redacted] [Redacted] | [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] |
| [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] | [Redacted] [Redacted] [Redacted] [Redacted] | [Redacted] [Redacted] [Redacted] |
| [Redacted] [Redacted] | | [Redacted] [Redacted] [Redacted] |

| | | |
|---------------|--|--|
| 6(c), 9(2)(k) | | |
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Enterprise Risk Deep Dive on cybersecurity

17. An Enterprise Risk Deep Dive providing a holistic view of Cybersecurity state of the Commission is attached as **Appendix 1**. Overall it notes that for identified risks we have plans in place that are pragmatic to manage risk for where we are in the electoral cycle.

6(c), 9(2)(k) Cybersecurity, privacy and resilience readiness review

18. We wish the Board to have a clear view of our readiness and the steps we are taking in the run up to the election. **Appendix 2** contains the report provided by 6(c), 9(2)(k).
19. We do not propose to action the plan as provided by 6(c), 9(2)(k) but have reviewed the recommendations (and the underlying assumptions). **Appendix 3** (Management Comment and Plan in response to draft 6(c), 9(2)(k) review: 2023 GE Cyber, Privacy and Resilience readiness) contains our comments and plans in response to the recommendations received for immediate action.
20. We have comfort that subsequent to this review and further steps as detailed in the management plan attached that the Commission has or is undertaking a wide suite of actions relating to cybersecurity.

Update from the business: cybersecurity dashboard

21. Included for your reference as **Appendix 4**, is the Cyber security dashboard provided in the 28 July Board meeting.

6(c), 9(2)(k)

[Redacted line]

[Redacted]

Next steps

23. The Board will receive progress updates on implementing improvements indicated in these reports as part of monthly performance updates, and for the assurance items, in detail as part of the forthcoming quarterly assurance updates, which will provide detailed reporting on implementation of recommendations from assurance reviews.

Appendices

- 1: Enterprise Risk Deep Dive - cybersecurity
- 2: (b) (5) - ACP review: 2023 GE Cyber, Privacy and Resilience readiness
- 3: Management Comment and Plan in response to (b) (5) - ACP review: 2023 GE Cyber, Privacy and Resilience readiness.
- 4: Cybersecurity Dashboard containing business activity
- 5: (b) (5) - ACP

Status Report – GE2023 Programme Status Report

| | | | | | | |
|-------------|-----------------------------------|----------------------|------------------|------------------|-------------------------|-----------------|
| From | Emily Redmond, Programme Director | Report Period | 17 December 2022 | 22 February 2023 | Governance Group | Programme Board |
|-------------|-----------------------------------|----------------------|------------------|------------------|-------------------------|-----------------|

| | | | | | | | | | | |
|---------------------------|---------|--------------------------------------|----------|---------------------------------------|----------|------------------------------------|---------|------------------------------------|-----------|------------------------------------|
| Overall RAG status | Current | ● | December | ▲ | November | ✘ | October | ✘ | September | ✘ |
|---------------------------|---------|--------------------------------------|----------|---------------------------------------|----------|------------------------------------|---------|------------------------------------|-----------|------------------------------------|

| | | |
|------------------------------|--|--|
| Overall RAG Status Indicator | ✘ | If any one of Scope, Milestone, Budget, or Quality is reporting Red . OR If any one of Scope, Milestone, Budget, or Quality is reporting Amber and Risks/Issues or Resources/Delivery Partners is reporting Red . OR If any two of Scope, Milestone, Budget, or Quality are reporting Amber . |
| | ▲ | Only one of Scope, Milestone, Budget, or Quality is reporting Amber . OR Resources/Delivery Partners and Risk/Issues is reporting Red . |
| | ● | Scope, Milestone, Budget, and Quality are key status indicators for reporting Green . Resources/Delivery Partners and Risk/Issues may be Amber . |
| | | Not applicable/no information available |

<If overall status is AMBER or RED include what needs to happen for the project to return to GREEN>

| Summary |
|---|
| <p>Decisions required from Programme Board There are a number of papers to be considered this month for the Programme Board, including the MEO community engagement plan (for approval), the Trust and Security draft strategy (for feedback), Translation approach to Te Reo (for approval), scenario planning (for input and feedback) and processes and assurance (for approval).</p> <p>Executive Summary The overall status of the programme has reduced from AMBER to GREEN. There is confidence that cost pressures identified for 22/23 can be solutioned within the current Electoral Commission budget (to be confirmed in April) however the 23/24 budgeting round, taking place now, will determine if cost pressures for the coming year can be solutioned. The financial status is GREEN, however this may increase to AMBER following the 23/24 budgeting outcome. The milestone status indicator is now reporting GREEN. The ARTS project has done a replan and a date change request was approved at the recent Steering Group meeting, enabling most of the key milestones to return to GREEN.</p> <p>The impact of cyclone Gabrielle has been considered and impacts are included for the programme board as part of the scenario planning agenda item.</p> <p><u>Schedules and dates</u> With the announcement of the election date there is a focus on updating schedules and the critical path is being reviewed and updated. This work will be completed in February and the final integrated schedule can soon be confirmed.</p> <p><u>Planning Assumptions</u> We have completed another round of GE2023 common assumptions review. There were a number of updates (over and above the obvious ones regarding the date change) including:</p> <ul style="list-style-type: none"> For MEO The public information and education campaign will run from when legislation is implemented on 31 March until the start of the exclusion period on 13 July 2023 (this is five weeks longer than previous planning assumptions) There will be additional budget in FY2023/24 and FY 2024/25 to deliver ongoing Māori Electoral Option messaging after the 2023 General Election (note that this assumption has not been confirmed and will be worked through during the 23/24 budgeting round) There is an exclusion period from 13 July to 14 October when Māori cannot change roll types 57% digital entry (approx. 711k) new and updated enrolments between EUC start and ED Roll Close (increased from 40% but now consistent with GE2020) The level of activity in market for the public information and motivation campaign will reduce, relative to 2020, because of inflation, media costs and a single campaign budget The public information and education campaign will be delivered with a budget of \$7.85 million Advertising to support the enrolment update campaign will be delivered from 30 July to Writ Day, Sunday 10 September. Enrolment and voting messages will continue until election day The enrolment campaign start date will move from 3 July to 30 July. <p><u>Risk & Security</u> Work has begun to:</p> <ul style="list-style-type: none"> Get the Risk & Security workstream underway: <ul style="list-style-type: none"> inter-agency - nominations for representatives from other agencies have been received and the first meeting is on 23 February (there are also internal representatives on this group); internal working group – we have a core group identified and the first meeting is on 24 February; Ensure that critical relationships are in place, key stakeholders are on board about the direction of this work and that roles and responsibilities are well understood: <ul style="list-style-type: none"> inter-agency – we are regular attendees at the <i>Major Events Security Committee</i> and Karl and Mark will be attending the <i>Security Intelligence Board</i> from March (both part of the National Security System framework run out of DPMC) – the focus of these meetings at present is educating external support agencies about the elections context/key risks and ensuring that we have support and engagement going forward; |

- internal - we are preparing a *Trust and Security Strategy* for the EC Board for their March meeting. The document (presented to the Programme Board in draft):
 - provides context for the operating and external risk environments into which the GE2023 event will be delivered;
 - describes the inter-agency governance arrangements and how the work 'fits together';
 - describes the broad workstreams of a Commission-led approach to support safety of and trust in GE2023;
 - describes the objectives of these workstreams and set out the main strands of work being undertaken across the Commission within the workstreams.
- Next steps for this programme of work are:
 - evaluating our current protections, identifying the main gaps in the work programme and key decisions that need to be taken through the internal workshop (including e.g. implications for the budget);
 - documenting the strands of work occurring across the organisation in support of the trust and safety of GE2023 into a consolidated project plan at a more fine-grained level to track progress against a centralised view;
 - progressing the inter-agency support work to develop a risk profile and begin to work with the agencies on mitigations and support arrangements;
 - recruiting a *Senior Advisor Interagency Liaison* to support this work.

IQA

Caravel have been appointed to undertake the IQA, interviews have begun and key documents have been shared with them.

Field update

The Electorate Managers (EMs) are started on February 13 and their training is being held on February 20 to 23 in Wellington. All but Southland and Invercargill HQ properties have been secured (although there is positive progress) and the technology set up in HQ locations is underway.

Successes for reporting period:

(Programme) IQA commenced

(C&E) The Public Information and Education campaign strategy was approved by the Electoral Commission Board.

(C&E) The Advertising Services Order (ASO) for the Public information and Education Campaign has been submitted to the Electoral Commission Board for approval.

(C&E) Work is underway on the Kids Voting programme with placement of advertising confirmed in school magazines and stakeholder communications to schools to start in March. An online registration form for elections.nz is being built.

(E&CE) Endorsement of the Strategic Engagement and Partnership Strategy by the Electoral Commission Board.

(RPR) Successful creation of an EMS employee via the SnapHire to EMS integration enterprise service bus component.

(RPR) The Enterprise Service Bus (ESB) integration to MoJ has successfully sent a test file to the MoJ SFTP server.

(RPR) Successful replanning session.

(VS) Leased 63 electorate Headquarters, with termination dates of 31 December 2023. Our only outstanding Electorate are Invercargill and Southland.

(VS/ES) Employed all 65 Electorate Managers

(VS) Employed a new Auckland South Regional Manager

(VS) Sent Volume 1 of the Operations Manual to the printers on 16 December, on schedule

(VS) Delivered the "Appointment Supplies" to the EMs (including Volume one of the Operations Manual

(VS) New AoG agreement for Stationery was signed in January, allowing us to order GE2023 Stationery

(VS) Successful dress rehearsal for Electorate Managers' training.

(GETP) All procurement complete

(GETP) Prepared Electorate Manager laptops and mobile phones for IT induction events

(GETP) Created Electorate Manager user accounts

(ES) Post announcement of the date of the 2023 General Election, update variation letters issued to RM's RAs and EMs with new fixed term end dates.

Details on specific areas of work/workstreams.**OPERATIONS GROUP****Communications and Education**

The monthly status report for Communications and Education can be found [here](#). The overall status is GREEN. There has been a huge focus on MEO.

Enrolment and Community Engagement

The monthly status report for Enrolment & Community Engagement can be found [here](#). The overall status is GREEN. There has been ELT agreement to push the start of the enrolment campaign out from 3 July to 30 July due to the confirmation of the election date.

The GE2023 Strategic Engagement and Partnership Strategy is complete and was presented to the Board for endorsement which was granted.

Centralised Enquiries Project

The monthly status report for the Centralise Enquiries Project can be found [here](#). The overall status is GREEN. In the last month the focus has been on analysis and engagement with Zendesk.

Voting Services

The monthly status report for Voting Services can be found [here](#). The overall status is GREEN. The main focus has been preparing for the Electorate Manager training event from 20-23 February.

Recruitment Process Redesign (ARTS)

The monthly status report for the Recruitment Process Redesign project can be found [here](#). The overall status is RED, however following the approval of the date change request, it has now returned to GREEN. A replan activity took place with the business, and the launch date is still set for the end of April.

ENTERPRISE SERVICES**GETP**

The monthly status report for GETP is GREEN and can be found [here](#). The focus for the last month has been finalising all procurement activities, which are now all complete.

Work now shifts to the implementation phase of the project, starting with the fitting out of technology at 65 Electorate Headquarters and preparing for the onboarding of Electorate Managers.

Enterprise Services

The monthly status report can be found [here](#). The overall status is GREEN.

The focus for the IT workstream over the past month has been the focus for the IT workstream since December Steering Group has been;

- Replanning and realigning the IT work plan to the confirmed GE2023 Election date.
- Working with ARTS project on confirming schedule of IT related tasks
- C&A for the Enterprise Service Bus

The ES workstream has been busy with:

- Supporting managers with Snaphire and working on Phase 2, including the Ops Manual for VS.
- Finalising Induction for electorate Managers to be presented this month.
- Finalised master forms for RRM and LSM recruitment e.g., interview templates, phone screening.
- All job descriptions for GE with Voting Services are being finalised.

Focus for next month:

- Baselining of all GE project schedules with the confirmed election date
- Project Dependencies & Critical Path updated
- Workstreams continuing to meet their milestones
- Complete the procurement plan and ASO for recruitment advertising
- Kick off Zendesk Phase 2 enhancement work.
- Start work on Centralised Enquiries Service Model.
- Finalising and undertaking the EM Training event to be held in Wellington between 20-23 February
- Complete the SnapHire configuration for Voting Services General Election recruitment
- Full SnapHire to MoJ integration complete
- Full SnapHire to EMS integration complete
- Recruitment Process Redesign - C&A Phase 2 complete
- Onboarding 65 Electorate Managers at 5 IT induction events in Auckland, Palmerston North, Taupo, and Christchurch
- Start fitout of technology at Gibson Sheat Centre for the Centralised Processing Team
- Continue implementing network circuits at Electorate Headquarters
- Continue setting up all technology at Electorate Headquarters
- Update GE2023 Recruitment Plan to include all roles.
- Complete Induction for Field training presentation
- E&CE -Kick off meeting with Blue Star – Roll Print
- E&CE - Secure EUC suppliers with SOW

For the table below please refer to the [RAG Status guide](#) to understand the ratings

| Key Status Indicators | Status | | | Comments and expected actions. If AMBER or RED include what needs to be done to return to GREEN |
|-----------------------------------|-------------|-------------|-------------|---|
| | Last Report | This Report | Next Report | |
| 1. Risks | ● | ● | ● | There are currently four medium programme risks and five low risks. This report contains only medium and critical risks and the low risks have been omitted. Since the last reporting period three medium risks have been closed. |
| 2. Issues | ● | ● | ● | There are no issues reported this period. No change from the last reporting period. |
| 3. Budget | ● | ● | ● | This green status relates to the 22/23 financial year. It is likely there will be cost pressures identified for 23/24 and this will be reported on following the 23/24 budgeting exercise which is taking place currently. |
| 4. Milestones | ▲ | ● | ● | Work is underway to reset milestones following the announcement of the election date. A decision was agreed at Steering Group that dates that change due to the election date announcement won't need to go through a formal change request. The milestones included in this report will be overhauled once the individual workstream schedules have been update. The ARTS project replan has taken place and a change request has been approved at the last Steering Group meeting, meaning many key milestones that we previously reporting red have returned to green. There are a few milestones that are not reporting green, however the overall project associated with these milestones will meet the approved delivery date, hence the overall milestone status reporting green. |
| 5. Scope | ● | ● | ● | There are no changes to programme scope. |
| 6. People Resources | ● | ● | ● | Additional resources continue to be recruited for, but there are no concerns |
| 7. Delivery Partners ¹ | ● | ● | ● | There are no delivery partner concerns, however it is not yet known if cyclone Gabrielle will impact on delivery partners. This is still being determined. |
| 8. Quality | ● | ● | ● | There are no quality concerns. |
| 9. Dependencies | | | | Known dependencies are being actively managed. |

¹ Note: A delivery partner is defined as an external vendor, service provider or other agency contracted to deliver components of the project.

1. Risks

The risks below have been identified as Programme risks. They do not include risks raised for each workstream. The full risk register can be found [here](#).

| Risk Owner | Risk title | Risk category | Risk description | Treatment Action (Mitigations) | Treatment action log | Assessment of CURRENT Risk | | | Last date reviewed |
|---|--|---------------|---|---|---|----------------------------|-------------|-------------|--------------------|
| | | | | What can be done to reduce the likelihood? | | Likelihood | Consequence | Risk Rating | |
| All ELT Managers | Reliance on key staff | Capability | IF, we continue to be reliant on a on a small number of key SME's and workloads remain high THEN if any of those people get sick, burnt out or leave the organisation, this will compromise our ability to deliver and creates critical points of failure | <ol style="list-style-type: none"> 1. Identify and document key staff and key roles 2. BCP work has required that back-up plans are identified and documented including cover for critical tasks. Revisit this document to ensure it is still valid 3. Review the TOM work which has identified critical staff risk and has incorporated this into the organisational changes being implemented to determine if it is still valid and if it has mitigated any risk 4. Identifying back-ups for all key staff during the GE 5. Document all critical GE delivery processes showing clear ownership and back ups 6. Staff retention and attraction policies and practices being implemented 7. Recruitment, H&S, BCP, reprioritisation 8. Review of GE 2023 critical path to identify critical points of failure and where we may need to have more documentation around process. 9. Identify ways to support critical staff if a crisis arises that they need to deal with 10. Develop and roll out succession planning including understanding and planning for career pathways 11. Identify substitutes and ensure they are well informed to be able to step in 12. Capture knowledge to make it readily accessible for others 13. Run an ELT workshop to identify critical issues and develop a shared plan going forward. | <p>Items 1-4 have been implemented</p> <p>Sept 22: A workshop will be run with ELT on 12 October, focussing on implementing mitigations</p> <p>14 October: A first workshop was run with ELT which did a deep dive into this risk. New mitigations were identified. Not everything was completed, so another will be run and this risk will be updated as a result of the two workshops next month.</p> <p>11 Nov – this risk needs to be updated based on the ELT workshop. This will be done post Hamilton West by election</p> | Likely | Significant | Medium | Nov 22 |
| DCE Enterprise Services DCE Operations | SMEs leaving without sharing information | Capability | IF people leave without providing a substantive handover (either in person, via documentation or both), THEN we lose a significant amount of knowledge that makes the next person's role harder, potential rework and potential non delivery of items | <ol style="list-style-type: none"> 1. Managers set expectations with the team that they are to document key processes 2. Managers to ensure that when someone resigns they prioritise writing a thorough handover document 3. Managers prioritise recruitment so there is a handover period 4. P&C prioritise recruitment for critical roles | <p>Sept 22: This is a new programme risk and has been assigned to the risk owners only this month. Progress against treatments will be reported next month.</p> <p>14 Oct – progress has been made on treatment 3 & 4.</p> <p>20 Feb -The process and assurance work that is starting in March will address much of this risk as key processes will be documented</p> | Very Likely | Minor | Medium | Feb 23 |
| CIO and Business System Owner | Catalyst resource contention/resource availability | Technology | IF, the Catalyst team has resource contention due to illness and other EC projects, THEN this may delay delivery of GE projects | <ol style="list-style-type: none"> 1. Have regular meetings with the Catalyst account manager 2. Hold them to account over delivery dates 3. Have 2 EC staff on site 4. Ensure the Catalyst statement of work is realistic 5. Create a dashboard that informs EC of all the work catalyst have on and when it is due 6. Make trade-off decisions if necessary, based off information in the dashboard 7. PMs to work with Catalyst to monitor delivery 8. Ensure we are providing Catalyst with business requirements in a timely fashion 9. Ensure we are clear to Catalyst about our priorities | <p>12 Nov 21 - Weekly meetings Commenced</p> <p>19 Nov 21 - Draft Statement of Work received</p> <p>26 Nov 21 - Final Statement of work expected</p> <p>30/6/22 - A dashboard of work is prepared and will be presented to the EEV Steering Group for prioritisation</p> <p>Sept 22: Significant work has gone into prioritising Catalyst work to ensure there is clear direction so that their resources are working on the areas of greatest need. An additional resource has been secured for the next two</p> | Feasible | Significant | Medium | Oct22 |

| Risk Owner | Risk title | Risk category | Risk description | Treatment Action (Mitigations) | | Assessment of CURRENT Risk | | | Last date reviewed |
|------------|----------------------------------|---------------|---|---|--|----------------------------|-------------|-------------|--------------------|
| | | | | What can be done to reduce the likelihood? | Treatment action log | Likelihood | Consequence | Risk Rating | |
| | | | | | months to work on the MIKE system 14/10/22 – Catalyst has been briefed on the work and work continues to be prioritised with the business. 20/02/2023 - Regular prioritisation meetings between Catalyst and EC continue with focus on completion of Must have functionality for GE2023 | | | | |
| CIO | Cyber Attack on Critical Systems | Technology | IF, A malicious cyber attack were to occur on critical systems, THEN, Security of information would be at risk and systems may be down. | 1.Structured improvement of controls (technology, human, supply chain management) to enable us to continually improve our ability to identify, prevent and respond to cyber security incidents. 2.Resourcing focused on cyber security issues. 3.Draft enterprise-wide information systems strategic plan (ISSP) Phishing, training, SMT focus and leadership to inform staff. 4.Cloudflare DDoS protection. 5.Developing playbooks for incident types 6.Funding in FY21/22 budget for control improvements including resources, software and process improvements. 7.Certifying and accrediting GE critical systems. 8.Links to NCSC and acting upon security bulletins. 9.Patching applications, infrastructure regularly and quickly. 10.Pentesting applications and infrastructure annually. 11.Third party supply chain audits. 12.In the process of improving authentication/authorisation at the Commission to reduce ability for attackers to harvest credentials. 13.Implementing extra monitoring software to improve our ability to detect and prevent incidents 14.Larger Cyber Security awareness campaigns | 30/6/2022 - Treatment items 1-6 have been implemented Sept 22: Treatments 1-11 have been implemented 20/2/2023 - work continues on Treatment 12 in conjunction with the ARTS project, to automate parts of the onboarding process. Enhanced threat intelligence now implemented into device endpoints as part of Treatment 13. | Feasible | Major | Medium | Sept 22 |

2. Issues

The issues below have been identified as Programme issues. They do not include issues raised for each workstream. The full issues register can be found [here](#). There are no current medium or high programme issues to report this month.

| Issue Description | Impact on business | Management / Progress update | Impacted area | | | | | RAG | Date Reported | Assigned To | Expected Resolution Date |
|-------------------|--------------------|------------------------------|---------------|---------|---------|---------|-------------------|-----|---------------|-------------|--------------------------|
| | | | People | Process | Systems | Finance | Reputation/ Other | | | | |
| | | | | | | | | | | | |

3. Financials

The most recent budget information available is December YTD as follows:

| | Current | | | YTD | | | % Full Year Spend | |
|---------------------------------|----------------|------------------|----------------|------------------|------------------|------------------|-------------------|--------------|
| | Actual | Budget | Variance | Actual | Budget | Variance | Full Year Budget | Spend |
| Total Operating Expenses | 667,949 | 1,665,637 | 997,689 | 4,972,755 | 8,740,921 | 3,768,165 | 38,705,877 | 12.8% |

We are reporting a \$3.8m underspend YTD, however the majority of this is due to phasing. It is expected that we will spend the full budget for 22/23. Cost pressures that were identified for 22/23 are highly likely to be able to be solutioned within the current budget (this will be confirmed by April). The 23/24 budgeting exercise is underway and cost pressures for that financial year have been identified. These will be considered following the budgeting exercise.

4. Milestones

Key milestones that have been identified are listed below and these will be updated following the reset based on the election date confirmation.

Milestone key: Green = Milestone date will be met. Amber = Milestone may not be delivered on time. Red = Milestone will not be delivered by agreed baseline date

Critical path milestones are included below and a visual representation can be found [here](#). The major milestones have been reviewed following the election date announcement, although more review is required and will be worked through over the coming month.

| Workstream or Work packets | Milestone | Type | Estimated Finish Date (early planning) | Baseline Finish Date | Re-baseline finish date | Current Finish Date | Status |
|----------------------------|---|---------------|--|----------------------|-------------------------|---------------------|-------------|
| IT-GETP | All requirements completed | L0-Governance | | 24/02/22 | | 24/02/22 | Completed |
| ES | Recruitment Strategy approved | L0-Governance | | 13/05/22 | | 28/05/22 | Completed |
| ES-GETP | Procurement plan completed | L0-Governance | | 30/05/22 | | 06/07/22 | Completed |
| Programme | EC Board approval of EC Board engagement calendar | L0-Governance | | 06/7/22 | | 6/70/22 | Completed |
| ES | Electorate Manager Recruitment Go Live | Critical Path | | 8/8/22 | | 8/08/22 | Completed |
| ES | Recruitment plan approved | L1-Primary | | 10/06/22 | | 17/08/22 | Completed |
| Programme | EC Board approval of Programme Board ToR | L0-Governance | | 17/08/22 | | 17/08/22 | Completed |
| Programme | Environmental Scan to EC Board | L0-Governance | 17/08/2022 | | | 17/08/22 | Completed |
| ES-IT | All systems ready for HQ Simulation | Critical Path | | 11/9/22 | | 11/09/22 | Completed |
| Mark L | Trust in the Election to EC Board | L0-Governance | 21/09/22 | | | 14/09/22 | Completed |
| Legal & Policy | Amended policy on party registration and logos to EC Board | L0-Governance | | 17/08/22 | | 14/09//22 | Completed |
| VS-RPR | GE Implementation ready for HQ Simulation | L1-Primary | | 30/06/22 | | 23/09/22 | Completed |
| VS | HQ Simulation Start | Critical Path | | 23/09/22 | | 23/09/22 | Completed |
| Legal & Policy | Registration of political party and logo to EC Board | L0-Governance | | 12/10/22 | | 12/10/22 | Completed |
| Legal & Policy | Broadcasting allocation process and timeline to EC Board | L0-Governance | | 12/10/22 | | 12/10/22 | Completed |
| Ops- MEO | MEO implementation plan – EC Board approval | L0-Governance | | 12/10/22 | | 12/10/22 | Completed |
| VS | HQ Simulation Completed | Critical Path | | 14/10/22 | | 14/10/22 | Completed |
| Programme | Programme Management Plan to Programme Board | L0-Governance | 31/03/22 | 12/12/22 | | 19/10/22 | Completed |
| VS-RPR | Career site design and implementation complete | L1-Primary | | April 22 | | 02/11/22 | Completed |
| VS-RPR | Certification and Accreditation completed – Phase 1 | L1-Primary | | May 22 | 31/10/22 | 28/11/22 | Completed |
| VS-RPR | Privacy Impact Assessment completed – Phase 1 | L1-Primary | | May 22 | 07/10/22 | 28/11/22 | Completed |
| ES-GETP | Procurement complete | L0-Governance | | 28/10/22 | | 30/11/22 | Completed |
| Programme | Programme Management Plan to EC Board | L0-Governance | 31/03/22 | 14/12/22 | | 14/12/22 | Completed |
| Comms &Ed | GE Public Information and education campaign strategy and budget to EC Board | L0-Governance | | 14/12/22 | | 14/12/22 | Completed |
| Programme | IQA ToR to EC Board | L0-Governance | 14/12/22 | | | 14/12/22 | Completed |
| VS-RPR | Reporting tested and completed – Phase 1 | L1-Primary | | July 22 | 18/11/22 | 31/01/23 | Completed |
| Comms &Ed | GE Public Information and education campaign strategy and budget approved by EC Board | L0-Governance | | 31/01/23 | | 31/01/23 | Completed |
| ES-GETP | Electorate Manager IT setup complete | Critical Path | | 13/02/23 | | 13/02/23 | Completed |
| VS | Electorate Managers start | Critical Path | | 13/02/23 | | 13/02/23 | Completed |
| ES-IT | Training event preparation complete | Critical Path | | 13/02/23 | | 13/02/23 | Completed |
| Operations | Participation & Engagement Strategy to EC Board | L0-Governance | | 14/12/22 | | 14/02/22 | Completed |
| VS | Electorate Manager Centralised training start | Critical Path | | 20/02/23 | | 20/02/23 | Completed |
| ES | Designation, Delegations and Declarations in place | Critical Path | | 14/02/23 | 22/02/23 | 22/2/23 | In progress |
| ES-IT | EMS Operationally Ready (excl SnapHire Integration) | Critical Path | | 31/12/22 | 28/02/23 | 28/02/23 | In progress |
| ES-GETP | Electorate HQ location design complete | Critical Path | | 31/12/22 | | 28/2/23 | In progress |
| ES | Electorate HQ properties secured | Critical Path | | 31/12/22 | | 28/2/23 | In progress |
| ES-IT | EMS Operationally Ready (incl SnapHire Integration) | Critical Path | | | | 28/02/23 | In progress |
| ES-IT | ERSA Development Complete | Critical Path | | 28/02/23 | | 28/02/23 | In progress |
| VS | Covid protocols confirmed | Critical Path | | 1/03/23 | | 1/03/23 | Not started |

| Workstream or Work packets | Milestone | Type | Estimated Finish Date (early planning) | Baseline Finish Date | Re-baseline finish date | Current Finish Date | Status |
|----------------------------|---|---------------|--|----------------------|-------------------------|---------------------|-------------|
| IT-GETP | Centralised Processing Team setup complete | Critical Path | | 01/02/23 | | 1/03/23 | Not started |
| VS-RPR | Recruitment Process Redesign/MoJ integration complete | Critical Path | | June 22 | 15/03/23 | 15/03/23 | In progress |
| VS | Centralised Processing Team Simulation | Critical Path | | Mid March | | Mid March | Not started |
| Programme | IQA results to EC Board | L0-Governance | 15/03/23 | | | 15/03/23 | In progress |
| Comms&Ed | GE Public Information and education plan to EC Board | L0-Governance | 15/03/23 | | | 15/03/23 | In progress |
| Legal & Policy | Final Party registrations and logos to EC Board (by Writ Day) | L0-Governance | 15/03/23 | | 10/09/23 | 15/03/23 | Not started |
| Legal & Policy | Progress on broadcasting allocation, submissions and upcoming oral hearings to EC Board | L0-Governance | 15/03/23 | | | 15/03/23 | Not started |
| TBC | Security Strategy to EC Board | L0-Governance | 2/11/22 | | | 15/03/23 | In progress |
| VS-RPR | Final Snaphire testing completed | L1-Primary | | June 22 | 18/03/23 | 18/03/23 | In progress |
| VS-RPR | Integration – ESB – End to end UAT complete | L1-Primary | | | 24/03/23 | 24/03/23 | In progress |
| VS | HQ Supplies delivered | Critical Path | | 24/03/23 | | 24/03/23 | Not started |
| VS-RPR | Privacy Impact Assessment completed – Phase 2 (full go live) | L1-Primary | | | 3/04/23 | 3/04/23 | Not started |
| VS-RPR | Career site design and implementation complete | L1-Primary | | April 22 | 12/04/23 | 12/04/23 | Not started |
| VS-RPR | Reporting tested and completed – Phase 2 (full go live) | L1-Primary | | July 22 | 13/04/23 | 13/04/23 | Not started |
| VS-RPR | Certification and Accreditation completed – Phase 2 (full go live) | L1-Primary | | | 14/04/23 | 14/04/23 | In progress |
| IT-GETP | Electorate headquarters operational | Critical Path | | 21/04/23 | | 21/04/23 | Not started |
| VS-RPR | Go Live Part 2 (full integrated system) | L0-Governance | | | 26/04/23 | 26/04/23 | Not started |
| VS | Operations Manual complete (Vol. 1 complete, Vol 2 and 3 in progress) | Critical Path | | 16/12/22 | 28/04/23 | 28/04/23 | In progress |
| ES-IT | BCP DR Enhancements complete | L0-Governance | | 30/12/22 | | 28/04/23 | In progress |
| ES/Comms | Logistic & Supply Mgr recruitment goes live | Critical Path | | 23/01/23 | 1/05/23 | 1/05/23 | Not started |
| ES/Comms | Rostering & Recruitment Manager recruitment go live | Critical Path | | 20/02/23 | 1/05/23 | 1/05/23 | Not started |
| ES | Tupu Election Ready | Critical Path | | 1/05/23 | | 1/05/23 | Not started |
| Legal & Policy | Progress on broadcasting allocation, submissions and upcoming oral hearings to EC Board | L0-Governance | 17/05/23 | | | 17/05/23 | Not started |
| Comms&Ed | GE Public Information and education campaign update to EC Board | L0-Governance | 17/05/23 | | | 17/05/23 | Not started |
| VS | Readiness Test 1 Completed - EMS focus | Critical Path | | 18/05/23 | | 18/05/23 | Not started |
| E&CE | Enrolment Update Mailout – MIKE Data Extract (NZ Post) | Critical Path | | 22/05/23 | | 22/05/23 | Not started |
| ES-IT | ERSA Go Live | Critical Path | | 1/06/23 | | 1/06/23 | Not started |
| VS | Overseas Temp staff recruited | Critical Path | | 1/06/23 | | 1/06/23 | Not started |
| IT-GETP | RRM IT set up complete | Critical Path | | 1/06/23 | | 1/06/23 | Not started |
| VS | RRMs start | Critical Path | | 6/06/23 | | 6/06/23 | Not started |
| ES/Comms | Trainer Recruitment Goes Live | Critical Path | | 12/05/23 | 9/06/23 | 9/06/23 | Not started |
| VS | RRM Centralised training completed | Critical Path | | 14/06/23 | | 14/06/23 | Not started |
| ES-GETP | LSM IT set up complete | Critical Path | | 1/05/23 | 19/06/23 | 19/06/23 | Not started |
| VS | LSMs start (rural electorates) | Critical Path | | 26/04/23 | 19/06/23 | 19/06/23 | Not started |
| Legal & Policy | Final Party registrations and logos to EC Board | L0-Governance | 21/06/23 | | | 21/06/23 | Not started |
| VS | LSM Centralised Training (rural/regional electorates) | Critical Path | | 3/05/23 | 23/06/23 | 23/06/23 | Not started |
| VS | LSMs start (urban electorates) | Critical Path | | 22/05/23 | 27/06/23 | 27/06/23 | Not started |
| VS | Readiness Test 2 completed - all electorates | Critical Path | | 28/06/23 | | 28/06/23 | Not started |
| VS | LSM Centralised training (urban electorates) | Critical Path | | 23/05/23 | 28/06/23 | 28/06/23 | Not started |
| VS | Ballot Papers dress rehearsal | Critical Path | | 30/06/23 | | 30/06/23 | Not started |
| VS | List of draft voting places sent to parties for consultation | Critical Path | | 2/06/23 | 30/06/23 | 30/06/23 | Not started |
| ES-IT | EMS Election Ready | Critical Path | | 1/07/23 | | 1/07/23 | Not started |
| ES-GETP | Mobile phones for voting places complete | Critical Path | | 1/07/23 | | 1/07/23 | Not started |
| ES/Comms | Bulk Recruitment Goes Live | Critical Path | | 1/06/23 | 03/07/23 | 3/07/23 | Not started |
| E&CE | Enrolment update campaign starts, first packs in letterboxes | Critical Path | | 3/07/23 | | 3/07/23 | Not started |

| Workstream or Work packets | Milestone | Type | Estimated Finish Date (early planning) | Baseline Finish Date | Re-baseline finish date | Current Finish Date | Status |
|----------------------------|--|---------------|--|----------------------|-------------------------|---------------------|-------------|
| E&CE | Community Engagement Campaign starts | Critical Path | | 3/07/23 | | 3/07/23 | Not started |
| VS | EasyVote dress rehearsal complete | Critical Path | | 6/07/23 | | 6/07/23 | Not started |
| VS | Bulk supply deliveries complete | Critical Path | | 13/07/23 | | 13/07/23 | Not started |
| VS | Electorate trainers begin to start | Critical Path | | 18/07/23 | | 18/07/23 | Not started |
| Legal & Policy | Final Party registrations and logos to EC Board | L0-Governance | 2/08/23 | | | 2/08/23 | Not started |
| VS | Election night dress rehearsal - all electorates | Critical Path | | 8/08/23 | | 8/08/23 | Not started |
| E&CE | Writ Day Roll Close | Critical Path | | 13/08/23 | | 13/08/23 | Not started |
| VS/ES | Party List generated and printed | Critical Path | | 14/08/23 | | 14/08/23 | Not started |
| E&CE | Data Extract: Easy Vote & Roll Print | Critical Path | | 17/08/23 | | 17/08/23 | Not started |
| E&CE | Roll Print – MIKE Data Extract (Blue Star) | Critical Path | | 18/08/23 | | 18/08/23 | Not started |
| E&CE | EasyVote – MIKE Data Extract (NZ Post) | Critical Path | | 18/08/23 | | 18/08/23 | Not started |
| VS | Early count and post election training complete | Critical Path | | 25/08/23 | 23/08/23 | 23/08/23 | Not started |
| Comms&Ed | Upload Voting papers & Download VP Live on website | Critical Path | | 30/08/23 | | 30/08/23 | Not started |
| VS | Readiness Test 3 complete - post election processes | Critical Path | | 31/08/23 | | 31/08/23 | Not started |
| VS | Voting places approved by CE | Critical Path | | 4/08/23 | 1/09/23 | 1/09/23 | Not started |
| VS | Advanced voting papers provided | Critical Path | | 1/09/23 | | 1/09/23 | Not started |
| VS | Delivery of equipment to voting places open in advance completed | Critical Path | | 3/09/23 | | 3/09/23 | Not started |
| VS | Main run EasyVote packs delivered | Critical Path | | 4/09/23 | | 4/09/23 | Not started |
| ES-IT | UVP Election Ready | Critical Path | | 4/09/23 | | 4/09/23 | Not started |
| ES-IT | DVP Election Ready | Critical Path | | 4/09/23 | | 4/09/23 | Not started |
| ES-IT | Overseas App Election Ready | Critical Path | | 4/09/23 | | 4/09/23 | Not started |
| VS | EasyVote supplementary delivered | Critical Path | | 7/09/23 | | 7/09/23 | Not started |
| VS | All ballot papers delivered to electorate HQs | Critical Path | | 8/09/23 | | 8/09/23 | Not started |
| VS | Training for voting place staff completed | Critical Path | | 15/09/23 | | 15/09/23 | Not started |
| IT-GETP | Results phone solution Election Day ready | Critical Path | | 15/09/23 | | 15/09/23 | Not started |
| IT-GETP | NO Processing Team (NOPT) operational | Critical Path | | 15/09/23 | | 15/09/23 | Not started |
| VS | NOPT staff start | Critical Path | | 17/09/23 | | 17/09/23 | Not started |
| E&CE | Election Day Roll qualified – start SVD Processing | Critical Path | | 20/09/23 | | 20/09/23 | Not started |
| VS | Overseas Voting Go Live | Critical Path | | 30/08/23 | 25/09/23 | 25/09/23 | Not started |
| VS | Dictation Service Go Live | Critical Path | | 30/08/23 | 26/09/23 | 26/09/23 | Not started |
| E&CE | SVD Processing deadline for return to Electorate Manager | Critical Path | | 26/09/23 | | 26/09/23 | Not started |
| VS | Last day for return of special declaration votes (legal date) | Critical Path | | 29/09/23 | | 29/09/23 | Not started |
| VS | Advanced Voting starts | Critical Path | | 4/09/23 | 2/10/23 | 2/10/23 | Not started |
| VS | Last day to receive postal votes from overseas | Critical Path | | 29/10/23 | | 29/10/23 | Not started |
| VS | Last day to get special votes to home returning officer | Critical Path | | 29/10/23 | | 29/10/23 | Not started |
| VS | Declaration of official results | Critical Path | | 6/10/23 | 3/11/23 | 3/11/23 | Not started |
| VS | Voting Services electorate HQs closed | Critical Path | | 30/11/23 | | 30/11/23 | Not started |
| IT-GETP | Decommissioning complete | L0-Governance | | 31/12/23 | | 31/12/23 | Not started |

5. Dependencies

All dependencies are being tracked in the [Master dependency register](#). Following the 5 August planning day, the register has been tidied up, and dependencies relating to the critical path can be clearly identified. Dependencies are being well managed and there are no concerns to report.

6. Change Requests

There are no change requests for this reporting period.

7. Key Decisions

| Reference | Description | Decision Actions | Required From | Raised By | Agreed By |
|-----------|-------------|------------------|---------------|-----------|-----------|
| | | | | | |
| | | | | | |
| | | | | | |

Status Report – GE2023 Programme Status Report

| | | | | | | |
|-------------|-----------------------------------|----------------------|------------------|---------------|-------------------------|-----------------|
| From | Emily Redmond, Programme Director | Report Period | 23 February 2023 | 22 March 2023 | Governance Group | Programme Board |
|-------------|-----------------------------------|----------------------|------------------|---------------|-------------------------|-----------------|

| | | | | | | | | | | |
|---------------------------|---------|--|---------|--|----------|--|----------|--|---------|--|
| Overall RAG status | Current | | January | | December | | November | | October | |
|---------------------------|---------|--|---------|--|----------|--|----------|--|---------|--|

| | | |
|------------------------------|--|--|
| Overall RAG Status Indicator | | If any one of Scope, Milestone, Budget, or Quality is reporting Red . OR If any one of Scope, Milestone, Budget, or Quality is reporting Amber and Risks/Issues or Resources/Delivery Partners is reporting Red . OR If any two of Scope, Milestone, Budget, or Quality are reporting Amber . |
| | | Only one of Scope, Milestone, Budget, or Quality is reporting Amber . OR Resources/Delivery Partners and Risk/Issues is reporting Red . |
| | | Scope, Milestone, Budget, and Quality are key status indicators for reporting Green . Resources/Delivery Partners and Risk/Issues may be Amber . |
| | | Not applicable/no information available |

<If overall status is AMBER or RED include what needs to happen for the project to return to GREEN>

| Summary | |
|--|--|
| Decisions required from Programme Board | There are a number of papers to be considered this month for the Programme Board, including the Trust and Security risk and gap analysis, confirmation of the plan for regional dialect translation for MEO, the Voting Services approach to Māori dialects, the voting in open spaces on Election day and the process and assurance work. |
| Executive Summary | <p>The overall status of the programme is GREEN.</p> <p>There is confidence that cost pressures identified for 22/23 can be solutioned within the current Electoral Commission budget (to be confirmed in April) however the 23/24 budgeting round, taking place now, will determine if cost pressures for the coming year can be solutioned. The financial status is GREEN, however this may increase to AMBER following the 23/24 budgeting outcome.</p> <p>The milestone status indicator is now reporting GREEN. The Enrolment and Community Engagement project is reporting RED and this is due to 23/24 cost pressures which are being worked through in the current budgeting round. All other project status reports are reporting GREEN.</p> |
| Recruitment Process Redesign (ARTS) | <p>The monthly status report for the Recruitment Process Redesign project can be found here. The overall status has moved from AMBER to GREEN. Excellent progress has been made on delivering the solution along with EMS and MoJ integration which has been tested last week with only minor fixes needed. During the month there were a number of issues that have been managed relating to privacy within the technical solution and also one issue relating to delegated authorities, all of which have been resolved.</p> <p>There are a number of changes that have been made since 2020, such as ID requirements for MoJ checks, the fact that ALL applicants require an MoJ check etc that could create barriers for some people applying for roles. We need to think through how our field, community engagement staff and our communications approach can better support paper based applications or help people apply online.</p> <p>The focus for the project now is on testing, training, completing the privacy assessment and system support.</p> |
| Risk & Security | <ul style="list-style-type: none"> The Trust and Security Strategy went to the EC Board on March 15. Inter-agency <ul style="list-style-type: none"> the first Risk and Security Working Group meeting was held on 24 February – information from this meeting will help us to develop a draft risk profile to be considered at the next meeting on 30 March We continue to attend inter-agency forums within the National Security System to ensure that support is in place from other agencies Internal working group: <ul style="list-style-type: none"> The group met on 24 February to run through the GE critical path with a trust and security lens to identify work currently underway or planned within the organisation to help mitigate and prepare to respond and also to identify ‘gaps’ The information from this meeting was developed into a timeline of activities being undertaken across the organisation to support trust and security for GE2023 and a list of gaps for further consideration The group met again on 15 March to run through the gaps and to discuss the way forward – this work has informed the material coming to the Programme Board today Next steps for this programme of work are: <ul style="list-style-type: none"> discussing the main gaps identified by the internal working group in the current work programme at the Programme Board and recommending a way forward; working with the programme team to document this work into a project plan that will help us to better manage and track this (cross-organisational) work; progressing the inter-agency support work to develop and consider a risk profile and begin to work with the agencies on mitigations and support arrangements; |

- recruiting a *Senior Advisor Interagency Liaison* to support this work (currently at the interview stage).

IQA

Caravel provided a verbal update to the Electoral Commission Board on their findings and today have provided their draft report. The delivery confidence rating has come out as 'likely' and there are actions highlighted that we can adopt that will increase the rating to 'Highly likely'. The programme director is checking the report for accuracy and will provide a management comment and then the report will come to the Programme Board and EC Board for discussion and agreed actions will be tracked.

Schedules

One of the areas identified in the IQA that could be improved are our schedules. We have not yet produced an integrated schedule due to detailed planning in some areas not been completed. This has also held up confirmation that we have agreed timeframes for dependency delivery.

The project managers and programme team are having a planning day on 30 March which will be focussed on creating an integrated schedule, baselining it, and agreeing dependencies. To do this, the PMs need access to the SMEs to agree deliverables and timing over deliverables. Teams have been encouraged to work with their PMs to complete the work that is needed for a successful planning day.

In April, following the planning day, you can expect to see more integrated reporting.

Successes for reporting period:

(Programme) Draft IQA complete
(Programme) Successful initiation of the Process and Assurance project
(C&E) The first election integrity video 'How do we count votes?' was published to the Commission's YouTube channel.
(C&E) Confirmation of Internal communications approach
(C&E) Recruitment has progressed
(E&CE) Property Leases signed for Processing Centres
(Enquiries) Designed and turned-on Agent Workspace.
(RPR) Successful completion of the design and build for the integration from SnapHire to Ministry of Justice (MoJ) and SnapHire to EMS
(RPR) Testing completed for the SnapHire to MoJ integration by People & Culture.
(RPR) Successful documentation and process mapping of the Voting Services General Election recruitment requirements including sign off.
(VS) All 65 electorate Headquarters leased. This includes the co-located Invercargill and Southland HQs.
(VS) All 65 Electorate Managers started on 13 February.
(VS) Schedule, critical path and reporting milestones have been updated
(GETP) Completed a series of IT induction events for the 65 Electorate Managers who are now all onboarded with an EC account, laptop, and mobile phone.
(GETP) Completed shipping all equipment from Spark, Cello, Canon, Bluestar and supplies from Gibson Sheat to NZ Data locations around NZ.
(ES) EM Induction.
(ES) Security risk assessment for Enterprise Services Bus signed off and control assessment planning completed.
(ES) Agreed an application and patching Change Freeze schedule.

Details on specific areas of work/workstreams.**OPERATIONS GROUP****Communications and Education**

The monthly status report for Communications and Education can be found [here](#). The overall status is GREEN.

Enrolment and Community Engagement

The monthly status report for Enrolment & Community Engagement can be found [here](#). The overall status is RED. This is due to the 23/24 budget being RED.

Key points:

- Comms have advised that an MEO insert and the 'How to Vote' brochure are not required in the Enrolment Update mailout.
- The approach to hiring temp staff is under review with P&C and Enrolment to ensure that the option taken is best for EC from an impact and risk profile point of view

Centralised Enquiries Project

The monthly status report for the Centralise Enquiries Project can be found [here](#). The overall status is GREEN.

In the last month the focus has been engaging with the Zendesk team to plan the work for Phase 1. The Customer Services Manager (CSM) 9(2)(a) started on the 27th February

Voting Services

The monthly status report for Voting Services can be found [here](#). The overall status is GREEN.

Recruitment Process Redesign (ARTS)

The monthly status report for the Recruitment Process Redesign project can be found [here](#). The overall status is GREEN.

The focus over the month has been working with Aotal to configure the Voting Services recruitment requirements for the General Election. We have successfully documented, and process mapped the end-to-end recruitment process for the General Election recruitment and are making the final configuration changes in preparation for the final re-testing of the platform with Voting Services on the 17 March.

The project has completed all design and build work for the integration from SnapHire to MoJ. Catalyst have successfully completed the design and build work for the integration from SnapHire to EMS. Discussions are underway with People & Culture, IT and Voting Services for the support process. The project has worked with People & Culture and Voting Services to establish a training plan including the Operations Manual Chapter 9 dependency. The training plan on a page has been included as an appendix to the Status Report.

ENTERPRISE SERVICES**GETP**

The monthly status report for GETP can be found [here](#). The overall status is GREEN. The focus for the last month has been on setting up Electorate Headquarters and the Centralised Processing Team. In addition, a successful series of IT induction events were held for the 65 Electorate Managers who are now all onboarded with an EC account, laptop, and mobile phone.

Enterprise Services

The monthly status report can be found [here](#). The overall status is GREEN.

The focus for the IT workstream over the past month has been the focus for the IT workstream since December Steering Group has been;

- MEO testing underway and extracts are being produced.
- Working with other PMs to align the IT work plan.
- Working with Business owners to agree change freeze dates.
- Working with ARTS project to ensure tasks required to enable successful onboarding of staff.
- C&A for the Enterprise Service Bus

The P & C workstream has been busy with:

- Supporting and training our team and managers on SnapHire. We are also engaging with VS and 9(2)(a) to plan training programmes for the RA and EM's.

- Completed EM induction and follow ups including actions.
- TUPU reconfiguration and data integrity work is in progress.

Finance & Procurement:

- Completed the first draft of the budgets for review Monday 13 March.
- Completed a plan and procurement for recruiting MEO staff.

Focus for next month:

- Baselining and consolidating all of the GE project schedules
- Actioning IQA recommendations
- Project dependencies & critical path updated
- Workstreams continuing to meet their milestones
- Confirm the approach for recruitment advertising, and then complete the procurement plan and ASO.
- Progress work on the Orange Guy and Pup transactional message campaign for the General Election.
- Finalise the Operations Group collateral plan for approval by the DCE Operations.
- Progressing work on enrolment update mail out deliverables and voting place deliverables.
- Enrolment update campaign SOWs documented and approval process started, including NZ Post SOW for review by the Board
- Enrolment update development phase starts on 24 March, provision of 1st data extract.
- Candida and Blue Star confirm timelines as soon as artwork dates are known, while SOW are actioned.
- Recruitment approach agreed and all associated costs, including Finder fees confirmed. Recruitment plan updated and circulated
- Physical audit of Processing centres completed, and Floor Plans produced and reviewed with GETP
- Blue Star receive the Roll Distribution list to allow them to complete their quotes and EC produce their SOW
- Provide structure to the CE Implementation plan with the CE working Group
- Sending the introduction letter of Electorate Managers to schools, Tertiary institutions and NZ Councils.
- Finalising the Operations Manual and sending it to the printers and uploading the chapters and master forms onto Tupu
- Recruitment for the Manager Delivery & Support, two Project Leader and two Project Support positions.
- Continuing the training packages for the Logistics and Supply Managers (LSM) and Rostering and Recruiting Managers (RRM) roles
- Delivering Headquarters supplies
- Finalising the establishment of the Centralised Processing Team
- Having Overseas Enquiries Team going live by April
- Complete the final testing of SnapHire for Voting Services General Election recruitment.
- C&A Phase 2 complete.
- Privacy Impact Assessment complete.
- Agreement on the SnapHire Support Model.
- Complete implementing fibre circuits at Electorate Headquarters
- Start delivery of MFD printers to Electorate Headquarters
- Complete setting up technology for the Centralised Processing Team
- Build 190 tablet devices for Community Engagement staff.
- Recruitment of LLM and RRM roles begins.
- Restart Windows 11 rollout at National Office
- Planning and scheduling Security (Penetration) tests for key EC applications
- Planning and scheduling Performance (Load) tests for key EC applications

For the table below please refer to the [RAG Status guide](#) to understand the ratings

| Key Status Indicators | Status | | | Comments and expected actions. If AMBER or RED include what needs to be done to return to GREEN |
|-----------------------|-------------|-------------|-------------|---|
| | Last Report | This Report | Next Report | |
| 1. Risks | | | | There are currently four medium programme risks and five low risks. This report contains only medium and critical risks and the low risks have been omitted. The Programme Director is working with the DCE Strategy, Governance and Development to integrate programme risks with organisational risks to help with mitigation management. |
| 2. Issues | | | | There are currently no open programme level issues |
| 3. Budget | | | | This green status relates to the 22/23 financial year. It is likely there will be cost pressures identified for 23/24 and this will be reported on following the 23/24 budgeting exercise which is taking place currently. |
| 4. Milestones | | | | There is no significant milestone slippage. In April an integrated schedule will be produced with better milestone tracking and reporting abilities and will be used to prepare the next Programme Status report. It will include critical path milestone reporting. |
| 5. Scope | | | | There are no changes to programme scope. |

| Key Status Indicators | Status | | | Comments and expected actions. If AMBER or RED include what needs to be done to return to GREEN |
|-----------------------------------|-------------|-------------|-------------|---|
| | Last Report | This Report | Next Report | |
| 6. People Resources | ● | ● | ● | Additional resources continue to be recruited for, but there are no concerns |
| 7. Delivery Partners ¹ | ● | ● | ● | There are no delivery partner concerns, and no known impacts on delivery partners due to Cyclone Gabrielle. |
| 8. Quality | ● | ● | ● | There are no quality concerns. |
| 9. Dependencies | | | | Known dependencies are being actively managed. |

¹ Note: A delivery partner is defined as an external vendor, service provider or other agency contracted to deliver components of the project.

1. Risks

The risks below have been identified as Programme risks. They do not include risks raised for each workstream. The full risk register can be found [here](#).

| Risk Owner | Risk title | Risk category | Risk description | Treatment Action (Mitigations) | Treatment action log | Assessment of CURRENT Risk | | | Last date reviewed |
|---|--|---------------|---|---|--|----------------------------|-------------|-------------|--------------------|
| | | | | What can be done to reduce the likelihood? | | Likelihood | Consequence | Risk Rating | |
| All ELT Managers | Reliance on key staff | Capability | IF, we continue to be reliant on a on a small number of key SME's and workloads remain high THEN if any of those people get sick, burnt out or leave the organisation, this will compromise our ability to deliver and creates critical points of failure | <ol style="list-style-type: none"> 1. Identify and document key staff and key roles 2. BCP work has required that back-up plans are identified and documented including cover for critical tasks. Revisit this document to ensure it is still valid 3. Review the TOM work which has identified critical staff risk and has incorporated this into the organisational changes being implemented to determine if it is still valid and if it has mitigated any risk 4. Identifying back-ups for all key staff during the GE 5. Document all critical GE delivery processes showing clear ownership and back ups 6. Staff retention and attraction policies and practices being implemented 7. Recruitment, H&S, BCP, reprioritisation 8. Review of GE 2023 critical path to identify critical points of failure and where we may need to have more documentation around process. 9. Identify ways to support critical staff if a crisis arises that they need to deal with 10. Develop and roll out succession planning including understanding and planning for career pathways 11. Identify substitutes and ensure they are well informed to be able to step in 12. Capture knowledge to make it readily accessible for others 13. Run an ELT workshop to identify critical issues and develop a shared plan going forward. | <p>Items 1-4 have been implemented</p> <p>Sept 22: A workshop will be run with ELT on 12 October, focussing on implementing mitigations</p> <p>14 Oct 22: A first workshop was run with ELT which did a deep dive into this risk. New mitigations were identified. Not everything was completed, so another will be run and this risk will be updated as a result of the two workshops next month.</p> <p>11 Nov 22: this risk needs to be updated based on the ELT workshop. This will be done post Hamilton West by election</p> | Likely | Significant | Medium | Nov 22 |
| DCE Enterprise Services DCE Operations | SMEs leaving without sharing information | Capability | IF people leave without providing a substantive handover (either in person, via documentation or both), THEN we lose a significant amount of knowledge that makes the next person's role harder, potential rework and potential non delivery of items | <ol style="list-style-type: none"> 1. Managers set expectations with the team that they are to document key processes 2. Managers to ensure that when someone resigns they prioritise writing a thorough handover document 3. Managers prioritise recruitment so there is a handover period 4. P&C prioritise recruitment for critical roles | <p>Sept 22: This is a new programme risk and has been assigned to the risk owners only this month. Progress against treatments will be reported next month.</p> <p>14 Oct 22: progress has been made on treatment 3 & 4.</p> <p>20 Feb 23: The process and assurance work that is starting in March will address much of this risk as key processes will be documented</p> | Very Likely | Minor | Medium | 20 Feb 23 |
| CIO and Business System Owner | Catalyst resource contention/resource availability | Technology | IF, the Catalyst team has resource contention due to illness and other EC projects, THEN this may delay delivery of GE projects | <ol style="list-style-type: none"> 1. Have regular meetings with the Catalyst account manager 2. Hold them to account over delivery dates 3. Have 2 EC staff on site 4. Ensure the Catalyst statement of work is realistic 5. Create a dashboard that informs EC of all the work catalyst have on and when it is due 6. Make trade-off decisions if necessary, based off information in the dashboard 7. PMs to work with Catalyst to monitor delivery 8. Ensure we are providing Catalyst with business requirements in a timely fashion 9. Ensure we are clear to Catalyst about our priorities | <p>12 Nov 21: Weekly meetings Commenced</p> <p>19 Nov 21: Draft Statement of Work received</p> <p>26 Nov 21: Final Statement of work expected</p> <p>30 June 22: A dashboard of work is prepared and will be presented to the EEV Steering Group for prioritisation</p> <p>Sept 22: Significant work has gone into prioritising Catalyst work to ensure there is clear direction so that their resources are working on the areas of greatest need. An additional resource has been secured for the next two</p> | Feasible | Significant | Medium | 20 Feb 23 |

| Risk Owner | Risk title | Risk category | Risk description | Treatment Action (Mitigations) | | Assessment of CURRENT Risk | | | Last date reviewed |
|------------|----------------------------------|---------------|---|---|---|----------------------------|-------------|-------------|--------------------|
| | | | | What can be done to reduce the likelihood? | Treatment action log | Likelihood | Consequence | Risk Rating | |
| | | | | | months to work on the MIKE system 14 Oct 22: Catalyst has been briefed on the work and work continues to be prioritised with the business. 20 Feb 2023: Regular prioritisation meetings between Catalyst and EC continue with focus on completion of Must have functionality for GE2023 | | | | |
| CIO | Cyber Attack on Critical Systems | Technology | IF, A malicious cyber attack were to occur on critical systems, THEN, Security of information would be at risk and systems may be down. | 1.Structured improvement of controls (technology, human, supply chain management) to enable us to continually improve our ability to identify, prevent and respond to cyber security incidents. 2.Resourcing focused on cyber security issues. 3.Draft enterprise-wide information systems strategic plan (ISSP) Phishing, training, SMT focus and leadership to inform staff. 4.Cloudflare DDoS protection. 5.Developing playbooks for incident types 6.Funding in FY21/22 budget for control improvements including resources, software and process improvements. 7.Certifying and accrediting GE critical systems. 8.Links to NCSC and acting upon security bulletins. 9.Patching applications, infrastructure regularly and quickly. 10.Pentesting applications and infrastructure annually. 11.Third party supply chain audits. 12.In the process of improving authentication/authorisation at the Commission to reduce ability for attackers to harvest credentials. 13.Implementing extra monitoring software to improve our ability to detect and prevent incidents 14.Larger Cyber Security awareness campaigns | 30 June 22: Treatment items 1-6 have been implemented Sept 22: Treatments 1-11 have been implemented 20 Feb 23: work continues on Treatment 12 in conjunction with the ARTS project, to automate parts of the onboarding process. Enhanced threat intelligence now implemented into device endpoints as part of Treatment 13. | Feasible | Major | Medium | 20 Feb 23 |

2. Issues

There are no open Programme issues. Programme issues do not include issues raised for each workstream. The full issues register can be found [here](#).
There are no current medium or high programme issues to report this month.

| Issue Description | Impact on business | Management / Progress update | Impacted area | | | | | RAG | Date Reported | Assigned To | Expected Resolution Date |
|-------------------|--------------------|------------------------------|---------------|---------|---------|---------|-------------------|-----|---------------|-------------|--------------------------|
| | | | People | Process | Systems | Finance | Reputation/ Other | | | | |
| | | | | | | | | | | | |

3. Financials

The most recent budget information available is January YTD as follows:

| Account | Description | Current | | | YTD | | | Full Year Budget | % Full Year Spend | Remaining Budget |
|---------|---------------------------------|------------------|------------------|------------------|------------------|-------------------|------------------|-------------------|-------------------|-------------------|
| | | Actual | Budget | Variance | Actual | Budget | Variance | | | |
| | Total Operating Expenses | 1,045,504 | 2,796,442 | 1,750,937 | 6,018,260 | 11,537,362 | 5,519,102 | 38,705,877 | 15.5% | 32,687,617 |

We are reporting a \$5.5m underspend YTD, (Jan) however the majority of this is due to phasing. It is expected that we will spend the full budget for 22/23. Cost pressures that were identified for 22/23 are highly likely to be able to be solutioned within the current budget (this will be confirmed by April). The 23/24 budgeting exercise is underway and cost pressures for that financial year have been identified. These will be considered following the budgeting exercise.

4. Milestones

Key milestones that have been identified are listed below and these will be updated following the reset based on the election date confirmation.

Milestone key: Green = Milestone date will be met. Amber = Milestone may not be delivered on time. Red = Milestone will not be delivered by agreed baseline date

Critical path milestones are included below and a visual representation can be found [here](#). The major milestones have been reviewed following the election date announcement, although these will be confirmed and updated following the planning day on 30 March.

| Workstream or Work packets | Milestone | Type | Estimated Finish Date (early planning) | Baseline Finish Date | Re-baseline finish date | Current Finish Date | Status |
|----------------------------|---|---------------|--|----------------------|-------------------------|---------------------|-------------|
| IT-GETP | All requirements completed | L0-Governance | | 24/02/22 | | 24/02/22 | Completed |
| ES | Recruitment Strategy approved | L0-Governance | | 13/05/22 | | 28/05/22 | Completed |
| ES-GETP | Procurement plan completed | L0-Governance | | 30/05/22 | | 06/07/22 | Completed |
| Programme | EC Board approval of EC Board engagement calendar | L0-Governance | | 06/7/22 | | 6/70/22 | Completed |
| ES | Electorate Manager Recruitment Go Live | Critical Path | | 8/8/22 | | 8/08/22 | Completed |
| ES | Recruitment plan approved | L1-Primary | | 10/06/22 | | 17/08/22 | Completed |
| Programme | EC Board approval of Programme Board ToR | L0-Governance | | 17/08/22 | | 17/08/22 | Completed |
| Programme | Environmental Scan to EC Board | L0-Governance | 17/08/2022 | | | 17/08/22 | Completed |
| ES-IT | All systems ready for HQ Simulation | Critical Path | | 11/9/22 | | 11/09/22 | Completed |
| Mark L | Trust in the Election to EC Board | L0-Governance | 21/09/22 | | | 14/09/22 | Completed |
| Legal & Policy | Amended policy on party registration and logos to EC Board | L0-Governance | | 17/08/22 | | 14/09//22 | Completed |
| VS-RPR | GE Implementation ready for HQ Simulation | L1-Primary | | 30/06/22 | | 23/09/22 | Completed |
| VS | HQ Simulation Start | Critical Path | | 23/09/22 | | 23/09/22 | Completed |
| Legal & Policy | Registration of political party and logo to EC Board | L0-Governance | | 12/10/22 | | 12/10/22 | Completed |
| Legal & Policy | Broadcasting allocation process and timeline to EC Board | L0-Governance | | 12/10/22 | | 12/10/22 | Completed |
| Ops- MEO | MEO implementation plan – EC Board approval | L0-Governance | | 12/10/22 | | 12/10/22 | Completed |
| VS | HQ Simulation Completed | Critical Path | | 14/10/22 | | 14/10/22 | Completed |
| Programme | Programme Management Plan to Programme Board | L0-Governance | 31/03/22 | 12/12/22 | | 19/10/22 | Completed |
| VS-RPR | Career site design and implementation complete | L1-Primary | | April 22 | | 02/11/22 | Completed |
| VS-RPR | Certification and Accreditation completed – Phase 1 | L1-Primary | | May 22 | 31/10/22 | 28/11/22 | Completed |
| VS-RPR | Privacy Impact Assessment completed – Phase 1 | L1-Primary | | May 22 | 07/10/22 | 28/11/22 | Completed |
| ES-GETP | Procurement complete | L0-Governance | | 28/10/22 | | 30/11/22 | Completed |
| Programme | Programme Management Plan to EC Board | L0-Governance | 31/03/22 | 14/12/22 | | 14/12/22 | Completed |
| Comms &Ed | GE Public Information and education campaign strategy and budget to EC Board | L0-Governance | | 14/12/22 | | 14/12/22 | Completed |
| Programme | IQA ToR to EC Board | L0-Governance | 14/12/22 | | | 14/12/22 | Completed |
| VS-RPR | Reporting tested and completed – Phase 1 | L1-Primary | | July 22 | 18/11/22 | 31/01/23 | Completed |
| Comms &Ed | GE Public Information and education campaign strategy and budget approved by EC Board | L0-Governance | | 31/01/23 | | 31/01/23 | Completed |
| ES-GETP | Electorate Manager IT setup complete | Critical Path | | 13/02/23 | | 13/02/23 | Completed |
| VS | Electorate Managers start | Critical Path | | 13/02/23 | | 13/02/23 | Completed |
| ES-IT | Training event preparation complete | Critical Path | | 13/02/23 | | 13/02/23 | Completed |
| Operations | Participation & Engagement Strategy to EC Board | L0-Governance | | 14/12/22 | | 14/02/22 | Completed |
| VS | Electorate Manager Centralised training start | Critical Path | | 20/02/23 | | 20/02/23 | Completed |
| ES | Designation, Delegations and Declarations in place | Critical Path | | 14/02/23 | | 22/02/23 | Completed |
| ES-GETP | Electorate HQ location design complete | Critical Path | | 31/12/22 | | 28/2/23 | In progress |
| ES | Electorate HQ properties secured | Critical Path | | 31/12/22 | | 28/2/23 | Completed |
| VS | Covid protocols confirmed | Critical Path | | 1/03/23 | | 1/03/23 | In progress |
| IT-GETP | Centralised Processing Team setup complete | Critical Path | | 01/02/23 | | 1/03/23 | Not started |
| VS-RPR | Recruitment Process Redesign/MoJ integration complete | Critical Path | | June 22 | 15/03/23 | 15/03/23 | In progress |
| VS | Centralised Processing Team Simulation date? | Critical Path | | Mid March | | 17/04/23 | Not started |

| Workstream or Work packets | Milestone | Type | Estimated Finish Date (early planning) | Baseline Finish Date | Re-baseline finish date | Current Finish Date | Status |
|----------------------------|---|---------------|--|----------------------|-------------------------|---------------------|-------------|
| Programme | IQA results to EC Board | L0-Governance | 15/03/23 | | | 15/03/23 | In progress |
| Comms&Ed | GE Public Information and education plan to EC Board | L0-Governance | 15/03/23 | | | 15/03/23 | In progress |
| Legal & Policy | Final Party registrations and logos to EC Board (by Writ Day) | L0-Governance | 15/03/23 | | 10/09/23 | 15/03/23 | In progress |
| Legal & Policy | Progress on broadcasting allocation, submissions and upcoming oral hearings to EC Board | L0-Governance | 15/03/23 | | | 15/03/23 | In progress |
| TBC | Security Strategy to EC Board | L0-Governance | 2/11/22 | | | 15/03/23 | In progress |
| VS-RPR | Final Snaphire testing completed | L1-Primary | | June 22 | 18/03/23 | 18/03/23 | In progress |
| VS-RPR | Integration – ESB – End to end UAT complete | L1-Primary | | | 24/03/23 | 24/03/23 | In progress |
| VS | HQ Supplies delivered | Critical Path | | 24/03/23 | 05/07/23 | 24/03/23 | Not started |
| VS-RPR | Privacy Impact Assessment completed – Phase 2 (full go live) | L1-Primary | | | 03/04/23 | 3/04/23 | Not started |
| VS-RPR | Career site design and implementation complete | L1-Primary | | April 22 | 12/04/23 | 12/04/23 | Not started |
| VS-RPR | Reporting tested and completed – Phase 2 (full go live) | L1-Primary | | July 22 | 13/04/23 | 13/04/23 | Not started |
| VS-RPR | Certification and Accreditation completed – Phase 2 (full go live) | L1-Primary | | | 14/04/23 | 14/04/23 | In progress |
| IT-GETP | Electorate headquarters operational | Critical Path | | 21/04/23 | | 21/04/23 | Not started |
| VS-RPR | Go Live Part 2 (full integrated system) | L0-Governance | | | 26/04/23 | 26/04/23 | Not started |
| VS | Operations Manual complete (Vol. 1 complete, Vol 2 and 3 in progress) | Critical Path | | 16/12/22 | 28/04/23 | 28/04/23 | In progress |
| ES-IT | BCP DR Enhancements complete | L0-Governance | | 30/12/22 | | 28/04/23 | In progress |
| ES/Comms | Logistic & Supply Mgr recruitment goes live | Critical Path | | 23/01/23 | 1/05/23 | 1/05/23 | Not started |
| ES/Comms | Rostering & Recruitment Manager recruitment go live | Critical Path | | 20/02/23 | 1/05/23 | 1/05/23 | Not started |
| ES | Tupu Election Ready | Critical Path | | 1/05/23 | | 1/05/23 | Not started |
| Legal & Policy | Progress on broadcasting allocation, submissions and upcoming oral hearings to EC Board | L0-Governance | 17/05/23 | | | 17/05/23 | Not started |
| Comms&Ed | GE Public Information and education campaign update to EC Board | L0-Governance | 17/05/23 | | | 17/05/23 | Not started |
| VS | Readiness Test 1 Completed - EMS focus | Critical Path | | 18/05/23 | | 18/05/23 | Not started |
| E&CE | Enrolment Update Mailout – MIKE Data Extract (NZ Post) | Critical Path | | 22/05/23 | | 22/05/23 | Not started |
| ES-IT | ERSA Go Live | Critical Path | | 1/06/23 | | 1/06/23 | Not started |
| VS | Overseas Temp staff recruited | Critical Path | | 1/06/23 | | 1/06/23 | Not started |
| IT-GETP | RRM IT set up complete | Critical Path | | 1/06/23 | | 1/06/23 | Not started |
| VS | RRMs start | Critical Path | | 6/06/23 | | 6/06/23 | Not started |
| ES/Comms | Trainer Recruitment Goes Live | Critical Path | | 12/05/23 | 9/06/23 | 9/06/23 | Not started |
| VS | RRM Centralised training completed | Critical Path | | 14/06/23 | | 14/06/23 | Not started |
| ES-GETP | LSM IT set up complete | Critical Path | | 1/05/23 | 19/06/23 | 19/06/23 | Not started |
| VS | LSMs start (rural electorates) | Critical Path | | 26/04/23 | 19/06/23 | 19/06/23 | Not started |
| Legal & Policy | Final Party registrations and logos to EC Board | L0-Governance | 21/06/23 | | | 21/06/23 | Not started |
| VS | LSM Centralised Training (rural/regional electorates) | Critical Path | | 3/05/23 | 23/06/23 | 23/06/23 | Not started |
| VS | LSMs start (urban electorates) | Critical Path | | 22/05/23 | 27/06/23 | 27/06/23 | Not started |
| VS | Readiness Test 2 completed - all electorates | Critical Path | | 28/06/23 | | 28/06/23 | Not started |
| VS | LSM Centralised training (urban electorates) | Critical Path | | 23/05/23 | 28/06/23 | 28/06/23 | Not started |
| VS | Ballot Papers dress rehearsal | Critical Path | | 30/06/23 | | 30/06/23 | Not started |
| VS | List of draft voting places sent to parties for consultation | Critical Path | | 2/06/23 | 30/06/23 | 30/06/23 | Not started |
| ES-IT | EMS Election Ready | Critical Path | | 1/07/23 | | 1/07/23 | Not started |
| ES-GETP | Mobile phones for voting places complete | Critical Path | | 1/07/23 | | 1/07/23 | Not started |
| ES/Comms | Bulk Recruitment Goes Live | Critical Path | | 1/06/23 | 03/07/23 | 3/07/23 | Not started |
| E&CE | Enrolment update campaign starts, first packs in letterboxes | Critical Path | | 3/07/23 | | 3/07/23 | Not started |
| E&CE | Community Engagement Campaign starts | Critical Path | | 3/07/23 | | 3/07/23 | Not started |
| VS | EasyVote dress rehearsal complete | Critical Path | | 6/07/23 | | 6/07/23 | Not started |
| VS | Bulk supply deliveries complete | Critical Path | | 13/07/23 | | 13/07/23 | Not started |

| Workstream or Work packets | Milestone | Type | Estimated Finish Date (early planning) | Baseline Finish Date | Re-baseline finish date | Current Finish Date | Status |
|----------------------------|--|---------------|--|----------------------|-------------------------|---------------------|-------------|
| VS | Electorate trainers begin to start | Critical Path | | 18/07/23 | | 18/07/23 | Not started |
| Legal & Policy | Final Party registrations and logos to EC Board | L0-Governance | 2/08/23 | | | 2/08/23 | Not started |
| VS | Election night dress rehearsal - all electorates | Critical Path | | 8/08/23 | | 8/08/23 | Not started |
| E&CE | Writ Day Roll Close | Critical Path | | 13/08/23 | | 13/08/23 | Not started |
| VS/ES | Party List generated and printed | Critical Path | | 14/08/23 | | 14/08/23 | Not started |
| E&CE | Data Extract: Easy Vote & Roll Print | Critical Path | | 17/08/23 | | 17/08/23 | Not started |
| E&CE | Roll Print – MIKE Data Extract (Blue Star) | Critical Path | | 18/08/23 | | 18/08/23 | Not started |
| E&CE | EasyVote – MIKE Data Extract (NZ Post) | Critical Path | | 18/08/23 | | 18/08/23 | Not started |
| VS | Early count and post election training complete | Critical Path | | 25/08/23 | 23/08/23 | 23/08/23 | Not started |
| Comms&Ed | Upload Voting papers & Download VP Live on website | Critical Path | | 30/08/23 | | 30/08/23 | Not started |
| VS | Readiness Test 3 complete - post election processes | Critical Path | | 31/08/23 | | 31/08/23 | Not started |
| VS | Voting places approved by CE | Critical Path | | 4/08/23 | 1/09/23 | 1/09/23 | Not started |
| VS | Advanced voting papers provided | Critical Path | | 1/09/23 | | 1/09/23 | Not started |
| VS | Delivery of equipment to voting places open in advance completed | Critical Path | | 3/09/23 | | 3/09/23 | Not started |
| VS | Main run EasyVote packs delivered | Critical Path | | 4/09/23 | | 4/09/23 | Not started |
| ES-IT | UVP Election Ready | Critical Path | | 4/09/23 | | 4/09/23 | Not started |
| ES-IT | DVP Election Ready | Critical Path | | 4/09/23 | | 4/09/23 | Not started |
| ES-IT | Overseas App Election Ready | Critical Path | | 4/09/23 | | 4/09/23 | Not started |
| VS | EasyVote supplementary delivered | Critical Path | | 7/09/23 | | 7/09/23 | Not started |
| VS | All ballot papers delivered to electorate HQs | Critical Path | | 8/09/23 | | 8/09/23 | Not started |
| VS | Training for voting place staff completed | Critical Path | | 15/09/23 | | 15/09/23 | Not started |
| IT-GETP | Results phone solution Election Day ready | Critical Path | | 15/09/23 | | 15/09/23 | Not started |
| IT-GETP | NO Processing Team (NOPT) operational | Critical Path | | 15/09/23 | | 15/09/23 | Not started |
| VS | NOPT staff start | Critical Path | | 17/09/23 | | 17/09/23 | Not started |
| E&CE | Election Day Roll qualified – start SVD Processing | Critical Path | | 20/09/23 | | 20/09/23 | Not started |
| VS | Overseas Voting Go Live | Critical Path | | 30/08/23 | 25/09/23 | 25/09/23 | Not started |
| VS | Dictation Service Go Live | Critical Path | | 30/08/23 | 26/09/23 | 26/09/23 | Not started |
| E&CE | SVD Processing deadline for return to Electorate Manager | Critical Path | | 26/09/23 | | 26/09/23 | Not started |
| VS | Last day for return of special declaration votes (legal date) | Critical Path | | 29/09/23 | | 29/09/23 | Not started |
| VS | Advanced Voting starts | Critical Path | | 4/09/23 | 2/10/23 | 2/10/23 | Not started |
| VS | Last day to receive postal votes from overseas | Critical Path | | 29/10/23 | | 29/10/23 | Not started |
| VS | Last day to get special votes to home returning officer | Critical Path | | 29/10/23 | | 29/10/23 | Not started |
| VS | Declaration of official results | Critical Path | | 6/10/23 | 3/11/23 | 3/11/23 | Not started |
| VS | Voting Services electorate HQs closed | Critical Path | | 30/11/23 | | 30/11/23 | Not started |
| IT-GETP | Decommissioning complete | L0-Governance | | 31/12/23 | | 31/12/23 | Not started |

5. Dependencies

All dependencies are being tracked in the [Master dependency register](#). Dependencies will be updated following the planning day on 30 March

6. Change Requests

There are no change requests for this reporting period.

Programme Overview

RAG Status

Last Month → This Month → Next Month

Overall Commentary

The overall status of the programme is AMBER. This is due to Quality and Assurance reporting AMBER. The reason for this is there are a number of recommendations that need to be implemented from the IQA. In addition, the process and assurance project that is underway has not yet provided documentation to give comfort that our assurance processes are robust. It is expected to take a couple of months for this area to return to GREEN. Delivery partners is also reporting AMBER due to some vendor delays in installing technology in some of the HQs. This is expected to return to GREEN next month and is not causing a significant impact.

All projects are currently reporting an over all status of GREEN.

The focus in the upcoming month for the programme team will be on working with the business on recruitment tracking, reporting and what our plan B is should our recruitment not be on track. Additionally, there will be a focus on dashboards for key metrics.

Decisions Required

Endorse the approach to the GE2023 BCP

Agree to the technical changes needed for recruitment BCP to proceed

Note the collateral that is being proposed for te reo Māori translation for GE23

Agree the prioritisation the PMO has applied to the 23 recommendations from the IQA

Critical Path 1 March – 31 May 23

Commentary

This is the first time the critical path has been report on. Since it was updated in the planning day with project managers, there have been a few items where dates have moved and an explanation is provided below.

Snaphire Go Live has moved from 26 April to 3 May. This is due to the Adaptive (who is the middleware provider) not receiving all information from EC to enable them to compete their testing, and does not impact on bulk recruitment. Training the field will still take place on 4 May along with the field going through the operations manual and checking the processes with the aim to have these approved on 16 May. The overall project completion date has been moved from 18 May to 30 June. This is to allow for enough time to complete project documentation.

Electorate headquarters we all due to be operational on 22 April however this date has been moved out to 12 May due to resource constraints by key providers. This will not impact on the deliverables within the field.

The critical path for 1 June – 31 August is provided in Appendix A and 1 September – 30 November in Appendix B.

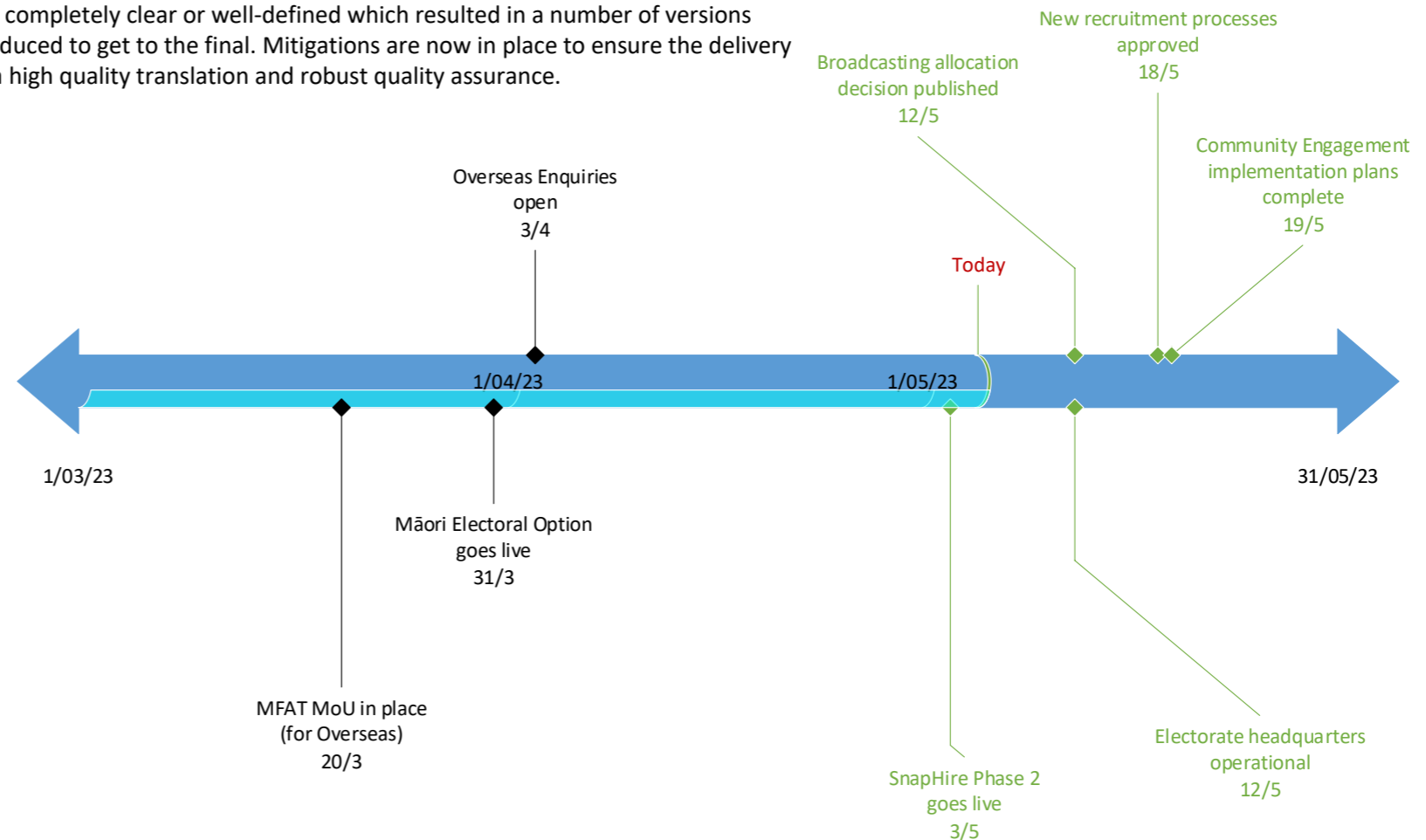
Concerns - Māori Electoral Option brochure macron error

In early April, the Senior Advisor, Māori identified that the word pāremata, meaning Parliament, appeared without a macron in some instances in the Māori Electoral Option brochure that was included in the pack to Māori electors. The word paremata (without a macron) has an alternative meaning. It was agreed, with the Chief Māori Advisor, that given the context of the brochure that this was unlikely to cause readers any confusion.

The Communications team working with the Māori Advisory team, acted to immediately update the file. At the time the teams were preparing updated versions of the brochure, in six regional dialects, for our community engagement teams and to be sent to stakeholders so the change was able to be applied to all subsequent publications.

The te reo Māori copy in the original brochure was translated and edited by our external provider Straker. A number of steps in the process followed with the copy reviewed and amended by the Senior Advisor, Māori and approved by the Chief Advisor, Māori. Further review and changes were made in the design and layout stage undertaken by our agency FCB and RUN. Final approval of the brochure and letter was given by the Acting Deputy Chief Executive, Mandy Bohte on 14 February.

One of the challenges with production of this collateral was that the team were applying a brand new translation process involving different internal and external contributors under very tight production timelines. The process was not completely clear or well-defined which resulted in a number of versions produced to get to the final. Mitigations are now in place to ensure the delivery of a high quality translation and robust quality assurance.



| Key Status Indicators | Status | | | Comments and expected actions |
|------------------------|------------|------------|------------|---|
| | Last Month | This Month | Next Month | |
| Risks | ● | ● | ● | There are currently five medium programme risks, five low risks and no critical risks. One new medium risk has been identified over the last month and is included in Appendix C along with details of the other four medium risks. |
| Issues | ● | ● | ● | There are currently no programme issues to report. |
| Budget | ● | ● | ● | <p>When the FY23 budget was approved in June 2022 it was agreed that they would be set at \$2m more than the available baseline funding and this \$2m deficit would be funded from reserves. When the FY24 budget has been prepared and approved it has a FY23 forecast of \$8.7m surplus and an FY24 deficit of \$11.3m which nets to a \$2.5m deficit. When we prepared the FY23 budget and then subsequently the FY24 budget we did not specifically approve a budget for EV1001- General Election 2023 that would be spent across both FY23 and FY24. Therefore, the forecast for FY23 and the budget for FY24 are on track with the \$2m deficit to be funded from reserves and these budgets include the budget for GE2023.</p> <p>March YTD expenditure is \$14.509m which is an underspend of \$7.490. This underspend is a combination of permanent savings, delayed expenditure that will hit FY23 and delayed expenditure that will now be incurred and is budgeted for in FT24.</p> |
| Scope | ● | ● | ● | There are no current concerns regarding scope of the programme. |
| Partners & Procurement | ● | ▲ | ● | <p>There have been some delays in completing the fitout of the HQs due to deliver partners. These include:</p> <ul style="list-style-type: none"> NZ Data resource constraints including the Auckland team all getting Covid Delay in testing the printer configuration so that FujiFilm can create printer configuration documentation for their technicians Delay in Chorus getting fibre connection to 7 sites <p>These delays are not causing any material issues and the completion of HQ fitout is due on 12 May.</p> <p>The Enrolment Recruitment Procurement Plan was approved by the DCE Operations on 3 April.</p> <p>A Request for Service was sent out to 5 Agencies, their responses were assessed, and the resulting recommendation report was approved by the DCE Operations on 20 April.</p> <p>PersolKelly has been selected and the associated RSO has been approved.</p> <p>An engagement Kick off with PersolKelly was held on 26 April and one is scheduled with their Consultants and our Hiring Managers on 2 May.</p> <p>We are now working through the finer details around delivery.</p> |
| People & Recruitment | ● | ● | ● | There have been a number of new starters across the Commission over the last month. Next week a Recruitment and Talent lead is starting at the Commission who will lead a deep dive into the planned recruitment for GE2023 and will work with the business to determine a plan b should recruitment not be on track. They will also be responsible for developing a recruitment dashboard. |
| Quality & Assurance | ● | ▲ | ▲ | <p>The recent IQA highlighted 23 recommendations for improvement. They have been categorised into high, medium and low priority. We will be reporting Amber for this area until there are actions plans developed and traction against delivering against the recommendations. Next month progress against actions will be reported in this dashboard.</p> <p>In addition, the Process and Assurance project which contributes to this area is progressing, but until some of the processes and assurance within these processes have been mapped, this will continue to report as Amber.</p> |
| Milestones | ● | ● | ● | There have been some minor adjustments to critical path milestone dates which have not had an impact on the overall programme. The majority of projects have baselined their milestones and all projects are on track for delivery of key milestones. |

Key Milestones

LATE MILESTONES

Milestones that are past due.

| Name | Finish | Milestones |
|--|---------------------|------------|
| Milestones: 0 | Fri 21/04/23 | |
| DEPD - Centralised Processing Team office setup complete | Fri 31/03/23 | 0 |
| MIL L1: Electorate headquarters operational | Fri 21/04/23 | 0 |

MILESTONES UP NEXT

Milestones due from 26 April - 15 May.

| Name | Finish | Milestones |
|--|---------------------|------------|
| Milestones: 0 | Fri 12/05/23 | |
| Processing Temp staff - Recruitment Agency confirmed | Wed 26/04/23 | 0 |
| SV Audit Implementation Plan Final | Tue 2/05/23 | 0 |
| DEPD: MIL: SnapHire Platform Phase 2 Go Live Completed | Wed 3/05/23 | 0 |
| Broadcasting allocation decision published | Fri 12/05/23 | 0 |

COMPLETED MILESTONES

Milestones that completed this month.

| Name | Finish | Milestones |
|--|---------------------|------------|
| Status: Complete | Wed 19/04/23 | |
| DEPD: MIL: SnapHire-ESB-MOJ Integration Completed | Tue 7/03/23 | 1 |
| DEPD: MIL: SnapHire - ESB-EMS Integration Completed | Fri 24/03/23 | 0 |
| MIL: ARTS Privacy Impact Assessment Completed | Mon 3/04/23 | 1 |
| L&P By-elections deadline | Fri 14/04/23 | 1 |
| Project SOW NZ Post - EU Mailout - complete | Fri 14/04/23 | 1 |
| Oral submissions and Board discussion on broadcasting allocation | Fri 14/04/23 | 1 |
| MIL: ARTS Cut Over Plan complete | Fri 14/04/23 | 1 |
| MIL L1: Rostering & Recruitment Manager recruitment go live | Mon 17/04/23 | 1 |
| MIL: ARTS C & A Assessment Phase 2 Completed | Wed 19/04/23 | 1 |

Milestone Commentary

Commentary

This report contains information on progress against key milestones only. For more information on successes over the last month and the focus for next month please refer to Appendix D.

Late Milestones

The Centralised Processing Team office set up is 90% completed, and won't be finished until the end of June. The outstanding area is telephony for the dictation service and work is well underway to determine the solution. The business has confirmed that delivery by the end of June is not going to impact them.

Electorate headquarters are 68% completed and due to be completed by 5 May. Delays are due to resource constraints of key providers.

Milestones up next

The next four key milestones that are on the 4 week horizon include confirming the recruitment agency to hire Processing Staff, the Special Vote Audit implementation plan, Phase 2 of SnapHire Go Live and the Broadcasting allocation decision published. These are currently all on track to be delivered on time.

Completed Milestones

Nine key milestones were completed over the last month. They were predominately deliverables from the ARTS project and the Legal and Policy workstream.

Budget

GE2023 budget as at 31 March 2023

| Account | Description | Current | | | YTD | | | Full Year Budget | % Full Year Spend |
|---------|---|------------------|------------------|----------------|-------------------|-------------------|------------------|-------------------|-------------------|
| | | Actual | Budget | Variance | Actual | Budget | Variance | | |
| | Total Remuneration | 263,518 | 338,948 | 75,430 | 1,766,470 | 2,948,516 | 1,182,045 | 4,746,614 | 37.2% |
| | Total Superannuation | 24,978 | 37,309 | 12,331 | 96,049 | 152,494 | 56,446 | 319,122 | 30.1% |
| | Total Field | 781,752 | 928,193 | 146,441 | 2,426,463 | 2,687,194 | 260,731 | 6,806,843 | 35.6% |
| | Total Leave | 110,900 | 34,245 | (76,655) | 79,672 | 151,038 | 71,366 | 304,241 | 26.2% |
| | Total Health & Welfare | 375 | 0 | (375) | 152 | 5,000 | 4,848 | 5,000 | 3.0% |
| | Total Training & Development | 10,521 | 1,802 | (8,719) | 27,738 | 10,406 | (17,332) | 53,931 | 51.4% |
| | Total Other Personnel Costs | 25,017 | 18,097 | (6,921) | 37,322 | 155,846 | 118,524 | 212,233 | 17.6% |
| | Total Computer & Telecommunications | 109,513 | 428,938 | 319,424 | 393,702 | 693,249 | 299,547 | 2,238,977 | 17.6% |
| | Total Occupancy Costs | 1,257,970 | 868,192 | (389,778) | 3,458,196 | 2,800,542 | (657,654) | 5,511,852 | 62.7% |
| | Total Office Equipment | 2,510,886 | 2,644,750 | 133,864 | 2,581,394 | 2,644,750 | 63,356 | 2,995,389 | 86.2% |
| | Total Specialist Services | 356,189 | 1,249,173 | 892,984 | 1,858,375 | 3,528,752 | 1,670,378 | 7,253,908 | 25.6% |
| | Total Travel Expense | 67,976 | 47,631 | (20,345) | 390,179 | 499,306 | 109,127 | 1,374,499 | 28.4% |
| | Total Meeting & Entertainment | 2,363 | 5,000 | 2,637 | 86,850 | 118,650 | 31,800 | 423,750 | 20.5% |
| | Total Printing, Stationery & Postage | 760,831 | 412,833 | (347,998) | 1,270,404 | 5,571,850 | 4,301,446 | 6,359,598 | 20.0% |
| | Total Miscellaneous Expenses | 22,963 | 21,297 | (1,666) | 35,972 | 31,030 | (4,942) | 99,920 | 36.0% |
| | Total Operating Expenses | 6,305,752 | 7,036,406 | 730,654 | 14,508,938 | 21,998,623 | 7,489,685 | 38,705,877 | 37.5% |

Budget Commentary

Expenditure in March was \$6.306m which was \$731k under budget.

Our YTD expenditure was \$14.509m which is an underspend of \$7.490. This significant underspend is made up of a combination of permanent savings, delayed expenditure that will hit FY23, and delayed expenditure that will now be incurred and is budgeted for in FY24.

The largest underspend is in Printing, Stationery & Postage (\$4.301m) which is due to the original budget assumption of a September election date meaning costs relating to the GE Update Campaign have been pushed out. Costs for Voting Services HQ packs are also expected to be incurred in coming months.

Specialist Services are underspent by \$1.670m and Remuneration by \$1.182m, which are likely to be permanent savings.

Occupancy has a YTD overspend \$658k due to higher than anticipated HQ lease costs.

Legal & Policy

PLACEHOLDER – COMMENTARY ON THE LEGAL & POLICY WORKSTREAM WILL BE START TO BE REPORTED ON FROM NEXT MONTH

Trust & Security

Commentary

The Security Working Group (SWG) has developed 8 new initiatives, divide into two tranches, to address key security vulnerabilities.

The Programme Board (11 April) agreed in principle to prioritise and resource the SWG's first tranche of initiatives, subject to Board agreeing the financial priority of this and whether we need to come to some trade-offs.

The first initiative in this tranche is to recruit 10 Regional Security and Resilience Advisors. These roles will provide security and resilience support and advice to EMs and RMs in the lead-up to GE2023, and also provide a response capacity to support Voting Place staff during the election period. The regional Security and Resilience Advisor roles recommended in initiative 1 have been budgeted for, and work is underway with P&C to develop JDs and recruit staff to start in the first week of July.

These roles have been socialised with Regional Managers and the feedback was very positive.

Further work is ongoing with Voting Services to incorporate the other 3 initiatives into existing processes.

The SWG endorses the proposal to have a minimum of three people at every Voting Place, from a security perspective.

There was a general Trust and Security update at the Board meeting on 12 April.

The next meeting of the SWG will focus on developing the second tranche of initiatives in order to present these to the Programme Board.

These are unlikely to have significant budgetary or logistics implications.

Process & Assurance Project

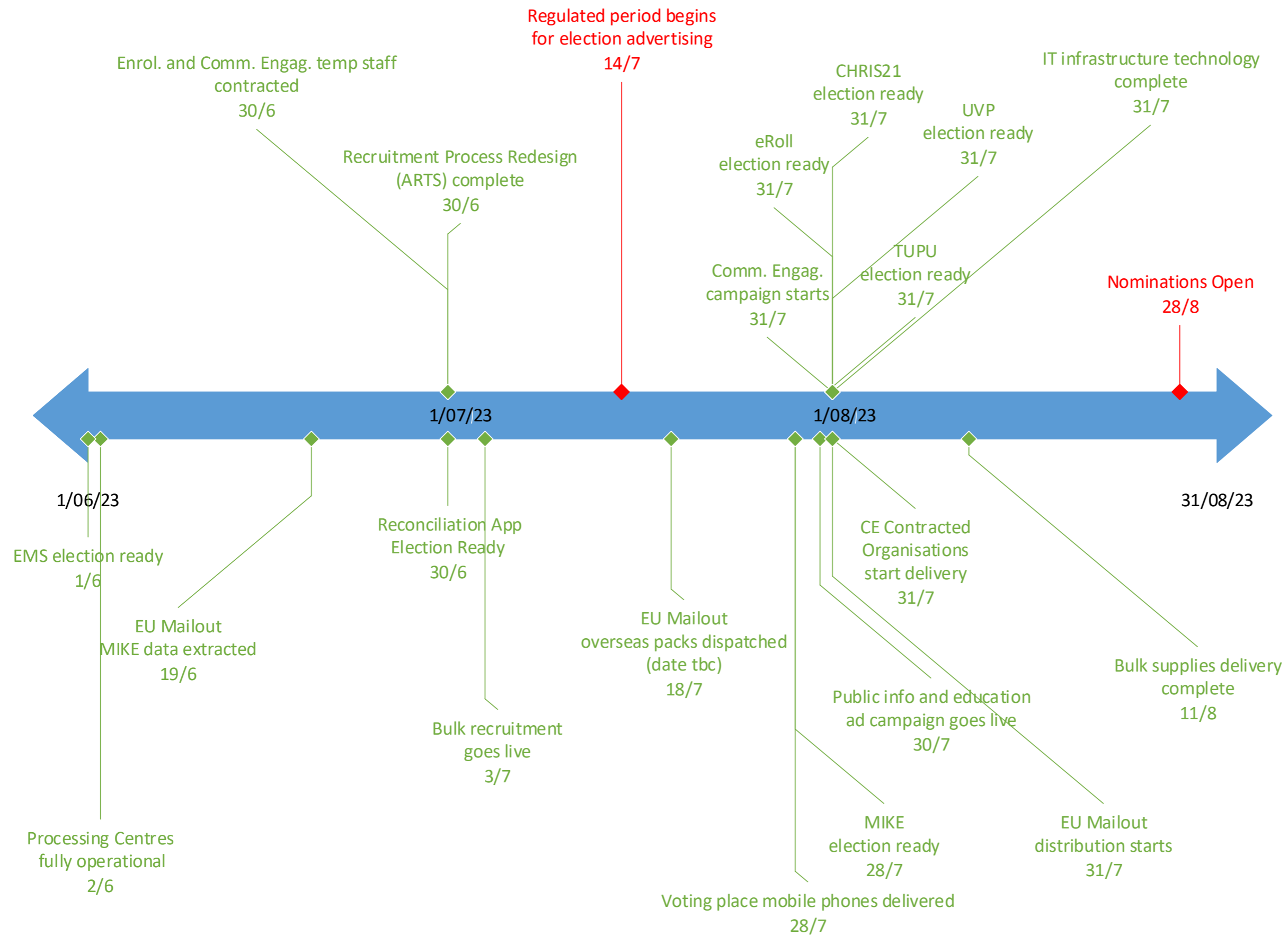
Commentary

The project group have met 3 times to date and completed a register of current quality control documentation aligned with the areas outlined for consideration. During this time, the need to differentiate between "Assurance" and "Quality Control" has arisen and so we are now turning our thoughts to what the EC has in place in relation to assurance. Quality control is well covered by the current documentation.

We have also agreed that a RACSI will provide clarity and assurance of responsibilities, and we will align this with estimated timeframes for visibility on a page.

A Business Analyst has just been assigned, for that reason there has been some delay in formulating the approach to documentation to fulfil the brief. However, further discussion and feedback on the Plan on a Page are required to ensure the work is focused on the right content and set expectations around when this work is expected to be completed. Another discussion using a proposed document format will be had with the Business Analyst and the Programme Director initially.

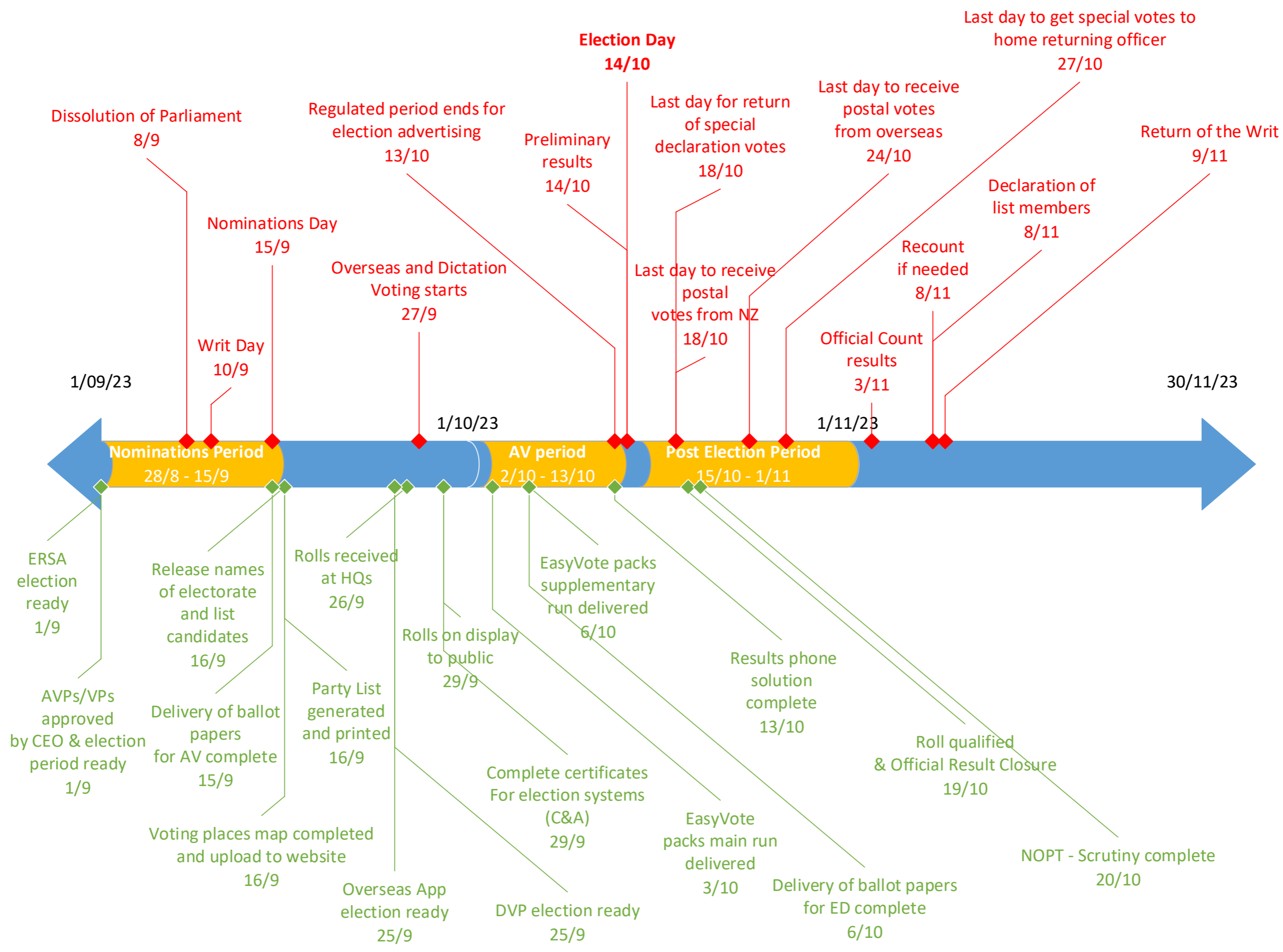
Appendix A: Critical Path 1 June – 31 August 23



■ completed
■ coming up
■ key date



Appendix B: Critical Path 1 Sept – 31 Nov 23



Appendix C: Key Risks

| Risk Owner | Risk title | Risk description | Treatment Action (Mitigations) | Treatment action log | Assessment of CURRENT Risk | | | Last date reviewed |
|--|---|---|---|--|----------------------------|-------------|-------------|--------------------|
| | | | What can be done to reduce the likelihood? | | Likelihood | Consequence | Risk Rating | |
| All ELT Managers | Reliance on key staff | IF, we continue to be reliant on a on a small number of key SME's and workloads remain high THEN if any of those people get sick, burnt out or leave the organisation, this will compromise our ability to deliver and creates critical points of failure | <ol style="list-style-type: none"> 1. Identify and document key staff and key roles 2. BCP work has required that back-up plans are identified and documented including cover for critical tasks. Revisit this document to ensure it is still valid 3. Review the TOM work which has identified critical staff risk and has incorporated this into the organisational changes being implemented to determine if it is still valid and if it has mitigated any risk 4. Identifying back-ups for all key staff during the GE 5. Document all critical GE delivery processes showing clear ownership and back ups 6. Staff retention and attraction policies and practices being implemented 7. Recruitment, H&S, BCP, reprioritisation 8. Review of GE 2023 critical path to identify critical points of failure and where we may need to have more documentation around process. 9. Identify ways to support critical staff if a crisis arises that they need to deal with 10. Develop and roll out succession planning including understanding and planning for career pathways 11. Identify substitutes and ensure they are well informed to be able to step in 12. Capture knowledge to make it readily accessible for others 13. Run an ELT workshop to identify critical issues and develop a shared plan going forward. | <p>Items 1-4 have been implemented</p> <p>Sept 22: A workshop will be run with ELT on 12 October, focussing on implementing mitigations</p> <p>14 Oct 22: A first workshop was run with ELT which did a deep dive into this risk. New mitigations were identified. Not everything was completed, so another will be run and this risk will be updated as a result of the two workshops next month.</p> <p>11 Nov 22: this risk needs to be updated based on the ELT workshop. This will be done post Hamilton West by election</p> <p>17 April 23: The recent recruitment of managers in the Operations Group in particular have a focus on ensuring workload is spread across teams, work is underway to document key processes and BCP plans are in the process of being updated.</p> | Likely | Significant | Medium | April 23 |
| DCE Enterprise Services DCE Operations | SMEs leaving without sharing information | IF people leave without providing a substantive handover (either in person, via documentation or both), THEN we lose a significant amount of knowledge that makes the next person's role harder, potential rework and potential non delivery of items | <ol style="list-style-type: none"> 1. Managers set expectations with the team that they are to document key processes 2. Managers to ensure that when someone resigns they prioritise writing a thorough handover document 3. Managers prioritise recruitment so there is a handover period 4. P&C prioritise recruitment for critical roles | <p>Sept 22: This is a new programme risk and has been assigned to the risk owners only this month. Progress against treatments will be reported next month.</p> <p>14 Oct 22: progress has been made on treatment 3 & 4.</p> <p>20 Feb 23: The process and assurance work that is starting in March will address much of this risk as key processes will be documented</p> <p>17 April 23: Work is progressing to document key processes and good progress has been made on recruiting for critical roles and other positions.</p> | Very Likely | Minor | Medium | April 23 |
| CIO and Business System Owner | Catalyst resource contention/re source availability | IF, the Catalyst team has resource contention due to illness and other EC projects, THEN this may delay delivery of GE projects | <ol style="list-style-type: none"> 1. Have regular meetings with the Catalyst account manager 2. Hold them to account over delivery dates 3. Have 2 EC staff on site 4. Ensure the Catalyst statement of work is realistic 5. Create a dashboard that informs EC of all the work catalyst have on and when it is due 6. Make trade-off decisions if necessary, based off information in the dashboard 7. PMs to work with Catalyst to monitor delivery 8. Ensure we are providing Catalyst with business requirements in a timely fashion 9. Ensure we are clear to Catalyst about our priorities | <p>12 Nov 21: Weekly meetings Commenced</p> <p>19 Nov 21: Draft Statement of Work received</p> <p>26 Nov 21: Final Statement of work expected</p> <p>30 June 22: A dashboard of work is prepared and will be presented to the EEV Steering Group for prioritisation</p> <p>Sept 22: Significant work has gone into prioritising Catalyst work to ensure there is clear direction so that their resources are working on the areas of greatest need. An additional resource has been secured for the next two months to work on the MIKE system</p> <p>14 Oct 22: Catalyst has been briefed on the work and work continues to be prioritised with the business.</p> <p>20 Feb 2023: Regular prioritisation meetings between Catalyst and EC continue with focus on completion of Must have functionality for GE2023</p> <p>17 April 23: Dates have been set for election readiness for systems and currently there are no concerns that these won't be met.</p> | Feasible | Significant | Medium | April 23 |
| CIO | Cyber Attack on Critical Systems | IF, A malicious cyber attack were to occur on critical systems, THEN, Security of information would be at risk and systems may be down. | <ol style="list-style-type: none"> 1. Structured improvement of controls (technology, human, supply chain management) to enable us to continually improve our ability to identify, prevent and respond to cyber security incidents. 2. Resourcing focused on cyber security issues. 3. Draft enterprise-wide information systems strategic plan (ISSP) Phishing, training, SMT focus and leadership to inform staff. 4. Cloudflare DDoS protection. 5. Developing playbooks for incident types 6. Funding in FY21/22 budget for control improvements including resources, software and process improvements. 7. Certifying and accrediting GE critical systems. 8. Links to NCSC and acting upon security bulletins. 9. Patching applications, infrastructure regularly and quickly. 10. Pentesting applications and infrastructure annually. 11. Third party supply chain audits. 12. In the process of improving authentication/authorisation at the Commission to reduce ability for attackers to harvest credentials. 13. Implementing extra monitoring software to improve our ability to detect and prevent incidents 14. Larger Cyber Security awareness campaigns | <p>30 June 22: Treatment items 1-6 have been implemented</p> <p>Sept 22: Treatments 1-11 have been implemented</p> <p>20 Feb 23: work continues on Treatment 12 in conjunction with the ARTS project, to automate parts of the onboarding process. Enhanced threat intelligence now implemented into device endpoints as part of Treatment 13.</p> | Feasible | Major | Medium | April 23 |
| ELT | Staff retention | IF we are not able to retain staff THEN we will be unable to maintain resource levels for the business incl ES. – Noted in strategic risks | <ol style="list-style-type: none"> 1. Gain approval for Retention strategy - underway 2. Implement a retention plan - to be actioned | <p>1/4 - Session held with ES team to identify risks and issues</p> <p>7/4 Risks reviewed and added to register.</p> | Feasible | Significant | Medium | April 23 |

Appendix D Successes for reporting period by workstream

Enrolment and Community Engagement

- Statement of Work (NZ Post) for Enrolment Update Mailout presented to the board and approved.
- Statement of Work (Candida) for Enrolment Update Envelopes signed by EC and Candida
- Procurement Plan and Request for Service for Recruitment Agency to find 169 Enrolment Staff - approved.
- Review of Project Timeline reviewed with Enrolment and SEP Directors and confirmed for baselining.
- Processing Centre Floor Plans produced and handover to GETP complete.
- Walked the Directors through the Training Approach for Enrolment and Community Engagement.

Enterprise Services

- All of Staff Wānanga completed.
- Democracy Matters induction programme relaunched.
- Control assessments for the Enterprise Services Bus are complete and we expect to complete all documentation for ESB on schedule and before go-live. In short, there are no significant cyber-security issues that would stop the ESB going live.
- Pen testing has been completed for the Enterprise Services Bus. This identified two low and one informational defect which may be fixed before go-live depending on other priorities.

General Election Technology Project

- Completed fibre circuit installations at 43 out of 47 sites for Electorate Headquarters.
- Approval by the Digital Governance Group for the scanner solution to be used at Enrolment Processing Centres.
- Completed UAT of the Election night results solution.

ARTS Project

- Successful end to end testing of the SnapHire General Election configuration.
- Ministry of Justice (MoJ) successful migration of their CleanSlate system into PRODUCTION.
- Reporting requirements captured and with P&C for review.
- Careers Page interactive map build in progress with Pikselin.
- Careers Page requirements captured and with Aotal for a cost estimate.
- Confirmation third-party vendors (Catalyst, Aotal, Adaptiv and MoJ) are available to support our go live migration.
- Training approach agreed for Voting Services field staff.
- Operations Manual Chapter 9 expectations identified with Voting Services

Communications & Education

- Māori Electoral Option public information campaign successfully went live on 31 March 2023.
- Two Senior Communications and Education (C&E) Advisors and one C&E Advisor started in early April. They will support the communications work programme for the General Election.
- Enrolment Update Mailout ROE2 letters have been drafted, approved, and provided to Enrolment and Community Engagement for NZ Post to begin development on the letter production.
- Kids Voting is being promoted to schools to encourage them to register for this year's programme.

Voting Services

- Volumes two and three of the Operations Manual were completed and sent to the printer. Slightly behind schedule, but no follow-on impact.
- Advertising for Logistics and Supply Managers was commenced on schedule.
- Delivery of HQ Supplies was completed. There was a slight two-day delay in getting a deliver to the HQs impacted by road closures.
- The vote issuing filming was finished ahead of schedule.
- Letter of introduction for schools sent and provided to Electorate Managers.

Centralised Enquiries Project

- Group redesign agreed.

Focus Areas for next month by workstream

Enrolment and Community Engagement

- Approval of EU Envelope and Insert Artwork
- Delivery of Envelopes to NZ Post for Dress Rehearsal, sample envelopes to EC for review and approval
- Enrolment Recruitment Agency - selection complete and contract in place.
- Complete the Statement of Work for Blue Star – Roll Print
- Contract and timeline secured for Processing Centres furniture.
- End to end process - Recruitment, Contracting, Onboarding, IT Persona tests - final

Enterprise Services

- Complete and circulate the updated GE2023 Recruitment Plan to including all roles.
- Recruitment of RRM roles begins.
- Recruitment of Finance Business Partner for Voting Services and Finance
- Completing Windows 11 rollout at National Office
- Planning and scheduling Security (Penetration) tests for key EC applications
- Planning and scheduling Performance (Load) tests for key EC applications

General Election Technology Project

- Completed fibre circuit installations at 43 out of 47 sites for Electorate Headquarters.
- Approval by the Digital Governance Group for the scanner solution to be used at Enrolment Processing Centres.
- Completed UAT of the Election night results solution.

ARTS Project

- Complete the Recruitment Process Redesign Processes for Non-General Election and General Election recruitment and have these approved and signed off.
- Complete reporting requirements including exploring alternatives to SnapHire Business Objects reporting functionality.
- Complete Careers Page requirements including the interactive map and FAQ page.
- Implement solution for the Overseas Recruitment process based on requirements captured.
- Provide go live support including change control process.
- Finalise the Operations Manual Chapter 9.
- Assist with training preparations for 4 May 2023 of the Regional Advisors and Recruitment and Rostering Managers.

Communications & Education

- Review, update and baseline those milestones and workstream schedules that have dependencies across the organisation and where the Public Information and Education campaign phases are not required to baseline.
- Progression of public information and education campaign approach.
- Delivery of asset artwork for ECE and VS, 21 April, and 5 May and, 1 May 2023, respectively.
- Progression of C&E deliverables, i.e., base community engagement resources, Easy Vote assets
- Development of initial bulk recruitment ad campaign assets.
- Implementation of agreed MEO te reo Māori translations recommendations.
- Confirmation and communication of robust assurance/ sign off process for GE2023 C&E deliverables.

Voting Services

- Sending the introduction letter of Electorate Managers to all local authorities.
- Starting plans for our Services to the Disabled Community.
- Continuing the Equipment and Supplies, Voting Place and EasyVote project tasks.
- Uploading the Operations Manual chapters and master forms onto Tupu
- Continuing the training packages for the Logistics and Supply Manager (LSM) and Rostering and Recruiting Manager (RRM) roles
- Finalising the establishment of the Centralised Processing Team and completing the associated testing

Centralised Enquiries Project

- Confirm Zendesk support agreement.
- Tidy up groups and workflow in Zendesk.
- Set up sandbox and make changes required to align with production.
- Start work on Service Model.
- Continue to refine the Change Management Plan, Benefits Plan and measures.

Programme Overview

RAG Status

Last Month → This Month → Next Month

Overall Commentary

The overall status of the programme is AMBER. This is due to Quality and Assurance reporting AMBER and a number of the project status reports reporting AMBER. The reason for Quality & Assurance being AMBER is due a number of recommendations that need to be implemented from the IQA. In addition, the process and assurance project that is underway has not yet provided documentation to give comfort that our assurance processes are robust. It is expected to take another month for this area to return to GREEN. Four of the seven projects are reporting AMBER and the rest are reporting GREEN. Those that are reporting AMBER have plans in place to remedy this.

The focus in the upcoming month for the programme team will be to continue working with the business on recruitment tracking, reporting and what our plan B is should our recruitment not be on track. Additionally, there will be a focus on dashboards for key metrics.

Decisions/Actions Required

Agree to the proposed approach toward the PIA issue.

Note the progress being made in the Process and Assurance project.

Participate in the recruitment deep dive.

Concerns

Staffing

A number of project status reports have mentioned recruitment challenges, loss of knowledge and pressure on other members as a result of people leaving, and heavy workloads of some individuals. This is being actively managed, with some groups having set up working arrangements to ensure people are more supported and single person risk is reduced, others are prioritising recruitment, and the Process and Assurance project is mapping out key processes to ensure the Commission is capturing key information.

Privacy Impact Assessments (PIAs)

There are a number of systems that have not had a PIA completed which exposes the Commission to risk. Those systems have been identified and a workshop is taking place during the week commencing 29 May to better understand the current state and to gather information so that a roadmap to complete the PIAs can be produced for the 6 June programme board meeting.



Critical Path 1 March – 31 May 23

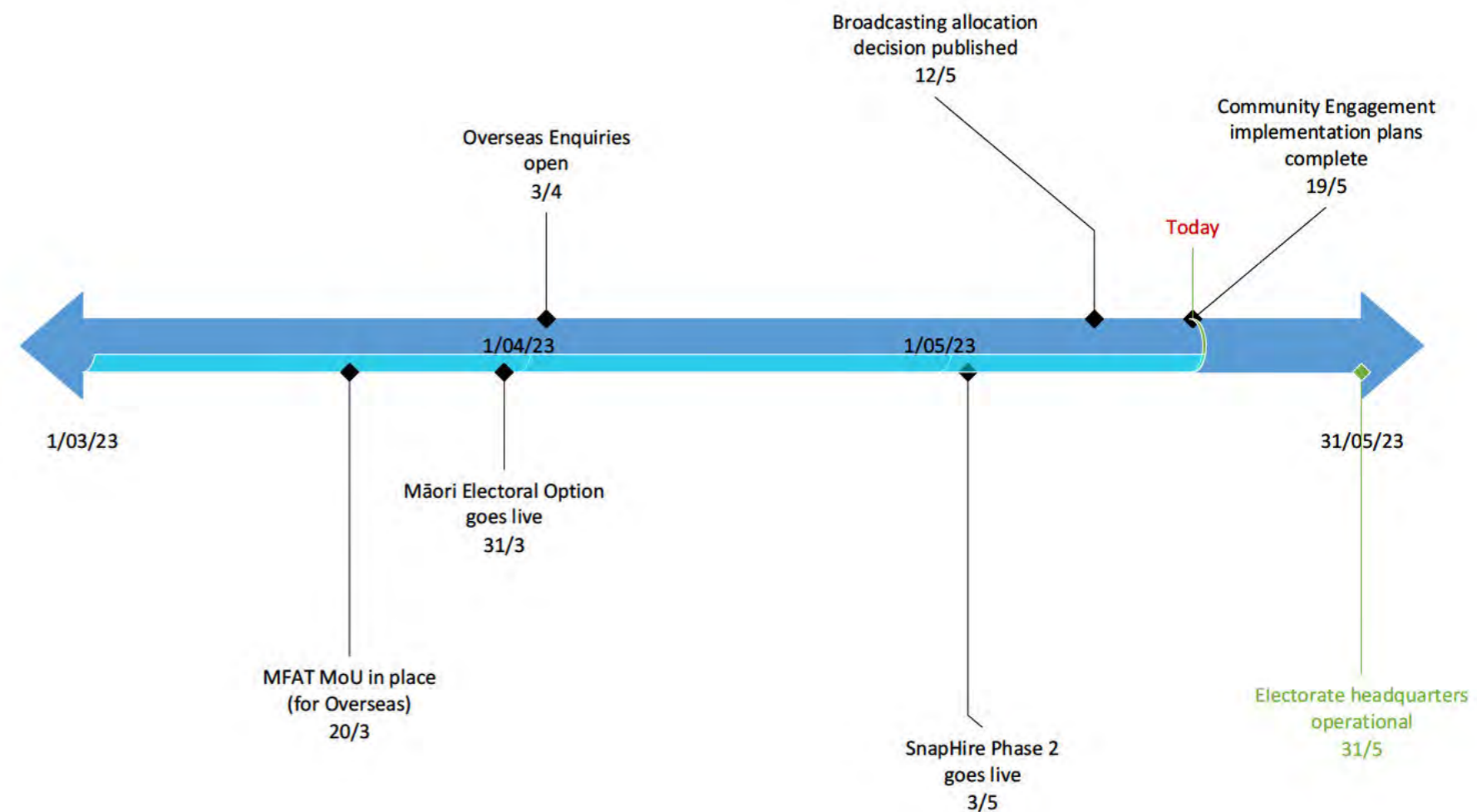
Commentary

Since the previous reporting period three critical path milestones have been completed. They are the Broadcasting Allocation decision published, the Go Live of Phase 2 of the SnapHire system and the Community Engagement implementation plans completed.

Electorate headquarters were all due to be operational on 12 May and has moved to 31 May. The setup of Electorate Headquarters is delayed due to resource constraints by the various suppliers involved. 94% of HQ's now have an internet connection and wi-fi. 78% of HQ's now have a functional printer. There has been no reported impact of the delay to getting Electorate Headquarters 100% completed to date. The completion of the Rotorua HQ is blocked until the site is made physically secure from access to the public. The completion of Taupo has been delayed due to challenges in getting fibre installed at the main site. A workaround is being put in place to have fibre connectivity from the adjacent logistics warehouse which should be in place by 31 May. The project manager raised these issues in the recent steering group and will be submitting a formal change request in the next meeting.

New recruitment processes were due to be approved on 18 May. The project manager presented a change request to the steering group which was accepted and the date for this milestone has been moved to 2 June.

The critical path for 1 June – 31 August is provided in Appendix A and 1 September – 30 November in Appendix B.



Black = completed
Green = coming up
Red = Immovable dates

| Key Status Indicators | Status | | | Comments and expected actions |
|------------------------|------------|------------|------------|---|
| | Last Month | This Month | Next Month | |
| Risks | ● | ● | ● | There are currently five medium programme risks, five low risks and no critical risks. No new risks have been identified this month. The details of the medium risks are included in Appendix C. The PMO Manager has had an initial meeting with the Manager Strategy, Risk and Assurance to start to determine how Programme and Organisational risks can be amalgamated. |
| Issues | ● | ● | ● | A new medium issue has been identified relating to Privacy Impact Assessments. Details were provided to the Programme Board on May 11 and an update is being provided on May 25. This issue will remain open until the Programme Board is satisfied with the treatment plan. One medium issue does not warrant the overall RAG status to move from GREEN to AMBER. |
| Budget | ● | ● | ● | <p>When the FY23 budget was approved in June 2022 it was agreed that they would be set at \$2m more than the available baseline funding and this \$2m deficit would be funded from reserves. When the FY24 budget had been prepared and approved it had a FY23 forecast of \$8.7m surplus and an FY24 deficit of \$11.3m which nets to a \$2.5m deficit. When we prepared the FY23 budget and then subsequently the FY24 budget we did not specifically approve a budget for EV1001 - General Election 2023 that would be spent across both FY23 and FY24. Therefore, the forecast for FY23 and the budget for FY24 are on track with the \$2m deficit to be funded from reserves and these budgets include the budget for GE2023.</p> <p>April YTD expenditure is \$17.825m which is an underspend of \$8.100m. This underspend is a combination of permanent savings, delayed expenditure that will hit FY23 and delayed expenditure that will now be incurred and is budgeted for in FT24.</p> |
| Scope | ● | ● | ● | There are no current concerns regarding scope of the programme. |
| Partners & Procurement | ▲ | ● | ● | <p>Procurement of PersolKelly is completed with the first kick off meeting being held with them on 2 May.</p> <p>Delivery issues with some vendors last month which delayed completing the HQ fit out work has been resolved.</p> |
| People & Recruitment | ● | ● | ● | <p>A deep dive into recruitment is planned with the Programme Board on May 25. Following this, the recruitment plan will be updated to include how we are going to tell if our recruitment is off track, and what is our plan b should this eventuate. The draft recruitment dashboard will be ready in June for circulation and feedback. The Snaiphire BCP plan will be included as a subset of the overall recruitment BCP plan which will be completed next month.</p> <p>The engagement with PersolKelly kicked off on 2 May for enrolment staff, JDs and Adverts are in place and weekly progress reviews are in place, the week one report shows excellent response in Auckland, average in Christchurch but poor in Upper Hutt, PersolKelly have committed to additional efforts in Upper Hutt. The approach to EC assessment of the candidates will be through group assessment centres at each office. These roles are being set up in Snaiphire ready to the application of the selected candidates.</p> |
| Quality & Assurance | ▲ | ▲ | ● | <p>The recent IQA highlighted 23 recommendations for improvement. They have been categorised into high (15), medium (2) and low priority (6). During this month the following progress has been made against the 23 recommendations one has been closed and 11 have work started. More information can be found on page 5 of this report.</p> <p>We will be reporting Amber for this area until there are actions plans developed and traction against delivering against the recommendations.</p> <p>The Process and Assurance project which contributes to this area is progressing and a presentation to the Programme Board is scheduled for 25 May. Until the Programme Board is satisfied with the progress made, this will continue to report as Amber.</p> |
| Milestones | ● | ● | ● | There have been some minor adjustments to critical path milestone dates which have not had an impact on the overall programme. The majority of projects have baselined their milestones and all projects are on track for delivery of key milestones. |

Key Milestones

MILESTONE REPORT

LATE MILESTONES

Milestones that are past due.

| Name | Finish | Milestones |
|--|--------------------|------------|
| Milestones: 0 | Mon 8/05/23 | |
| DEPD - Centralised Processing Team office setup complete | Fri 31/03/23 | 0 |
| DEPD - Electorate headquarters operational | Fri 21/04/23 | 0 |
| DEPR - Processing Centre ready for GETP setup | Mon 8/05/23 | 0 |
| Milestones: 1 | Wed 3/05/23 | |
| Voting Place deployment plan agreed | Wed 3/05/23 | 1 |

MILESTONES UP NEXT

Milestones from 13th May to 9th June.

| Name | Finish | Milestones |
|---|--------------------|------------|
| Milestones: 0 | Fri 2/06/23 | |
| CE Hub Implementation Plans - Final | Fri 19/05/23 | 0 |
| EMS Election ready | Thu 1/06/23 | 0 |
| Easy Vote letter, envelope, artwork and brochure approved | Thu 1/06/23 | 0 |
| MIL: Recruitment Process Redesign Processes Defined and Approved for GE | Fri 2/06/23 | 0 |

COMPLETED MILESTONES

Milestones that are 100% complete.

| Name | Finish | Milestones |
|--|---------------------|------------|
| Status: Complete | Mon 15/05/23 | |
| DEPR: Overseas - MFAT MoU in place | Mon 20/03/23 | 0 |
| Project RSO Employment Agency - complete | Wed 26/04/23 | 1 |
| Processing Temp staff - Recruitment Agency confirmed | Wed 26/04/23 | 0 |
| MIL: Communications Completed | Thu 27/04/23 | 1 |
| DEPD: MIL: SnapHire Platform Phase 2 Go Live Completed | Thu 4/05/23 | 0 |
| DEPD: MIL: SnapHire Training Completed | Mon 15/05/23 | 1 |

Milestone Commentary

Commentary

This report contains information on progress against key milestones only. For more information on successes over the last month and the focus for next month please refer to Appendix D.

Late Milestones

The Centralised Processing Team office set up is 90% completed, and won't be finished until the end of June. The outstanding area is telephony for the dictation service and work is well underway to determine the solution. The business has confirmed that delivery by the end of June is not going to impact them. The project manager will be raising a Change Request in the next Steering Group to re-baseline this milestone.

Electorate headquarters are now due to be completed at the end of May and work is progressing well.

As reported last month, delays were due to resource constraints of key providers.

Milestones up next

The next four key milestones that are on the 4 week horizon include CE Hub implementation plans, EMS being election ready, although there has been discussion that this milestone will be late, Easy Vote artwork approved and the processes for the Recruitment Redesign (ARTS) approved.

Completed Milestones

Six key milestones were completed over the last month. The ARTS workstream has completed a number of deliverables, Enrolment recruitment and the Communication & Education workstream have made good progress over the last month.

Budget

GE2023 Finances as at 30 April 2023

| Description | Current | | | YTD | | | Full Year | % Full Year Spend |
|--------------------------------------|------------------|------------------|----------------|-------------------|-------------------|------------------|-------------------|-------------------|
| | Actual | Budget | Variance | Actual | Budget | Variance | Budget | |
| Total Remuneration | 428,923 | 330,204 | (98,719) | 2,195,393 | 3,278,719 | 1,083,327 | 4,746,614 | 46.3% |
| Total Superannuation | 25,967 | 37,334 | 11,366 | 122,016 | 189,828 | 67,812 | 319,122 | 38.2% |
| Total Field | 655,920 | 941,457 | 285,538 | 3,082,383 | 3,628,651 | 546,268 | 6,806,843 | 45.3% |
| Total Leave | 92,141 | 34,141 | (57,999) | 171,813 | 185,180 | 13,367 | 304,241 | 56.5% |
| Total Health & Welfare | 31 | 0 | (31) | 183 | 5,000 | 4,817 | 5,000 | 3.7% |
| Total Training & Development | 16,196 | 10,833 | (5,363) | 43,934 | 21,240 | (22,695) | 53,931 | 81.5% |
| Total Other Personnel Costs | 28,339 | 18,098 | (10,241) | 65,661 | 173,943 | 108,282 | 212,233 | 30.9% |
| Total Computer & Telecommunications | 42,842 | 531,376 | 488,534 | 436,544 | 1,224,625 | 788,081 | 2,238,977 | 19.5% |
| Total Occupancy Costs | 1,249,806 | 872,092 | (377,714) | 4,708,002 | 3,672,634 | (1,035,368) | 5,511,852 | 85.4% |
| Total Office Equipment | 38,516 | 139,750 | 101,234 | 2,619,910 | 2,784,500 | 164,590 | 2,995,389 | 87.5% |
| Total Specialist Services | 271,114 | 655,673 | 384,558 | 2,129,489 | 4,184,425 | 2,054,936 | 7,253,908 | 29.4% |
| Total Travel Expense | 77,692 | 96,881 | 19,189 | 467,871 | 596,187 | 128,316 | 1,374,499 | 34.0% |
| Total Meeting & Entertainment | 2,847 | 13,600 | 10,753 | 89,697 | 132,250 | 42,553 | 423,750 | 21.2% |
| Total Printing, Stationery & Postage | 266,664 | 223,316 | (43,348) | 1,537,068 | 5,795,166 | 4,258,098 | 6,359,598 | 24.2% |
| Total Miscellaneous Expenses | 119,235 | 21,297 | (97,939) | 155,208 | 52,327 | (102,881) | 99,920 | 155.3% |
| Total Operating Expenses | 3,316,233 | 3,926,051 | 609,818 | 17,825,171 | 25,924,674 | 8,099,503 | 38,705,877 | 46.1% |

Budget Commentary

Expenditure in April was \$3.316m which was \$610k under budget.

Our YTD expenditure was \$17.825m which is an underspend of \$8.100m. This significant underspend is made up of a combination of permanent savings, delayed expenditure that will hit FY23, and delayed expenditure that will now be incurred and is budgeted for in FY24. However, this month we are seeing increased expenditure as activity increases across the Communications, Enrolment, Community Engagement and Voting Services areas.

The largest underspend is in Printing, Stationery & Postage (\$4.258m) which is due to the original budget assumption of a September election date meaning costs relating to the GE Update Campaign have been pushed out.

Specialist Services are underspent by \$2.055m and Remuneration by \$1.083m, which are likely to be permanent savings. Occupancy has a YTD overspend \$1.035k due to higher than anticipated HQ lease costs.

Legal & Policy

Commentary

The Legal and Policy team's focus has been on advice and guidance for candidates, parties and third parties over the last month. We brief key stakeholders in election year. Following the party secretary briefing held on 20 April, we briefed third party promoters on 18 May. Our next briefing will be for broadcasters and publishers in July. The suite of handbooks that explain the rules for key participants at the election have been finalised. We have already published the Candidate, Scrutineer and Third Party Handbooks on elections.nz. All MPs were sent a copy of the MP Handbook in early 2023, following briefings for parliamentary staff in November and December last year. The Publisher and Broadcaster Handbook will go up on elections.nz by the end of May and we are in the process of organising the print run of the Candidate and Scrutineer Handbooks for Electorate Managers and their staff.

The nomination forms for the election have been finalised and we have sent all registered parties the notice of intention to bulk nominate form (which the party secretary has to complete if they want to nominate all of their electorate candidates on a single schedule) and the consent to nomination form (completed by their electorate and list candidates). The individual nomination form (used by independents and candidates standing for unregistered parties) will go up on elections.nz in early June as part of the Candidate Hub which is a new area of the website for this election. We are working closely with the Communications team to get the Hub content ready for launch after King's Birthday. We also have four new videos for candidates to explain the rules about being a candidate that will be available in the Hub.

The expenditure limits that apply to candidates, parties and third parties will change on 1 July. Ministry of Justice recently notified us of the limits that will apply for the election during the regulated period (14 July to 13 October). This has allowed us to progress the expense returns for candidates, parties and third parties and we expect these to be ready by the end of May. We have updated expenditure limits on elections.nz and in the Party Portal (which is the secure area of the elections.nz for parties).

One of our functions is to administer the broadcasting allocation funding to eligible parties. We have been working with the Board, who is responsible for determining the amount of money each party receives. The allocation decision was released on 12 May and we are working with parties on the processes they need to follow to use their allocation and pass their invoices to the Commission for payment.

The team is also busy with issuing advisory opinions on election advertising – we have already issued over 170 advisories this year. New rules for the reporting of donations over \$20,000 received by parties in election year came into force on 1 January. We have processed and published 39 over \$20,000 returns so far this year.

Process & Assurance Project

Commentary

The project group have agreed on using a SIPOC (suppliers, inputs, process, outputs, customers) diagram and document on a page as a visual tool to document the business process from beginning to end and include links to the documents that support the process of quality control. A separate RACSI table by product supports the understanding of who is involved and what their role is in the process. Initial stakeholder review of the document for EasyVote has been favourable. Other products in progress are: Voting place list, Enrolment Update Pack and Roll Print.

The Project Manager will present this to the GE2023 Programme Board on Thursday for feedback. Some clarification on remaining listed items may be requested after meeting again with the group early next week.

Trust & Security

The 10 Regional Security and Resilience Advisor positions are currently advertised, with applications closing on Monday 5th June. Applications received so far are very promising.

Quick Reference Guides are being drafted currently and we will be going to market shortly for printing quotes.

The Security Working Group met on 10th May and discussed two more of the security initiatives – employment checks and risk acceptance delegations.

P&C are considering potential screening questions to be added to the field staff recruitment process to help identify candidates with anti-democratic ideologies. Once Regional P&C advisors are on board, they will be able to assist with additional social media checks for staff – specifically RRM, LSMs and area trainers.

A form is being finalised to escalate security risk decisions to Regional Managers and National Office. Specific advice will also be drafted for RMs and NO staff to ensure standardisation of decision-making and visibility of security risk.

The Security Working Group have identified their next priority as increasing security at National Office before the election. Initial discussions between the Security Advisor and Enterprise Services are underway to prioritise and streamline current and potential security projects.

^{9(2)(a)} has joined the broader security team in an Interagency Liaison role and is taking the lead on the GE2023 Interagency Protocols. These will be sent out later this week for feedback, both internally and externally.

Meetings are ongoing with individual agencies to identify their risk mitigations for GE2023 and incorporate these into the interagency risk profile for review at the next Risk and Security Working Group on 8th June.

NZ Police election preparations are ramping up with an Appreciation Process to be conducted this week, which EC staff will attend. A Joint Intelligence Group has also been stood up with Police taking the lead. Personnel from other agencies will be seconded to this group from June onwards. EC and Police (both Operations and Intelligence representatives) will be meeting fortnightly from now on to coordinate security preparations and information.

DPMC have also initiated a GE2023-specific work programme through the National Security System (MESC and SIB). This includes coordinating threat assessments, scenario planning and testing at a strategic level, and coordinating work on mis and disinformation. EC and DPMC will meet weekly from now until the election to coordinate work programmes.

IQA

The table reflects progress made at 19/5 against current draft action plans.

During this month the following progress has been made against the 23 recommendations:

- 1 has been closed
- 11 have work started
- 11 are yet to start
- 0 are overdue
- 0 recommendations are under threat of missing their due date

This is the first month that the Programme is reporting progress against the IQA Report provided from the Caravel Review in March 2023.

The Programme Board agreed to the proposed prioritisation and reporting mechanism at April's meeting.

Caravel issued an updated final report on 8th May 2023.

The EC Board agreed to the proposed prioritisation and reporting mechanism at the May meeting. EC Board will have access to the monthly reporting provided to the Programme Board and have asked to be provided with a quarterly update on progress (starting in August 2023).

The Programme Director will finalise the action plans to address each of the 23 recommendations by May 31st 2023. In the meantime work is underway on the action plans that have already been agreed.

The Programme Director has taken an aggressive approach with 15 of the 23 recommendations being targeted to be closed on or before 31 July 2023. There is confidence in the ability of the Programme to achieve this target date. However, if the Programme Director identifies the need to prioritise election delivery and re-prioritise any recommendation from High to Medium (due 14 October 2023) the Programme Board will be informed.

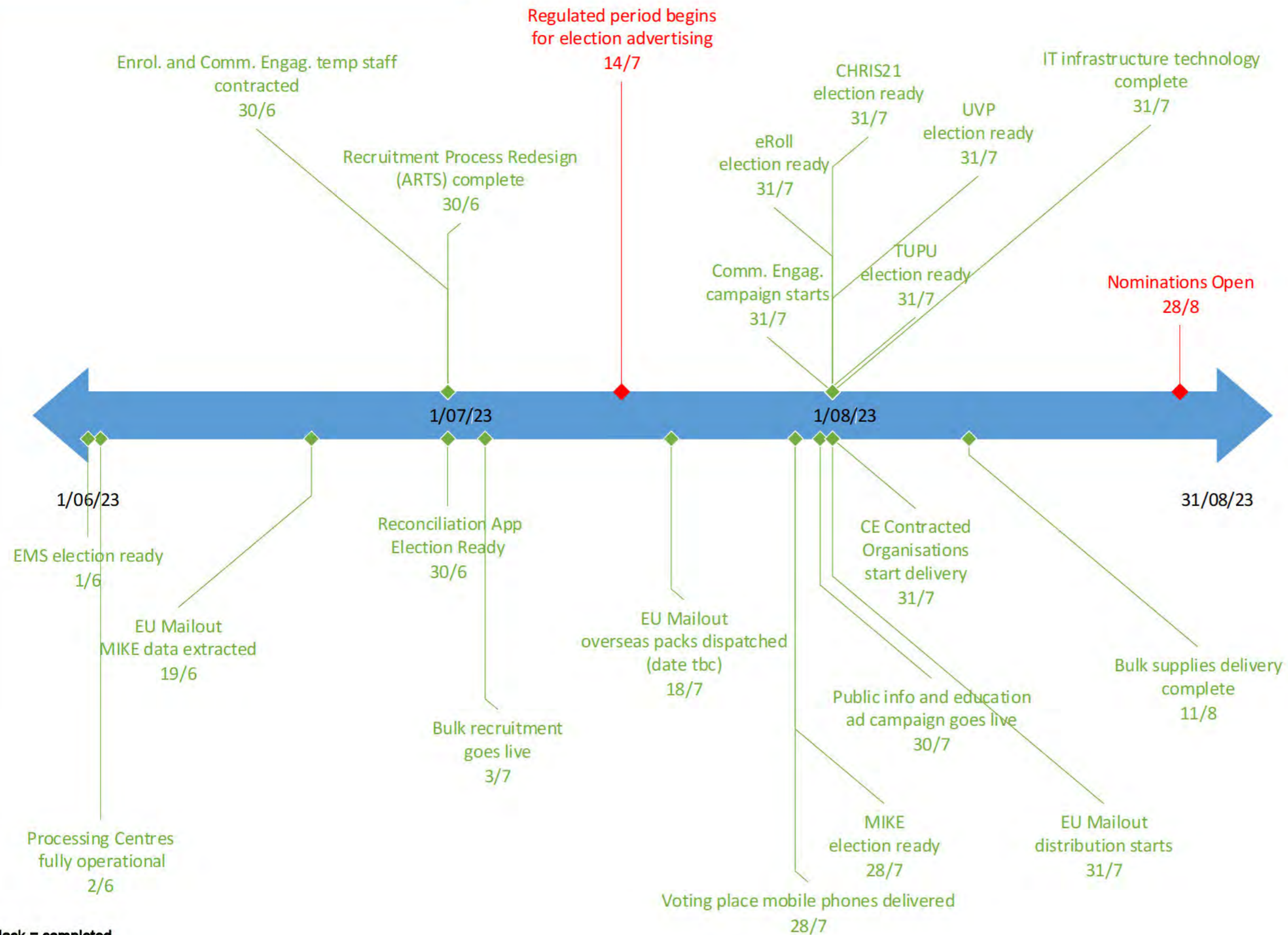
On top of the 23 main recommendations from Caravel they also provided a number of less formal improvement suggestions they felt would benefit the Programme. The Programme Management Office has taken these onboard and will report progress directly to Project Director.

| Total Recommendations: 23 | | | |
|---------------------------|-------------------------------|---------------------------------|------------------------------|
| | High Priority Recommendations | Medium Priority Recommendations | Low Priority Recommendations |
| Due date | 31/07/2023 | 14/10/2023 | 30/06/2024 |
| Total | 15 | 2 | 6 |
| Not started | 6 | 1 | 4 |
| In progress | 8 | 1 | 2 |
| Overdue | 0 | 0 | 0 |
| Closed | 1 | 0 | 0 |

Issues

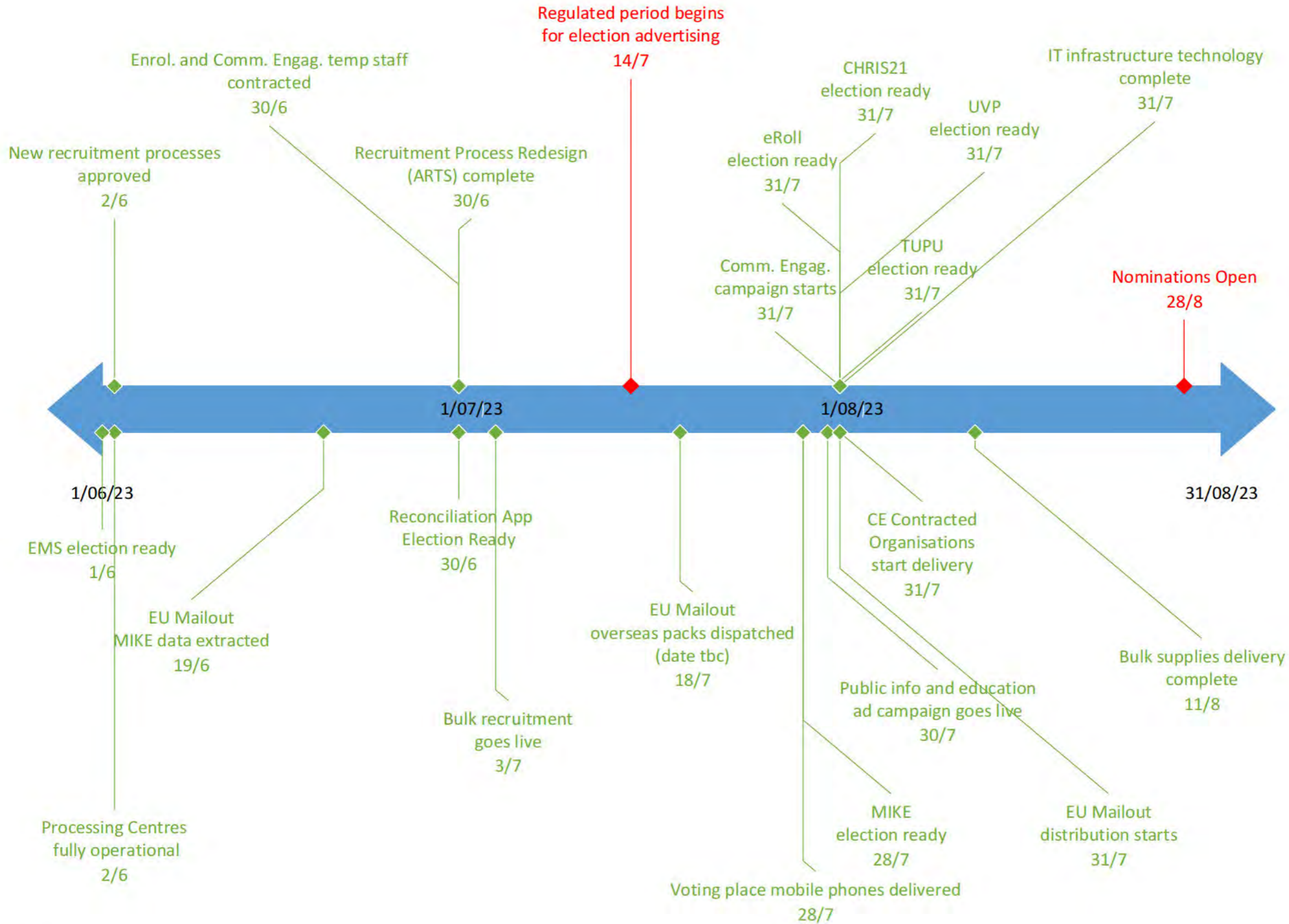
| Issue Description | Impact on business | Management / Progress update | People | Process | Systems | Finance | Reputation/Oth | RAG | Date reported | Reported by | Assigned to |
|--|---|---|--------|---------|---------|---------|----------------|--------|---------------|---------------|-------------------------------|
| PIAs have not been completed for many legacy systems and there was an action in 2021 to begin this process | 1.) If the PIAs are not completed there is a greater risk of not being compliant. 2.) If the Commission is not compliant with privacy, there is a reputational and integrity risk. | An approach to working through the PIA issue will be presented to the Programme Board on 25 May. Deloitte will run a workshop with relevant people to determine what information we have to inform a PIA, where the gaps are and a roadmap to complete the work | Yes | Yes | Yes | No | Yes | Medium | 2/05/2023 | Emily Redmond | Emily Redmond Lucy Hickman |

Appendix A: Critical Path 1 June – 31 August 23



Black = completed
Green = Key date
Red = Immovable date

Appendix B: Critical Path 1 Sept – 31 Nov 23



Black = completed
Green = Key date
Red = Immovable date

Appendix C: Key Risks

| Risk Owner | Risk title | Risk description | Treatment Action (Mitigations) | Treatment action log | Assessment of CURRENT Risk | | | Last date reviewed |
|--|--|---|---|--|----------------------------|-------------|-------------|--------------------|
| | | | What can be done to reduce the likelihood? | | Likelihood | Consequence | Risk Rating | |
| All ELT Managers | Reliance on key staff | IF we continue to be reliant on a small number of key SME's and workloads remain high THEN if any of those people get sick, burnt out or leave the organisation, this will compromise our ability to deliver and creates critical points of failure | <ol style="list-style-type: none"> 1. Identify and document key staff and key roles 2. BCP work has required that back-up plans are identified and documented including cover for critical tasks. Revisit this document to ensure it is still valid 3. Review the TOM work which has identified critical staff risk and has incorporated this into the organisational changes being implemented to determine if it is still valid and if it has mitigated any risk 4. Identifying back-ups for all key staff during the GE 5. Document all critical GE delivery processes showing clear ownership and back ups 6. Staff retention and attraction policies and practices being implemented 7. Recruitment, H&S, BCP, reprioritisation 8. Review of GE 2023 critical path to identify critical points of failure and where we may need to have more documentation around process. 9. Identify ways to support critical staff if a crisis arises that they need to deal with 10. Develop and roll out succession planning including understanding and planning for career pathways 11. Identify substitutes and ensure they are well informed to be able to step in 12. Capture knowledge to make it readily accessible for others 13. Run an ELT workshop to identify critical issues and develop a shared plan going forward. | <p>Items 1-4 have been implemented</p> <p>Sept 22: A workshop will be run with ELT on 12 October, focussing on implementing mitigations</p> <p>14 Oct 22: A first workshop was run with ELT which did a deep dive into this risk. New mitigations were identified. Not everything was completed, so another will be run and this risk will be updated as a result of the two workshops next month.</p> <p>11 Nov 22: this risk needs to be updated based on the ELT workshop. This will be done post Hamilton West by election</p> <p>17 April 23: The recent recruitment of managers in the Operations Group in particular have a focus on ensuring workload is spread across teams, work is underway to document key processes and BCP plans are in the process of being updated.</p> | Likely | Significant | Medium | April 23 |
| DCE Enterprise Services DCE Operations | SMEs leaving without sharing information | IF people leave without providing a substantive handover (either in person, via documentation or both), THEN we lose a significant amount of knowledge that makes the next person's role harder, potential rework and potential non delivery of items | <ol style="list-style-type: none"> 1. Managers set expectations with the team that they are to document key processes 2. Managers to ensure that when someone resigns they prioritise writing a thorough handover document 3. Managers prioritise recruitment so there is a handover period 4. P&C prioritise recruitment for critical roles | <p>Sept 22: This is a new programme risk and has been assigned to the risk owners only this month. Progress against treatments will be reported next month.</p> <p>14 Oct 22: progress has been made on treatment 3 & 4.</p> <p>20 Feb 23: The process and assurance work that is starting in March will address much of this risk as key processes will be documented</p> <p>17 April 23: Work is progressing to document key processes and good progress has been made on recruiting for critical roles and other positions.</p> | Very Likely | Minor | Medium | April 23 |
| CIO and Business System Owner | Catalyst resource contention/resource availability | IF, the Catalyst team has resource contention due to illness and other EC projects, THEN this may delay delivery of GE projects | <ol style="list-style-type: none"> 1. Have regular meetings with the Catalyst account manager 2. Hold them to account over delivery dates 3. Have 2 EC staff on site 4. Ensure the Catalyst statement of work is realistic 5. Create a dashboard that informs EC of all the work catalyst have on and when it is due 6. Make trade-off decisions if necessary, based off information in the dashboard 7. PMs to work with Catalyst to monitor delivery 8. Ensure we are providing Catalyst with business requirements in a timely fashion 9. Ensure we are clear to Catalyst about our priorities | <p>12 Nov 21: Weekly meetings Commenced</p> <p>19 Nov 21: Draft Statement of Work received</p> <p>26 Nov 21: Final Statement of work expected</p> <p>30 June 22: A dashboard of work is prepared and will be presented to the EEV Steering Group for prioritisation</p> <p>Sept 22: Significant work has gone into prioritising Catalyst work to ensure there is clear direction so that their resources are working on the areas of greatest need. An additional resource has been secured for the next two months to work on the MIKE system</p> <p>14 Oct 22: Catalyst has been briefed on the work and work continues to be prioritised with the business.</p> <p>20 Feb 2023: Regular prioritisation meetings between Catalyst and EC continue with focus on completion of Must have functionality for GE2023</p> <p>17 April 23: Dates have been set for election readiness for systems and currently there are no concerns that these won't be met.</p> | Feasible | Significant | Medium | April 23 |
| CIO | Cyber Attack on Critical Systems | IF, A malicious cyber attack were to occur on critical systems, THEN, Security of information would be at risk and systems may be down. | <ol style="list-style-type: none"> 1. Structured improvement of controls (technology, human, supply chain management) to enable us to continually improve our ability to identify, prevent and respond to cyber security incidents. 2. Resourcing focused on cyber security issues. 3. Draft enterprise-wide information systems strategic plan (ISSP) Phishing, training, SMT focus and leadership to inform staff. 4. Cloudflare DDoS protection. 5. Developing playbooks for incident types 6. Funding in FY21/22 budget for control improvements including resources, software and process improvements. 7. Certifying and accrediting GE critical systems. 8. Links to NCSC and acting upon security bulletins. 9. Patching applications, infrastructure regularly and quickly. 10. Pentesting applications and infrastructure annually. 11. Third party supply chain audits. 12. In the process of improving authentication/authorisation at the Commission to reduce ability for attackers to harvest credentials. 13. Implementing extra monitoring software to improve our ability to detect and prevent incidents 14. Larger Cyber Security awareness campaigns | <p>30 June 22: Treatment items 1-6 have been implemented</p> <p>Sept 22: Treatments 1-11 have been implemented</p> <p>20 Feb 23: work continues on Treatment 12 in conjunction with the ARTS project, to automate parts of the onboarding process. Enhanced threat intelligence now implemented into device endpoints as part of Treatment 13.</p> | Feasible | Major | Medium | April 23 |
| ELT | Staff retention | IF we are not able to retain staff THEN we will be unable to maintain resource levels for the business incl ES. – Noted in strategic risks | <ol style="list-style-type: none"> 1. Gain approval for Retention strategy - underway 2. Implement a retention plan - to be actioned | <p>1/4 - Session held with ES team to identify risks and issues</p> <p>7/4 Risks reviewed and added to register.</p> | Feasible | Significant | Medium | April 23 |

Appendix D Successes for reporting period by workstream

Enrolment and Community Engagement

- Kick off with PersolKelly to find Enrolment and Centralised Customer Support Staff
- SnapHire process defined for Hiring Managers
- Processing Centres furnished and GETP set up and deliveries started

Enterprise Services

- (P&C) Confirmed 3 P & C Advisors for the regions, working on recruiting the Auckland one.
- (P&C) Job offers sent to 65 Logistic and Supplies Managers.
- (P&C) Training on SnapHire for RA's was completed on 4 May.
- (Finance) ES Finance team was involved in scoping out and awarding the tender for the Internal Audit. This will provide assurance around the current financial processes that sit within our Electoral Management System (EMS).
- (IT) Started analysis and scheduling work with Lateral Security who is completing our Penetration testing on our core applications
- (IT) Load testing is being scheduled with Catalyst and internally among the IT team where required
- (IT) Started development for functional enhancements to the Oversea App as agreed with VS.
- (IT) 60% way through the May release for EMS.
- (IT) Mike OS upgrade and DR failover completed.
- (IT) Successfully tested the print script as part of the Overseas Office simulation.

General Election Technology Project

- (IT) 143 Windows 11 laptops rolled out as of 12 May
- (IT) Started high level design of Syslog Uplift solution

ARTS Project

- SnapHire General Election recruitment process including integration to MoJ and EMS went live 3 May.
- Completion of the SnapHire Training for the Voting Services Regional Advisors and Regional Managers.
- Operations Manual Chapter 9 draft provided to Voting Services and was utilised as part of the training held on 4 May.
- Approval to proceed to finalise development of the Pikelin interactive map design after mock-up review.
- P&C successfully using the MoJ Integration for Criminal Record checks and are receiving responses back within the scheduled 24 hour timeframe.

Communications & Education

- Completion of the enrolment update mailout content, messaging and artwork
- Filming of the voting place walk through video completed
- Approval of ASO for GE2023 recruitment advertising
- Progress of work on the information and education advertising campaign

Voting Services

- Voting Services formally assigned workstreams to Team Leads, identifying assistance from specific advisors within the team and assigning project support. As a result more clarity of roles has been achieved and assignment of responsibility to key deliverables documented. The aim is to ensure who is responsible for what work stream and who to ask for assistance.
- CPT Simulation Test completed. No major bugs found and all outstanding work has been completed.
- A new Team Lead has been assigned to the Services to the Deaf Community work stream.
- 90% of our equipment and supplies are on site at Blue Star.
- Personal Information Manuals (PIMs) are on schedule for a late July delivery.
- Artwork and content for the EasyVote envelope, insert and letters is on schedule for approval by the CEO early June.
- Operation Manual delivered to the field. And uploaded to TUPU along with master forms.
- Continuing the training packages for the Logistics and Supply Manager (LSM) and Rostering and Recruiting Manager (RRM) roles.

Centralised Enquiries Project

- Complete the Readiness Test 1 (8 electorates)
- Task profiles and definition completed with stakeholders.
- Workshop Change Impact Assessment review with project team.
- Draft forecasting view "Supply and Demand".

Focus Areas for next month by workstream

Enrolment and Community Engagement

- Processing Centres -IT setup complete, BAU teams move into new centres, New mailrooms operational
- Enrolment Staff –Team leads candidates received from PersolKelly and Interviews underway.
- Enrolment Update Mailout - Dress Rehearsal starts with provision of enrolment data extract on 19 May.
- Enrolment Update pack samples available for review, including receipt of physical envelopes.
- Regional GE23 SEP Implementation Plans complete
- SEP Scaled up workforce defined.

Enterprise Services

- (P&C) The Recruitment Plan is being updated to include information about reporting, metrics, how will we know when we need to react to the application shortages if they occur, trends from last election. A deep dive is planned for the Programme Board on 25 May.
- (P& C) E&CE Recruitment – The team is working closely with the project team to plan for this as there are 318 roles to be recruited over the coming months.
- (P&C) Most RRM positions have been extended until 14 May.
- (Finance) Processes around the handling of Broadcasting Allocation funding and payments to eligible Political parties have been agreed with the Legal Team.
- (IT) RA's for GE and Catalyst evidence gathering underway and will continue to be a focus for next month
- (IT) Complete the Pen test schedule and commence testing in June/July
- (IT) Complete load testing in June/ July
- (IT) Complete development of Overseas App enhancements
- (IT) EMS May Production Release.

General Election Technology Project

- (IT) Complete User Acceptance Testing of new CHRIS 21 payroll solution
- (IT) Continue rolling out Windows 11 laptops
- (IT) Complete high-level design of Syslog Uplift solution and gain approval from the Digital Governance Group

ARTS Project

- Reporting requirements defined
- Careers Page enhancements live on the elections.NZ website including the interactive map
- Paper-based application process fully implemented
- GE Recruitment process defined, approved and signed off.
- Tupu SMS/Email Onboarding process solution implemented
- Change Control Process signed off
- Support Process implemented
- Non-GE (BAU) Recruitment process mapping and gap analysis documented.

Communications & Education

- Completion of the easy vote pack content, messaging and artwork
- Completion of voting place posters including all translations
- Continuing to work with FCB on campaign planning
- Putting in place agreements for Te reo Māori translators
- Agreement from the business on what known collateral is translated into regional dialects

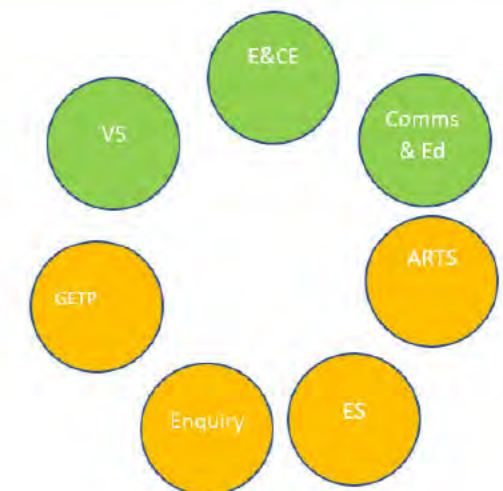
Voting Services

- Complete the Readiness Test 1 (8 electorates)
- Continuing the training packages for the Logistics and Supply Manager (LSM) and Rostering and Recruiting Manager (RRM) roles
- Progress the recruitment of LSMs, RRM's and training staff
- Deliver first LSM training for rural and some regional electorates
- Refining plans for our Services to the Deaf Community.
- Complete the equipment and supplies stocktake
- Complete the videos for the Voting Place project
- Approval of EasyVote artwork, content, envelope and insert

Centralised Enquiries Project

- Finalise the Change Management and Communications Plan
- Draft Service Model Zendesk
- Review Knowledge Base and compile changes
- Review Telnet data and align with Comms process
- Start review of intranet content
- Start configuration of Zendesk
- Start planning production sequence for changes.
- Gain a decision on whether or not to procure an additional Sandbox.

Project RAG Status



Four of the seven workstreams are reporting AMBER last month. Each area has a remedy to return the workstream to GREEN.

Programme Overview

Overall Commentary

The overall status of the programme is AMBER, due to the Quality & Assurance milestone remaining AMBER. The AMBER status is due to a number of our election systems needing a PIA completed. Given these are unlikely to all be completed for a number of months, the overall status of the programme will stay at this level.

A good amount of progress has been made across the Commission over the last month, with a number of key milestones being completed. With the closeout of the current financial year, there appears to be a significant underspend, some of which will be carried over to the 23/24 financial year, other components of the underspend are permanent savings. However, there are a number of workstreams who have identified the need for more budget and a process is underway to enable the business to request a funding increase to ELT.

Decisions/Actions Required

Note the processes in place to provide Enrolment and Voting Services for New Zealand Defence Force (NZDF) Personnel deployed on operations.
Agree the design, guidance parameters and sign off process for operating voting places on Election Day. Agree the actions in the Overseas Voting Places relating to France, Australia and Canada.

Concerns Recruitment

Current recruitment activity remains on track and the recruitment dashboard is progressing well, however there is a concern about the timeliness of addressing the outputs from the plan b deep dive. The revised recruitment plan, which includes the plan b action plan is due to be presented to the Steering Group on 29 June, then to Programme Board on 6 July. Actions to progress plan b need to be in train by then in order to hit the ground running in August should we need to implement them.

Privacy Impact Assessments (PIAs)

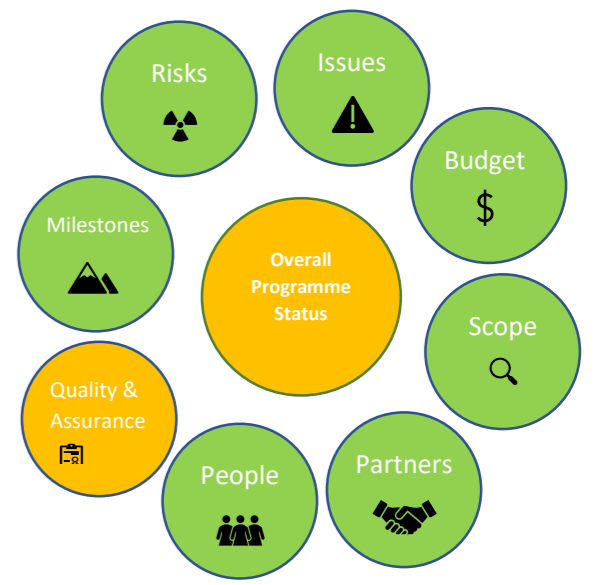
Work has progressed to better understand the inputs for doing the PIAs that are required on our legacy systems, and work will be outsourced to a provider to help get them completed. However, there are three systems that were reported in the PIA paper stating that PIAs were underway which isn't the case. Therefore, there are now more to be completed than initially expected.

Dates

As an organisation, we are still not trusting each other to deliver on time, therefore drop dead dates are not always being provided when commissioning work from each other. This causes stress within teams and takes away the ability to accurately prioritise and manage resourcing

RAG Status

Last Month → This Month → Next Month



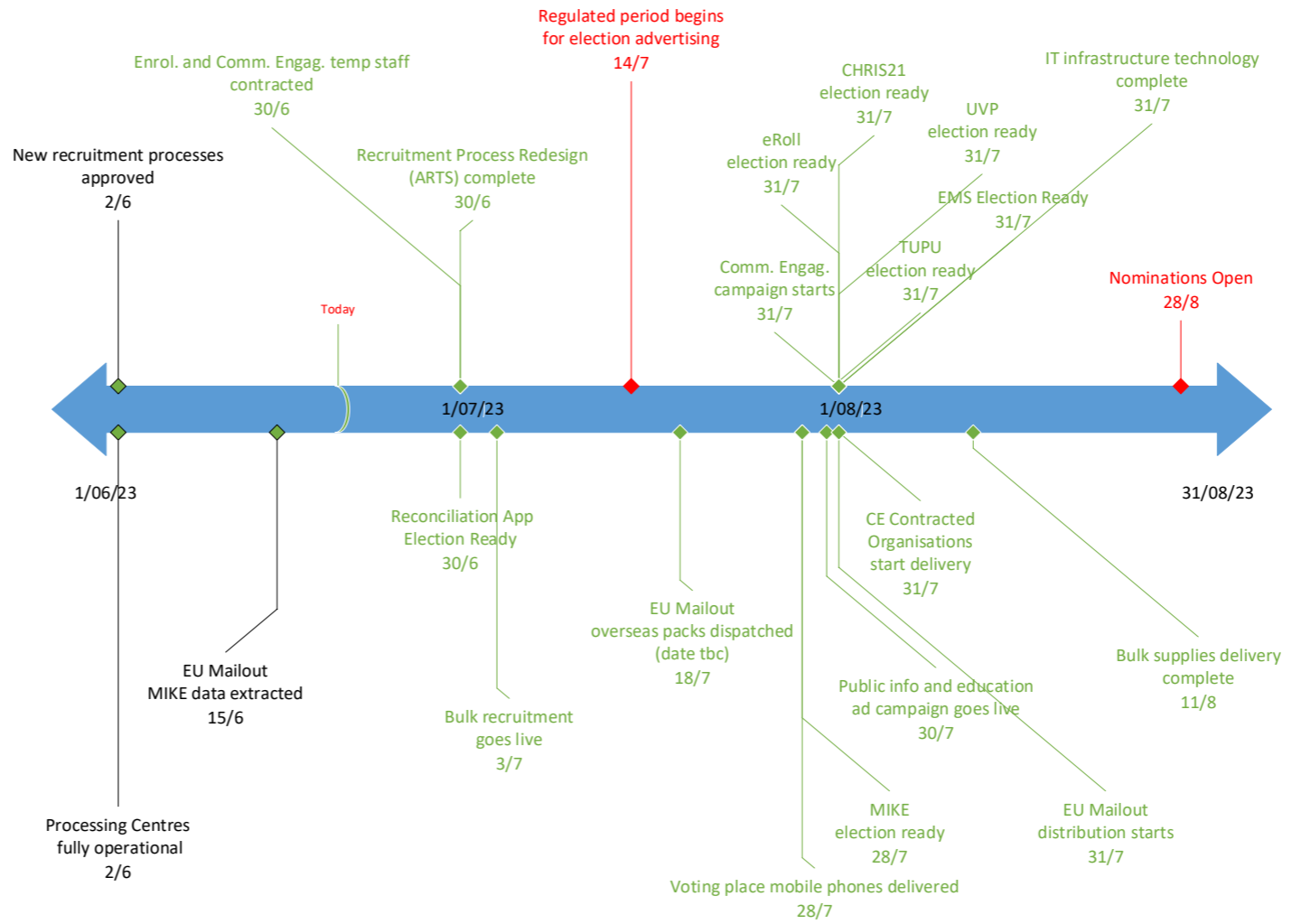
Critical Path 1 June – 31 August 23

Commentary

Since the previous reporting period four critical path milestones have been completed. Electorate headquarters are now all operational, new recruitment processes have been approved, the roll data extract from MIKE for the enrolment update campaign has been completed and sent to NZ Post and processing centres are fully operational.

EMS being election ready has moved from 1 June to 31 July. Voting Services and IT agreed that an additional May Release containing outstanding critical GE Bug fixes and functionality was required. This went into Production on 31 May. The impact of this is that Pen and Load testing weren't able to be started until 1 June and C&A work may be delayed. Less time will be available for remediation work following Pen/Load testing. Overall, however, IT and Voting Services don't foresee this having any material impact on EMS users and this delay is manageable.

The critical path for 1 March – 31 May is provided in Appendix A and 1 September – 30 November in Appendix B.



Black = completed
Green = Key date
Red = Immovable date

| Key Status Indicators | Status | | | Comments and expected actions |
|------------------------|------------|------------|------------|---|
| | Last Month | This Month | Next Month | |
| Risks | ● | ● | ● | One medium risk this month has been reduced to low. There are currently three medium programme risks, six low risks and no critical risks. No new risks have been identified this month. The details of the medium risks are included in Appendix C. Due to competing priorities, there hasn't been progress in amalgamating Programme and Organisational risks. |
| Issues | ● | ● | ● | The Privacy Impact Assessment issue that was reported on last month remains. Work has been done to better understand the state of our PIAs and a request is going to ELT for funding to get support from an external provider to assist in getting the PIAs completed. This issue will remain open until the Programme Board is satisfied with the treatment plan. One medium issue does not warrant the overall RAG status to move from GREEN to AMBER. |
| Budget | ● | ● | ● | When the FY23 budget was approved in June 2022 it was agreed that they would be set at \$2m more than the available baseline funding and this \$2m deficit would be funded from reserves. When the FY24 budget had been prepared and approved it had a FY23 forecast of \$8.7m surplus and an FY24 deficit of \$11.3m which nets to a \$2.5m deficit. When we prepared the FY23 budget and then subsequently the FY24 budget we did not specifically approve a budget for EV1001- General Election 2023 that would be spent across both FY23 and FY24. Therefore, the forecast for FY23 and the budget for FY24 are on track with the \$2m deficit to be funded from reserves and these budgets include the budget for GE2023. May YTD expenditure is \$22.489m which is an underspend of \$8.188m. This underspend is a combination of permanent savings, delayed expenditure that will hit FY23 and delayed expenditure that will now be incurred and is budgeted for in FT24. |
| Scope | ● | ● | ● | Over the last month, there has been some scope creep in the ARTS project which is putting pressure on getting everything completed before the Snaohire change freeze comes into effect on 30 June. This was raised at the Steering Group on 14 June and there are tight controls around approval of any additional requests that are being made to that project. This does not warrant a change in the overall key indicator status and therefore scope remains GREEN. |
| Partners & Procurement | ▲ | ● | ● | There is no procurement activity currently underway for the GE Programme. Although the Programme Director is meeting with Procurement this week to discuss procurement for the PIAs. There are some minor issues that have arisen with Aotal, our Snaohire provider and a meeting is being set up to work through them. They are not impacting on getting through the delivery of the Snaohire platform. |
| People & Recruitment | ● | ● | ● | The revised recruitment plan is still being worked on and will be presented to the next programme board. It will include the outputs from the deep dive plan b workshop and actions associated with it. It will also contain updated targets and timeframes. There is a level of concern regarding the progress on this. 350 trainer roles have gone live and bulk recruitment is on track to go live on 3 July. The recruitment advertising campaign to support this has been approved. PersolKelly have enrolment recruitment underway and reporting good progress and Snaohire is being prepared to manage the candidates. SEP: Staffing breakdown by region has been confirmed and advertisements for fixed term and casual roles went live on 31 May. |
| Quality & Assurance | ▲ | ▲ | ▲ | This is our second month reporting progress against the 23 IQA recommendations received in May 2023. The Programme has made good progress this month and has closed a total of 6 of the 15 High recommendations due by 31/07. We remain confident that we are on track. More information can be found on page 5 of this report. The final action plan is due to be signed off by the Programme Director on 19/06. The Process and Assurance project which contributes to this area is progressing and a presentation was given to the Programme Board on 25 May. Additional Business Analyst support has been organised for the end of June to progress process mapping. There are a number of PIAs required on the systems we use to run an election. In the absence of these, this metric is reporting AMBER and will remain that way until they are completed. |

Key Milestones

MILESTONE REPORT

| LATE MILESTONES | | |
|--|--------------------|------------|
| Name | Finish | Milestones |
| Milestones: 0 | Fri 9/06/23 | |
| MIL0 GE2023 specific Remote voting information completed uploaded to website | Thu 1/06/23 | 0 |
| SV Audit Remediation complete | Fri 16/06/23 | 0 |
| MIL: Trust & Security: Critical Storage rules and exception process in place | Fri 16/06/23 | 0 |

| MILESTONES UP NEXT | | |
|---|---------------------|------------|
| Name | Finish | Milestones |
| Milestones: 0 | Thu 13/07/23 | |
| MIL: Recruitment Process Redesign Processes Defined and Approved for Non-GE (BAU) | Fri 23/06/23 | 0 |
| MIL0 Election facts webpage live | Fri 30/06/23 | 0 |
| MIL0 GE2023 specific overseas information completed and uploaded to website | Fri 30/06/23 | 0 |
| MIL0 Noms forms completed and uploaded to the website | Fri 30/06/23 | 0 |
| MIL: Full Recruitment Process Redesign (ARTS) Project Completed | Fri 30/06/23 | 0 |
| MIL0: Draft voting places sent to parties | Fri 30/06/23 | 0 |
| Overseas App Election ready | Sat 1/07/23 | 0 |
| SEP Temp Staff contracted | Tue 4/07/23 | 0 |
| Enrolment Leads contracted | Tue 4/07/23 | 0 |
| EU Mailout - Overseas packs leave NZ (Date not yet confirmed) | Thu 13/07/23 | 0 |

| COMPLETED MILESTONES | | |
|---|---------------------|------------|
| Name | Finish | Milestones |
| Status: Complete | Thu 22/06/23 | |
| MIL0 All Enrolment mailout artwork and content completed | Fri 19/05/23 | 0 |
| CE Hub Implementation Plans - Final | Fri 19/05/23 | 0 |
| MIL: Electorate headquarters operational | Tue 30/05/23 | 0 |
| MIL0 Social Media Management Guidelines completed | Fri 2/06/23 | 0 |
| MIL0 Social Media Terms of Use completed | Fri 2/06/23 | 0 |
| MIL: EasyVote letter, envelope, artwork and brochure approved | Fri 9/06/23 | 0 |
| EU Mailout - Enrolment Data Extract - Production | Thu 15/06/23 | 0 |
| GE23 Processing Centres Fully Operational | Tue 20/06/23 | 0 |

Milestone Commentary

Commentary

This report contains information on progress against key milestones only. For more information on successes over the last month and the focus for next month please refer to Appendix D.

Late Milestones

There are three late milestones.

The GE2023 specific remote voting information being completed and uploaded to the website has been delayed. There are delivery dependencies on the overseas team for the team to complete the review of remote voting letters and website content milestones. Due to illness this has not yet happened. There will be a change request coming to the Steering Group once the revised date has been confirmed.

There is still time to get remote voting information up in a timely fashion – ie, by mid July which was when overseas had originally indicated they wanted the information up by.

The Special Vote Audit has not been completed. Testing has been completed, and a meeting has been scheduled for 19/6 with IT and Director Enrolment to determine whether any remediation or additional testing is required. If remediation is required this will be subject to a change request.

Critical rules and the exception process have made good progress. The critical storage rules have been approved and the exception process is in final stages. The exception form has been agreed with Voting Services and meetings are taking place this week to discuss the approval delegations for that form. The revised date for final sign-off of the delegations is 30th June.

Milestones up next

There are ten key milestones due to be completed over the next four weeks. Currently, all these milestones are on track.

Completed Milestones

There has been excellent progress over the last month with eight key milestones being completed. These have been from each of the workstreams and cross functional pieces of work.

Budget

GE2023 Finances as at 31 May 2023

| Description | Current | | | YTD | | | Full Year | % Full Year Spend |
|--------------------------------------|------------------|------------------|---------------|-------------------|-------------------|------------------|-------------------|-------------------|
| | Actual | Budget | Variance | Actual | Budget | Variance | Budget | |
| Total Remuneration | 459,611 | 399,554 | (60,057) | 2,655,004 | 3,678,273 | 1,023,270 | 4,746,614 | 55.9% |
| Total Superannuation | 34,759 | 46,949 | 12,190 | 156,775 | 236,777 | 80,002 | 319,122 | 49.1% |
| Total Field | 1,007,819 | 1,203,904 | 196,085 | 4,090,202 | 4,832,555 | 742,353 | 6,806,843 | 60.1% |
| Total Leave | 125,887 | 42,735 | (83,152) | 297,699 | 227,914 | (69,785) | 304,241 | 97.9% |
| Total Health & Welfare | 63 | 0 | (63) | 246 | 5,000 | 4,754 | 5,000 | 4.9% |
| Total Training & Development | 10,035 | 15,861 | 5,827 | 53,969 | 37,101 | (16,868) | 53,931 | 100.1% |
| Total Other Personnel Costs | 12,678 | 18,466 | 5,789 | 78,339 | 192,410 | 114,071 | 212,233 | 36.9% |
| Total Occupancy Costs | 85 | 0 | (85) | 85 | 0 | (85) | 0 | 0.0% |
| Total Computer & Telecommunicati | 425,141 | 478,331 | 53,190 | 861,684 | 1,702,955 | 841,271 | 2,238,977 | 38.5% |
| Total Occupancy Costs | 1,372,905 | 919,609 | (453,296) | 6,080,908 | 4,592,243 | (1,488,665) | 5,511,852 | 110.3% |
| Total Office Equipment | (69,077) | 37,250 | 106,327 | 2,550,833 | 2,821,750 | 270,917 | 2,995,389 | 85.2% |
| Total Specialist Services | 237,995 | 686,465 | 448,470 | 2,367,484 | 4,870,889 | 2,503,406 | 7,253,908 | 32.6% |
| Total Travel Expense | 113,125 | 447,531 | 334,406 | 580,996 | 1,043,718 | 462,722 | 1,374,499 | 42.3% |
| Total Meeting & Entertainment | 6,935 | 190,000 | 183,065 | 96,632 | 322,250 | 225,618 | 423,750 | 22.8% |
| Total Printing, Stationery & Postage | 878,592 | 243,716 | (634,876) | 2,415,660 | 6,038,882 | 3,623,222 | 6,359,598 | 38.0% |
| Total Miscellaneous Expenses | 47,004 | 21,297 | (25,707) | 202,211 | 73,623 | (128,588) | 99,920 | 202.4% |
| Total Operating Expenses | 4,663,556 | 4,751,667 | 88,111 | 22,488,727 | 30,676,341 | 8,187,614 | 38,705,877 | 58.1% |

Budget Commentary

Expenditure in May was \$4.664m which was \$88k under budget.

Our YTD expenditure was \$22.489m which is an underspend of \$8.188m. This significant underspend is made up of a combination of permanent savings, delayed expenditure that will hit FY23, and delayed expenditure that will now be incurred and is budgeted for in FY24.

The largest underspend continues to be in Printing, Stationery & Postage (\$3.623m) which is due to the original budget assumption of a September election date meaning costs relating to the GE Update Campaign have been pushed out.

Specialist Services are underspent by \$2.503m. Advertising and Media costs have been delayed due to the October election date with a YTD favourable variance of \$300k.

Remuneration has a \$1.023m variance, which is likely to be permanent savings.

Occupancy overspend is increasing with a YTD overspend of \$1.489m due to higher than anticipated HQ lease costs. There is also additional unbudgeted security costs of \$40k for the month and \$172k YTD.

Trust and Security

Commentary

Applications for the Regional Security and Resilience Advisor roles have closed. A decision was taken to reduce the number of advisors to one per region (i.e. 5 and not 10). This is due to:

- ability to onboard and manage a remote group of staff effectively at short notice and with the available resources;
- greater than anticipated set-up costs including more national office support than anticipated;
- the likelihood for additional funding to support security solutions/changes.

Regional Managers have been briefed, initially on the intent of this programme of work and more recently on objectives for the role and the key tasks they will be undertaking. We are interviewing applicants for the 5 regional roles with Regional Managers over the coming week.

P&C are currently using the new regional HR Advisors to support with social media checks of LLM and RRM staff who have been onboarded. Social media checks will also be conducted on Area trainers. Additional screening questions have been added to interview questionnaires following advice from the Senior Advisor Security and Resilience.

Materials to support voting place staff to manage challenging situations are currently in draft. These will cover when to seek immediate support (111), guidance on managing situations themselves, and when and how to escalate concerns through field management and ultimately up to National Office if required.

We are working closely with Voting Services to finalise the last key decisions that need to be taken to support the field to be 'security ready' for GE2023. There are some challenges with resourcing the design and implementation all of the initiatives identified by the Security Working Group (i.e. over and above the protective security work already undertaken by Voting Services and others, and the inter-agency work). We are working this through with Voting Services, however we are likely to seek a further resource at National Office to help with implementation of the work.

Inter-agency work continues. Protocols setting out the roles and responsibilities of agencies in relation to possible disruption of the GE are in final draft. These are on track to be signed off by the Senior Officials Committee and published in July. An event risk profile, including roles and responsibilities for prevention mitigations and response actions has been built based on work with agencies to identify their role in preventing and responding to disruption. The next step is for the protocols, mitigations and response actions to be put to the test through 'operational scenario testing', which will be held in July. In addition to the combined inter-agency forums, we are working closely with Police and DPMC through bilateral arrangements.

We are working with Legal and Policy to include a link to security advice from agencies responsible for the protection and security of candidates on our candidate portal. This was requested by NZ Police and DPMC as we are the agency that interfaces with candidates about the event. This is a similar approach to the one we take where information is relevant for candidates (and we are the conduit for providing it) even though we do not have direct responsibility for the advice or information itself (e.g. we already provide links to information about advertising and broadcasting standards).

Legal & Policy

Commentary

Legal & Policy successes for the current reporting period:

- Launched the Candidate Hub on elections.nz on 6 June
- Finalised return forms for candidates, parties and third parties
- Preparing for judicial review proceedings in the High Court relating to the broadcasting allocation on 20 June
- Continuing to issue advisory opinions, with over 500 items covered so far this year
- Managing compliance issues for candidates and parties, including ongoing reporting of donations to parties over \$20,000
- Ongoing registration of third party promoters

Process and Assurance Project

Commentary

The review with the Programme Board in May clarified the focus of the work and allowed the team to prioritise. Based on the best value that can be delivered looking forward, Nominations has been selected.

Another Business Analyst has started working on the project to prepare a process map for the work, we will then re-engage with the working group to progress the other artefacts.

The RASCI has been updated to reflect delegated authority Accountability alongside the current accountability that is being followed. This will allow for further discussion later about the roles and responsibilities across management and potential opportunities for rationalising.

IQA

Total Recommendations: 23

| | High Priority Recommendations | Medium Priority Recommendations | Low Priority Recommendations |
|-----------------|-------------------------------|---------------------------------|------------------------------|
| Due date | 7/31/2023 | 10/14/2023 | 6/30/2024 |
| Total | 15 | 2 | 6 |
| Not started | 3 | 0 | 4 |
| In progress | 6 | 2 | 1 |
| Overdue | 0 | 0 | 0 |
| Closed | 6 | 0 | 1 |

This table reflects progress made at 16/06 against current action plans.

The following progress has been made against the 23 recommendations:

- 6 have been closed (up from 1 last month)
- 9 are in progress (down from 11 last month)
- 7 are yet to start (down from 11 last month)
- 0 are overdue (same as last month)
- 0 are under threat of missing their due date (same as last month)

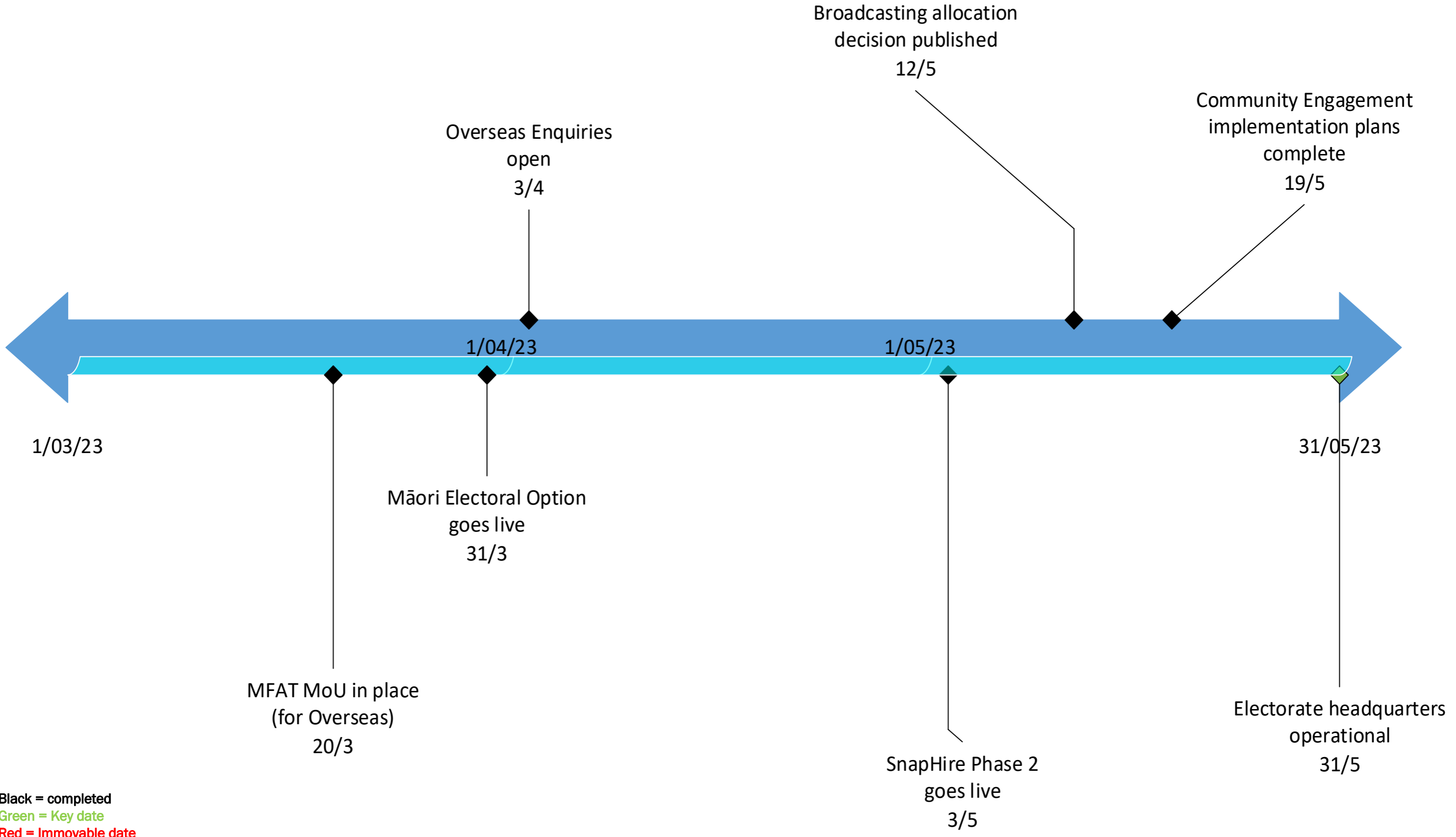
This is the second month that the Programme is reporting progress against the IQA Report provided by Caravel in May 2023. The Programme Director will finalise the action plans on 19/06.

The Programme is making good progress and remains comfortable with those recommendations targeted for closure by 31/07/2023. The biggest risk remains that any project(s) receives an unexpected challenge in delivery. In the event of this happening the Project Director will make a judgement on whether to re-prioritise any affected recommendation from High to Medium (due 14/10/2023). Currently no such delivery challenges are visible. Of the 7 recommendations not started 4 are not due until 30/06/2024.

Issues

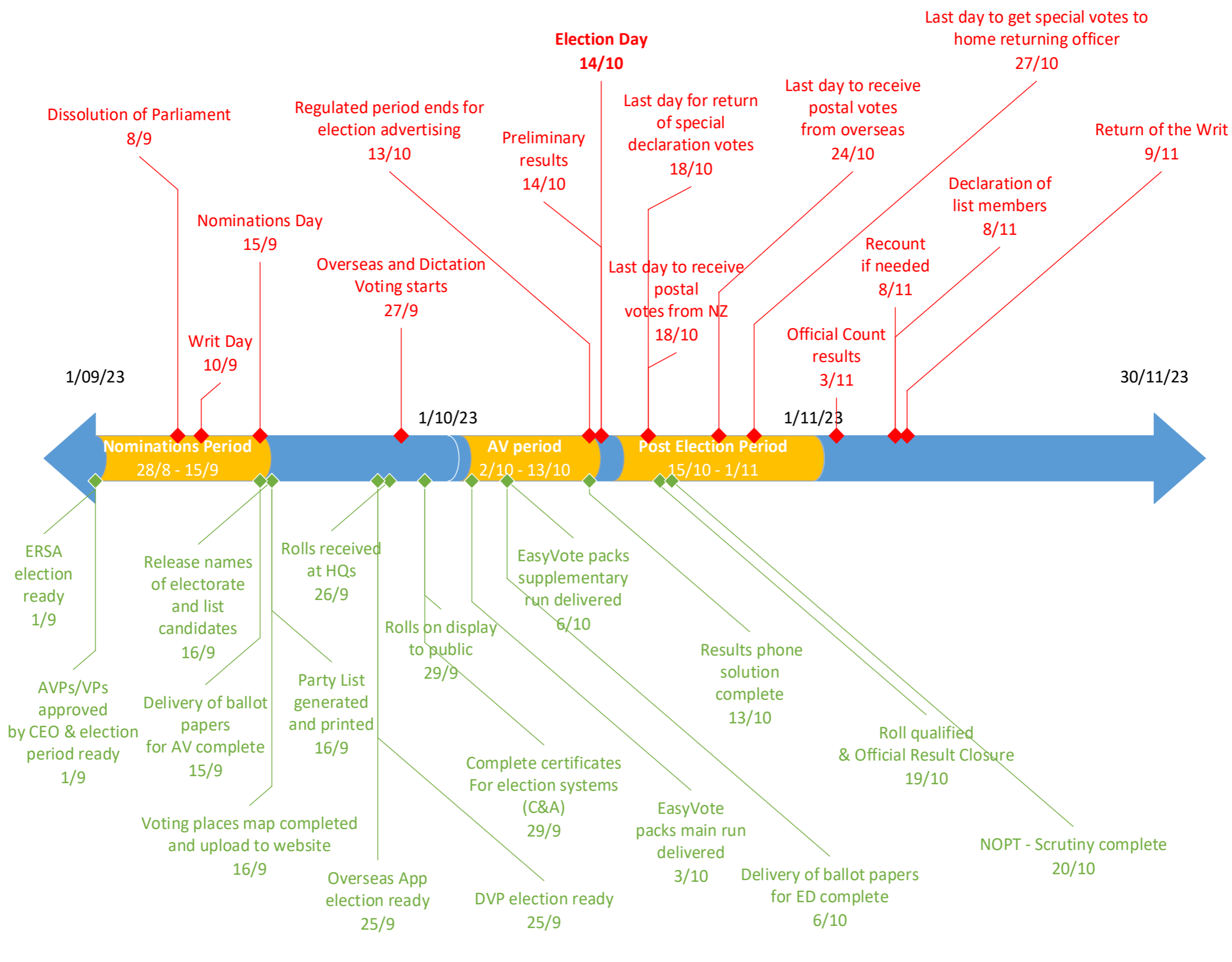
| Issue Description | Impact on business | Management / Progress update | Impacted Area | | | | | | RAG | Date reported | Reported by | Assigned to |
|--|---|--|---------------|---------|---------|---------|-------------------|--------|-----------|---------------|-------------------------------|-------------|
| | | | People | Process | Systems | Finance | Reputation/Others | Other | | | | |
| PIAs have not been completed for many legacy systems and there was an action in 2021 to begin this process | 1. If the PIAs are not completed there is a greater risk of not being compliant. 2. If the Commission is not compliant with privacy, there is a reputational and integrity risk. | The Programme Director will source as much information as possible to complete the PIAs and will procure a specialist to assist in getting them completed. A meeting is taking place with procurement on 22/6/23 | Yes | Yes | Yes | No | Yes | Medium | 2/05/2023 | Emily Redmond | Emily Redmond Lucy Hickman | |

Appendix A: Critical Path 1 March – 31 May 23



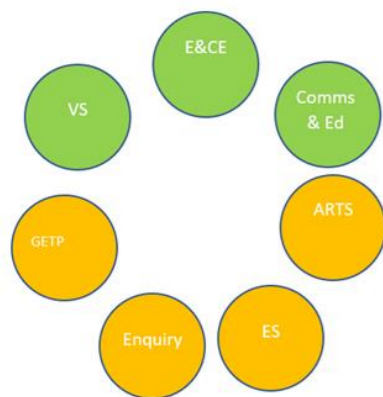
Black = completed
Green = Key date
Red = Immovable date

Appendix B: Critical Path 1 Sept – 30 Nov 23



Appendix C: Key Risks

| Risk Owner | Risk title | Risk description | Treatment Action (Mitigations) | Treatment action log | Assessment of CURRENT Risk | | |
|---|--|---|---|---|----------------------------|-------------|-------------|
| | | | What can be done to reduce the likelihood? | | Likelihood | Consequence | Risk Rating |
| All ELT Managers | Reliance on key staff | IF, we continue to be reliant on a small number of key SME's and workloads remain high THEN if any of those people get sick, burnt out or leave the organisation, this will compromise our ability to deliver and creates critical points of failure | <ol style="list-style-type: none"> 1. Identify and document key staff and key roles 2. BCP work has required that back-up plans are identified and documented including cover for critical tasks. Revisit this document to ensure it is still valid 3. Review the TOM work which has identified critical staff risk and has incorporated this into the organisational changes being implemented to determine if it is still valid and if it has mitigated any risk 4. Identifying back-ups for all key staff during the GE 5. Document all critical GE delivery processes showing clear ownership and back ups 6. Staff retention and attraction policies and practices being implemented 7. Recruitment, H&S, BCP, reprioritisation 8. Review of GE 2023 critical path to identify critical points of failure and where we may need to have more documentation around process. 9. Identify ways to support critical staff if a crisis arises that they need to deal with 10. Develop and roll out succession planning including understanding and planning for career pathways 11. Identify substitutes and ensure they are well informed to be able to step in 12. Capture knowledge to make it readily accessible for others 13. Run an ELT workshop to identify critical issues and develop a shared plan going forward. | <p>Items 1-4 have been implemented</p> <p>Sept 22: A workshop will be run with ELT on 12 October, focussing on implementing mitigations</p> <p>14 Oct 22: A first workshop was run with ELT which did a deep dive into this risk. New mitigations were identified. Not everything was completed, so another will be run and this risk will be updated as a result of the two workshops next month</p> <p>11 Nov 22: this risk needs to be updated based on the ELT workshop. This will be done post Hamilton West by-election.</p> <p>17 April 23: The recent recruitment of managers in the Operations Group in particular have a focus on ensuring workload is spread across teams, work is underway to document key processes and BCP plans are in the process of being updated.</p> <p>16 June 23: Progress has been made on process mapping, BCP planning and resource allocation/backups.</p> | Likely | Significant | Medium |
| DCE Enterprise Services DCE Operations | SMEs leaving without sharing information | IF people leave without providing a substantive handover (either in person, via documentation or both), THEN we lose a significant amount of knowledge that makes the next person's role harder, potential rework and potential non delivery of items | <ol style="list-style-type: none"> 1. Managers set expectations with the team that they are to document key processes 2. Managers to ensure that when someone resigns they prioritise writing a thorough handover document 3. Managers prioritise recruitment so there is a handover period 4. P&C prioritise recruitment for critical roles | <p>Sept 22: This is a new programme risk and has been assigned to the risk owners only this month. Progress against treatments will be reported next month</p> <p>14 Oct 22: progress has been made on treatment 3 & 4.</p> <p>20 Feb 23: The process and assurance work that is starting in March will address much of this risk as key processes will be documented.</p> <p>17 April 23: Work is progressing to document key processes and good progress has been made on recruiting for critical roles and other positions.</p> <p>16 June 23: The process and assurance continues to make progress in mapping out key resources and good handovers are taking place when people resign in some areas.</p> | Very Likely | Minor | Medium |
| CIO | Cyber Attack on Critical Systems | IF, A malicious cyber attack were to occur on critical systems, THEN, Security of information would be at risk and systems may be down. | <ol style="list-style-type: none"> 1. Structured improvement of controls (technology, human, supply chain management) to enable us to continually improve our ability to identify, prevent and respond to cyber security incidents. 2. Resourcing focused on cyber security issues. 3. Draft enterprise-wide information systems strategic plan (ISSP) Phishing, training, SMT focus and leadership to inform staff. 4. Cloudflare DDoS protection. 5. Developing playbooks for incident types 6. Certifying and accrediting GE critical systems 7. Links to NCSC and acting upon security bulletins. 8. Patching applications, infrastructure regularly and quickly. 9. Pentesting applications and infrastructure annually. 10. Third party supply chain audits. 11. Improving authentication/authorisation at the Commission to reduce ability for attackers to harvest credentials. 12. Implementing extra monitoring software to improve our ability to detect and prevent incidents 13. Larger Cyber Security awareness campaigns | <p>30/6/2022 - Treatment items 1-6 have been implemented</p> <p>Sept 22: Treatments 1-10 have been implemented</p> <p>20/2/2023 - work continues on Treatment 11 in conjunction with the ARTS project, to automate parts of the onboarding process. Enhanced threat intelligence now implemented into device endpoints as part of Treatment 12.</p> <p>16/6/23 A cyber security dashboard is being produced and the work that Deloitte are undertaking will contribute to this risk treatment.</p> | Feasible | Major | Medium |



Project RAG status

Four of the seven workstreams reported AMBER last month. Each area has a remedy to return the workstream to green

Appendix D Successes for reporting period by workstream

Enrolment & Strategic Engagement & Partnerships

- (Enrolment) Enrolment Update Dress Rehearsal successfully completed
- (Enrolment) Permanent Enrolment Processing Teams moved into GE23 premieres
- (Enrolment) SnapHire bulk contract process using agency confirmed and documented
- (Enrolment) Team Leads interviewed, selected and contracting pending.
- (SEP) Regional GE23 SEP Implementation Plans baselined
- (SEP) Scaled up workforce defined, and recruitment started

General Election Technology Project

- Tranche 3 – 3638 / 6570 mobile phones for voting places now built (55%)
- Started production build of election night results phone solution
- Continued the technology fit out of Electorate Headquarters. Refer to slide 9 for full details of progress.
- Completed the delivery of MFD printers to Electorate Headquarters.
- Continued work on the technology fit out of the 3 Enrolment Processing Centres.
- Started testing all GE roles for onboarding and application access
- Built 160 tablet devices for Community Engagement staff

ARTS Project

- First review of Tableau Recruitment Dashboard complete
- Pikselin interactive map and careers page content upload into our sandbox ready for testing
- Paper-based application development from Aotal ready to test on our project sandbox
- Non-GE (BAU) Recruitment process mapping and gap analysis documented
- GE Recruitment process defined, awaiting sign off from Voting Services
- Tupu SMS/Email Onboarding process solution implemented
- Operations Manual Chapter 9 completed and signed off.

Communications & Education

- Plan for website information architecture completed.
- EasyVote pack assets drafted, translated, designed, and approved.
- All enrolment mailout assets completed.
- Kids Voting delivery approach confirmed and assets ordered.
- All voting place posters translated and in the design phase.
- Orange Guy information campaign phases confirmed and scripts for TV and radio drafted.
- Motivation and educational campaign creative brief approved.
- GE2023 recruitment ad campaign creative presented and focus groups undertaken.
- Agreement on the deliverables criteria to be applied internally.

Voting Services

- Delivered the first Logistics and Supply Manager (LSM) training for rural LSMs.
- Artwork and content for the EasyVote envelope, insert and letters is on schedule for approval by the CEO early June.
- The Operations Manual chapters and master forms uploaded onto Tupu.
- Continuing the training packages for the LSMs (for Urban LSMs) and RRM roles.
- Completed the Readiness Test 1 (8 electorates).
- Refining plans for our Services to the Deaf Community.
- Completed the equipment and supplies stocktake.
- Completed the videos for the Voting Place project.

Centralised Enquiries Project

- Zendesk has been updated in the Sandbox environment (Groups, forms and Schedules)
- A Test Manager has been assigned and is working through the design and plan.
- Telnet Specification for SoW for GE2023 drafted and sent for feedback.
- Information for Telnet training review started.

Focus Areas for next month by workstream

Enrolment and Community Engagement

- (Enrolment) All remaining (161) fixed term enrolment (and Customer Service) staff contracted, on boarded and IT setup verified.
- (Enrolment) Teams leads start their training - 3 July
- (Enrolment) Production of Enrolment Update Mailout underway at NZ Post, including EC QA on site at NZ Post Mailhouse, AK and CH.
- (Enrolment) Roll HQ Distribution list available for Blue Star to start logistics planning.
- (Enrolment) Start to review in detail the Enrolment responsibilities with the Post Election Processes
- (SEP) Procurement of community engagement resources
- (SEP) Complete recruitment and onboarding of temporary staff, prior to first day of training on 17 July
- (SEP) Training programme reviewed with stakeholders and finalised
- (SEP) Approval of procurement plan for contracted community organisations
- (SEP) Distribution of GETP tablets

General Election Technology Project

- Complete setup of technology for Logistics & Supplies Managers
- Start DR planning
- Complete testing all GE roles for onboarding and application access
- Distribute 160 tablet devices for Community Engagement staff

ARTS Project

- Further Reporting requirements defined
- Careers Page enhancements live on the elections.NZ website and signed off
- Paper-based application process fully implemented and signed off
- GE Recruitment process signed off
- Non-GE (BAU) Recruitment process sign off
- Justice of the Peace and Interpreter process defined and signed off
- Early HQ Support offboarding process signed off
- Process for EM's, RA's and RM's to be set up as recruiters and hiring managers agreed and signed off

Communications & Education

- Approval of paid media approach for advertising campaign.
- Remote and overseas assets reviewed, approved and where needed uploaded to website.
- Completion of all voting services requested collateral.
- Community Engagement implementation plan assets agreed.
- Development of the campaign kit for internal teams.
- Production of Community Engagement base resources and requested resources.
- Development of any material required for Community Engagement training.

Enquiries project

- Progressing the design process for the various sessions we want to run during the Team Leader and staff training
- Socialising the various frameworks that will guide how we operate the Customer Services Team, for example Continuous Improvement Framework, Assistance and Escalation Pathway Approach, Prioritisation Approach, Quality Assurance Approach, etc
- Progressing the recruitment of a Team Leader and team
- Finalising the forecasting for both Telnet and the Customer Services Team
- (Business Analysis): Consultation is nearing completion on the Enquiry subjects, instructions and escalation paths
- Consultation underway for complaints escalation paths specifically

Voting Services

- Deliver the LSM Urban training
- Deliver the dress rehearsal of the RRM training
- Progress the recruitment of RRM's and Trainers
- All the PIMs will be at the printers for printing and delivery
- The SnapHire overseas solution is scheduled to be delivered
- Approve the Project Brief for our Services to the Deaf Community
- Approval of EasyVote artwork, content, envelope and insert
- Planning for the second readiness test (all electorates)
- Installation of the Central Processing Team's Telephony solution

Enterprise Services

- Make the financial changes that have been proposed in the EMS payment module
- Finalise updated Recruitment Plan, including the deep dive input
- A first draft of the recruitment reporting dashboard is completed and will be socialised with key stakeholders
- Complete the cyber security deep dive with Deloitte
- Complete the Pen and load testing in June/July
- Complete development of Overseas App enhancements
- Working on BCP and DR schedule and documentation
- Reconciliation app is Election ready
- Complete User Acceptance Testing of new CHRIS 21 payroll solution
- Continue rolling out Windows 11 laptops
- Continue implementation of high-level design of Syslog Uplift solution

Successes continued

Enterprise Services

- Finance has loaded the fixed portion/NO contracts into each Electorate budget, so Electorate managers can complete the budget for their Electorates
- Set up Enrolment and Enquiries roles in SnapHire, recruiting 169 staff for Community Engagement
- Set up roles for SEP, recruiting directly 140 people
- Prepared the presentation for the RRM Induction rehearsal 12/13 June
- Tested Chris21 prior to first pay run
- Ran a deep dive with the GE Programme Board on recruitment
- Progressed work for reporting on recruitment. A first draft of the recruitment reporting dashboard is completed and now needs to be socialised with key stakeholders
- Regular reporting to VS on the status of recruitment of the RRM and LSM roles
- Penetration and load testing in progress
- Migrated UVP to Catalyst Cloud
- Continuing development of functional enhancements to the Overseas App as agreed with VS
- Completed May release for EMS
- Mike OS upgrade completed
- Single sign-on completed for Tupu
- 197 Windows 11 laptops rolled out
- Completed high level design of Syslog Uplift solution
- Started implementation of Syslog Uplift Solution
- The National Office floor comms cabinet UPS (uninterrupted power supply) maintenance tests and report are now completed

Programme Overview

Overall Commentary

Like last month, the overall status of the programme is AMBER, due to the Quality & Assurance milestone remaining AMBER and Partners being AMBER. The AMBER status is due to a number of our election systems needing a PIA completed. These will not all be completed before the election, but the issue will be closed once the Programme Board is comfortable with the proposed treatment. A Senior Privacy Advisor from ACC will be starting at the end of July to work on these. Partners are reporting as AMBER due to some issues we are having with Aotal, or Snpahire provider. They are expected to be resolved quickly.

A great amount of progress has been made across the Commission over the last month, with a number of key milestones being completed. The recruitment campaign went live early July, the recruitment dashboard has been completed and we currently have 11,160 applicants to fill the field roles. Recruitment and Rostering managers have been hired and have just completed their training so over the next few weeks we are expecting a good proportion of these applicants to become hires. Work has continued to flesh out plans for a contingency workforce within the public sector and will be presented to the programme board in the next meeting.

The Customer Services training and Strategic Engagement and Partnership training is underway and Enrolment Processing training starting soon.

At the time of writing this report Finance are preparing their end of financial year report. Draft figures indicate a \$28.117m spend which is an underspend of \$10.589m. This is a combination of permanent savings and delayed expenditure.

Concerns

Privacy Impact Assessments (PIAs)

There are seven PIAs identified that need to be completed. A secondment from ACC will start on 31 July to begin this work. This work won't be completed by the election, however we should have a general understanding of how each of the systems stack up against the privacy principles. Addressing any issues identified will happen after the election.

Aged Enquiries

During the tidy up of the old Zendesk system it was identified that 43 enquiries between October 2020 and June 2023 had been assigned to email user groups which were no longer being actively monitored since GE2020. As a result, no action was taken on those enquiries, and no response provided. Of the 43 that have not been actioned 13 are a mixture of feedback, spam, and advertising and do not require a response. The remaining 30 tickets will be reviewed, with suitable acknowledgement and an apology for the delay will be provided to the person who made the enquiry. The incident group has made four recommendations which will be completed in the next couple of weeks. An update will be provided in the next report.

Decisions/Actions Required

Agree the additional work identified in the 'Completing and election follow-up' paper to support our readiness to complete an election where there is disruption to voting.

RAG Status

Last Month → This Month → Next Month



Critical Path 1 June – 31 August 23

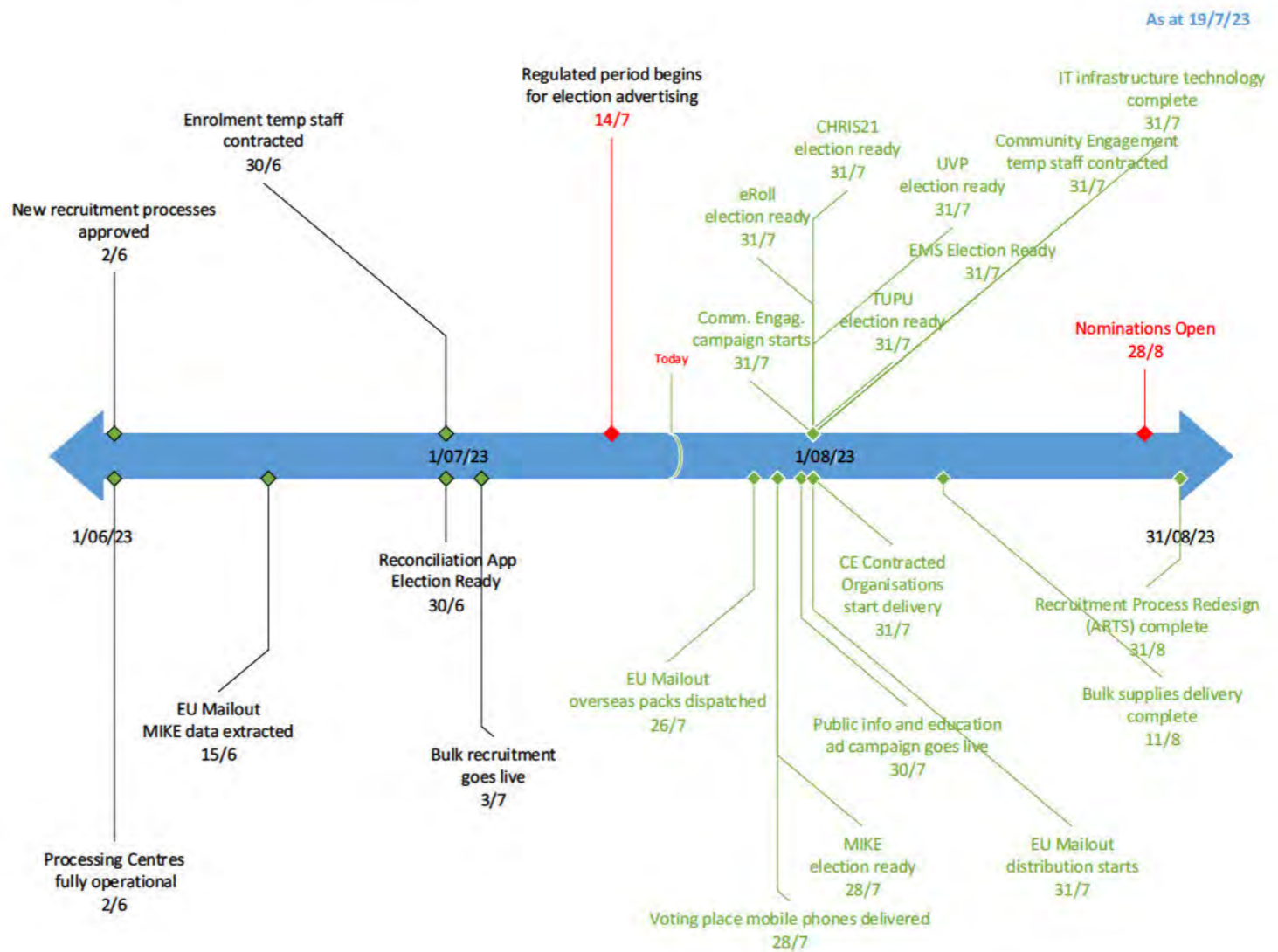
Commentary

Since the previous reporting period four critical path milestones have been completed. The regulated period for advertising began on 14 July, the Reconciliation App is now Election ready a couple of weeks ahead of schedule, bulk recruitment has gone live and Enrolment temporary staff have been recruited. In the previous month's reporting, this milestone also included Community Engagement recruitment. This milestone has been split and a date of 31 July set for the completion of the Community Engagement temporary recruitment. The project manager for this work will complete a change request and submit it for approval in the next steering group meeting.

A tentative date of 18 July for enrolment packs being sent overseas was reported previously and this date has now been set for 26 July.

The Recruitment Process Redesign project closure has been extended until the end of August. There is no impact as a result of this – the additional time is to complete the project closure documentation.

The critical path for 1 March – 31 May is provided in Appendix A and 1 September – 30 November in Appendix B.



Black = completed
Green = Key date
Red = Immovable date

| Key Status Indicators | Status | | | Comments and expected actions |
|------------------------|------------|------------|------------|---|
| | Last Month | This Month | Next Month | |
| Risks | ● | ● | ● | There are currently three medium programme risks, six low risks and no critical risks. No new risks have been identified this month. The details of the medium risks are included in Appendix C. Due to competing priorities, there hasn't been progress in amalgamating Programme and Organisational risks. |
| Issues | ● | ● | ● | The Privacy Impact Assessment issue remains. A Senior Privacy Officer is being seconded for 12 months from ACC to facilitate and write the PIAs and to plan and oversee any issues they uncover. They are due to start on 31 July 2023. This issue will remain open until the Programme Board is satisfied with the treatment plan. One medium issue does not warrant the overall RAG status to move from GREEN to AMBER. |
| Budget | ● | ● | ● | <p>When the Electoral Commission's FY23 budget was approved in June 2022 it was agreed that it would be set at \$2m more than the available baseline funding and this \$2m deficit would be funded from reserves. When the FY24 budget was prepared and approved it had a FY23 forecast of \$8.7m surplus and an FY24 deficit of \$11.3m which nets to a \$2.5m deficit. When we prepared the FY23 budget and then subsequently the FY24 budget we did not specifically approve a budget for EV1001- General Election 2023 that would be spent across both FY23 and FY24. Therefore, the aggregated forecast for FY23 and budget for FY24 is consistent with the \$2m deficit to be funded from reserves and this includes the budget for GE2023.</p> <p>The draft result for June 2023 shows the full year GE2023 expenditure is \$28.117m which is an underspend of \$10.589m. This underspend is a combination of permanent savings (personnel related expenses - \$3.4m underspent, although \$2.6m was taken out of the forecast and included in the FY24 budget), and delayed expenditure (e.g. Specialist services - \$3.7m underspent; Printing & postage - \$2.7m underspent) that will now be incurred in FY24. Some of this delayed expenditure was expected when the FY24 budget was prepared and so was included (e.g. \$0.6m packing/bulk supplies). Other delays weren't expected and therefore not included in the FY24 budget – these will need to be identified and included in the newly implemented process to seek ELT approval for additional/non-budgeted expenditure.</p> |
| Scope | ● | ● | ● | There are no concerns with scope of the programme. The concern reported last month regarding scope creep in the ARTS project have been addressed and the additional activity has been completed. Tight controls around approval of any additional requests that are being made to that project remain. |
| Partners & Procurement | ● | ▲ | ● | <p>There is no procurement activity currently underway for the GE Programme.</p> <p>There are some concerns with Aotal, the Snaohire provider. Deployment to our Production environments are taking place without approval or confirmation we have finished our regression testing before deployment. There are instances where changes being deployed are causing other areas to break and support tickets are being closed before there has been an opportunity to review and provide a response. A meeting is being set up with the Business Owner and the new Aotal Relationship Manager. These concerns are expected to be resolved quickly.</p> |
| People & Recruitment | ● | ● | ● | <p>A good deal of work has taken place over the last month. Advertising for bulk recruitment went live in early July. There have been 11,160 applications for roles. There have not been many hires (131) due to the Recruitment and Rostering Managers having just received their training. Over the next month we will see those applications and more transfer into hires.</p> <p>Our Chief Executive briefed the CEs of other agencies about getting their support for a contingent workforce should we need it and got a very favourable response a follow up email has been sent and the Heads of HR have been briefed. The P&C Manager will provide an update in the next Programme Board meeting on how the contingency workforce planning is going.</p> <p>Enrolment roles have been filled but SEP roles have not been completed. It is thought that 75% will be completed by the end of July. The Project Manager for this area will present a change request at the next Steering Group meeting.</p> |
| Quality & Assurance | ▲ | ▲ | ▲ | <p>This is the third month reporting progress against the 23 IQA recommendations received in May 2023. A total of 7 recommendations have been closed. There has been some slippage of those targeted to close by the end of July, but this will not have a material impact on the election. The final action plan was signed off by the Programme Director on 19/06. More information can be found on page 5 of this report.</p> <p>The Process and Assurance project which contributes to this area is progressing with additional Business Analyst support which started at the end of June.</p> |

Key Milestones

MILESTONE REPORT

LATE MILESTONES

Milestones that are past due.

| Name | Finish | Milestones |
|---|--------------------|------------|
| Milestones: 0 | Tue 4/07/23 | |
| SV Audit Remediation complete | Fri 16/06/23 | 0 |
| MIL: Recruitment Process Redesign Processes Defined and Approved for Non-GE (BAU) | Fri 23/06/23 | 0 |
| MIL: Full Recruitment Process Redesign (ARTS) Project Completed | Fri 30/06/23 | 0 |
| SEP Temp Staff contracted | Tue 4/07/23 | 0 |

MILESTONES UP NEXT

| | | |
|--|--------------|---|
| CE Contracted Organisations - Start Delivery | Mon 31/07/23 | 0 |
| CE - Enrolment update campaign starts | Mon 31/07/23 | 0 |
| EU Mailout - Distribution starts | Mon 31/07/23 | 0 |
| MIL0 GE2023 specific Remote voting information completed uploaded to website | Mon 31/07/23 | 0 |
| MIL0 Media release Enrolment Update campaign start | Mon 31/07/23 | 0 |
| MIL : Voting place mobile phones delivered (6570 phones) | Fri 4/08/23 | 0 |
| EU Mailout - letterboxes complete | Sat 5/08/23 | 0 |
| MIL: CHRIS21 is Election Ready | Tue 8/08/23 | 0 |

MILESTONES UP NEXT

Milestones due in the next four weeks.

| Name | Finish | Milestones |
|--|--------------------|------------|
| Milestones: 0 | Wed 9/08/23 | |
| CE - Temp Staff Training - Day One | Mon 17/07/23 | 0 |
| MIL0 benchmark survey completed | Mon 24/07/23 | 0 |
| EU Mailout - Overseas packs leave NZ (Date not yet confirmed) | Wed 26/07/23 | 0 |
| MIL0 Media briefing held | Thu 27/07/23 | 0 |
| MIL: MIKE is Election Ready | Fri 28/07/23 | 0 |
| MIL0 Public information and education advertising begins | Sun 30/07/23 | 0 |
| MIL L0: Message 1: Update pack is coming (info campaign) Goes live | Sun 30/07/23 | 0 |
| MIL L0: Message 4: Overseas enrolment (Info campaign) Goes live | Sun 30/07/23 | 0 |
| DEPR(IT) EMS Election ready | Mon 31/07/23 | 0 |
| UVP Election ready | Mon 31/07/23 | 0 |
| MIL: eRoll is Election Ready | Mon 31/07/23 | 0 |
| MIL L0: Message 2: 'Didn't get your pack?' (info campaign) Goes live | Wed 9/08/23 | 0 |
| MIL L1: Bulk Supplies Delivery Completed | Wed 9/08/23 | 0 |

COMPLETED MILESTONES

Milestones completed in the last month.

| Name | Finish | Milestones |
|---|---------------------|------------|
| Milestones: 0 | Mon 17/07/23 | |
| MIL: Recruitment Process Redesign Processes Defined and Approved for GE | Fri 2/06/23 | 0 |
| EU Mailout - Enrolment Data Extract - Production | Thu 15/06/23 | 0 |
| GE23 Processing Centres Fully Operational | Tue 20/06/23 | 0 |
| MIL0 Election facts webpage live | Fri 30/06/23 | 0 |
| MIL0 Noms forms completed and uploaded to the | Fri 30/06/23 | 0 |
| Regulated period for election advertising expenses begins | Fri 14/07/23 | 0 |
| Start of exemption period for MEO electors of Māori descent | Fri 14/07/23 | 0 |
| MIL0 Media release Regulated period begins | Fri 14/07/23 | 0 |
| Enrolment Processing - Training Starts | Mon 17/07/23 | 0 |
| Community Engagement - Training Starts | Mon 17/07/23 | 0 |

Milestone Commentary

Commentary

This report contains information on progress against key milestones only. For more information on successes over the last month and the focus for next month please refer to Appendices D & E.

Late Milestones

There are four late milestones.

The two relating to ARTS are due to resource availability to get final decisions and sign off completed which is causing an impact on final deliverables being achieved. While there are slippages, there are mitigations in place and the project is looking to handover to the Business Owner and complete project closure by the end of August.

SEP Temp Staff contracted – completion has been delayed, on track to have 75% ready for start of training on 17 July. Casual roles (Community Liaisons) to be contracted by 31 July. The Project Manager will complete a CR and present this at the next Steering Group meeting.

SV audit – the need for remediation work was identified during the audit, this is related to overseas special votes. The work is currently being sized by Catalyst. A change request for development work to MIKE during the change freeze period will be provided to Director Enrolment and CIO for approval.

Milestones up next

The next month is busy with 21 key milestones due to be completed over the next four weeks. Currently, all these milestones are on track.

Completed Milestones

There has been excellent progress over the last month with ten key milestones being completed. These have been from each of the workstreams and cross functional pieces of work.

Budget

GE2023 Finances as at 30 June 2023

| Description | Current | | | YTD | | | % Full Year |
|--------------------------------------|------------------|-------------------|------------------|-------------------|-------------------|-------------------|--------------|
| | Actual | Budget / Forecast | Variance | Actual | Budget / Forecast | Variance | |
| Total Remuneration | 437,677 | 1,068,341 | 630,663 | 3,092,681 | 4,746,614 | 1,653,933 | 65.2% |
| Total Superannuation | 34,729 | 82,345 | 47,616 | 191,504 | 319,122 | 127,618 | 60.0% |
| Total Field | 1,099,952 | 1,974,288 | 874,335 | 5,190,154 | 6,806,843 | 1,616,689 | 76.2% |
| Total Leave | 131,151 | 76,326 | (54,825) | 428,851 | 304,241 | (124,610) | 141.0% |
| Total Health & Welfare | 33 | - | (33) | 279 | 5,000 | 4,721 | 5.6% |
| Total Training & Development | 8,672 | 16,830 | 8,159 | 62,641 | 53,931 | (8,710) | 116.1% |
| Total Other Personnel Costs | 2,352 | 19,823 | 17,471 | 80,691 | 212,233 | 131,542 | 38.0% |
| Total Computer & Telecommunications | 247,988 | 536,022 | 288,034 | 1,109,672 | 2,238,977 | 1,129,305 | 49.6% |
| Total Occupancy Costs | 1,426,592 | 919,609 | (506,983) | 7,507,585 | 5,511,852 | (1,995,733) | 136.2% |
| Total Office Equipment | (292,181) | 173,639 | 465,820 | 2,258,652 | 2,995,389 | 736,737 | 75.4% |
| Total Specialist Services | 1,181,444 | 2,383,019 | 1,201,575 | 3,548,928 | 7,253,908 | 3,704,981 | 48.9% |
| Total Travel Expense | 125,362 | 330,781 | 205,419 | 706,358 | 1,374,499 | 668,141 | 51.4% |
| Total Meeting & Entertainment | 12,168 | 101,500 | 89,332 | 108,800 | 423,750 | 314,950 | 25.7% |
| Total Printing, Stationery & Postage | 1,285,765 | 320,716 | (965,049) | 3,701,425 | 6,359,598 | 2,658,173 | 58.2% |
| Total Miscellaneous Expenses | (73,569) | 26,297 | 99,866 | 128,642 | 99,920 | (28,722) | 128.7% |
| Total Operating Expenses | 5,628,135 | 8,029,535 | 2,401,400 | 28,116,862 | 38,705,877 | 10,589,014 | 72.6% |

Budget Commentary

Expenditure in June was \$5.628m which was \$2.401m less than budget.

Expenditure for the FY2023 year was \$28.117m which was an underspend of \$10.589m (27%). The significant variances are:

- *Personnel related expenses* - \$3.401m underspent, of which \$2,609m relates to known delays in Voting Services staff (and their training) as well as the Enrolment and Community Engagement teams' temps, which is now included in the FY24 budget. A significant portion of the remaining approximately \$0.8m are permanent cost savings.
- *Computer & Telecommunications* - of the \$1.129m cost savings, almost \$0.8m relates to the phone roll-out. \$0.6m of this was expected and is now included in the FY24 budget but overall, there is some level of cost savings. There were also significant cost savings made in help desk services and the software support and maintenance areas, but some of these costs are likely to have been coded to EV9999 - BAU as it is difficult at times to distinguish between these workstreams.
- *Specialist services* - \$3.705m underspend due to some unexpected delayed advertising, and consultancy (including the print management). Further analysis will be required.
- *Printing, Stationery & Postage* - \$2.658m underspend due to the timing of the GE2023 Update Campaign being pushed out and also the permanent savings due to the lower level of personal protection equipment required (approximately \$1.3m).
- *Office equipment* - \$0.737m underspend, of which \$0.594m is for computer devices which will now slide into FY24.
- *Occupancy cost* - \$1.996m overspend reflecting higher than anticipated HQ lease costs.

Trust and Security

Readiness of the Commission to deliver a safe and trusted general election

- Five new Regional Security and Resilience Advisors started on the 17th July. They attended an initial induction in their region (alongside RRM)s on their first day and then came together in Auckland to do role-specific training on Tuesday. They will start their program of visits to their region's HQs next week and their main priorities in the lead-up to the Election will be to:
 - provide advice to RMs and EMs to enhance security at HQs and VPs
 - help facilitate relationships between RMs and EMs and their local and regional counterparts in Police, FENZ and Civil Defence organisations
 - model and encourage best practice security standards
 - provide regular reporting on security incidents and readiness back to National office
- Voting Services are finalising support mechanisms for Voting Place workers in line with security advice. This will include guidance on dealing with emergencies and disruptive incidents, and clear escalation and reporting pathways will also be outlined, utilising the existing field structure and new Regional Security and Resilience Advisors.
- Enterprise Services have initiatives underway to increase security at National Office prior to GE2023, including new staff ID cards, a layout change to reception, and internal communications to all staff to increase security awareness.

Inter-agency support

- The Risk and Security Working Group met on 13th July to conduct a tabletop exercise. Two scenarios were discussed: a weather event, facilitated by 9(2)(a) (NEMA); and a disruptions event, facilitated by 9(2)(a) (DPMC). A number of EC staff were involved in the exercise. There were a number of lessons learned, many in the area of information sharing, communications and co-ordination. We are working through a detailed list of actions.
- The next Risk and Security Working Group meeting is scheduled for 16th August and will be the final meeting prior to the election. This group will then transition into an operational structure during the election period.
- Inter-agency Protocols are in final draft and will be presented to the SOC on 20th July before being submitted to CEs for sign-off.
- Bilateral meetings with Police (fortnightly) and with DPMC (weekly) are ongoing to ensure a coordinated approach in the lead-up to GE2023, and share relevant information. Arrangements are also being finalised for a Police Liaison Officer to work from National Office starting in the next few weeks.
- A cross-agency group has been convened by DPMC to develop cyber and physical security advice for GE2023 candidates. Links to this information will be hosted on the Commission's new Candidate Hub webpage to ensure that all candidates have equal access. This information will be clearly identified as an all-of-government resource rather than direct advice from the Commission. The Commission will be involved at all stages of this project to ensure this clarity, and that messaging is consistent with the Commission's role and values.

Legal & Policy

- Commentary**
Legal & Policy successes for the current reporting period:
- Continuing to issue advisory opinions, with our peak period coinciding with the start of the regulated period on 14 July, with over 1,000 items covered so far this year - half of these having been received since our last update
 - Prepared a submission for the Board to the Independent Electoral Review on their interim report
 - Supported Crown Law at the judicial review proceedings in the High Court relating to the broadcasting allocation on 20 June - a decision dismissing the application was issued on 13 July
 - Managing compliance issues for candidates and parties, including ongoing reporting of donations to parties over \$20,000
 - Processing five party applications received in this period
 - Registered a change in party name for Te Pāti Māori and processing a name and logo change for ONE Party
 - Ongoing registration of third party promoters
 - Prepared the first draft of the Candidate Briefing and shared it with Voting Services

Process and Assurance Project

Commentary
With the start of an additional Business Analyst on the project, a number of process maps are being produced with the focus on post nominations (ballot paper, EasyVote Party List production), post election tasks and the St Lague process. Additional to the process maps, RASCIs and an overview summary documentation have been produced.

We are intending on bringing outputs to the next programme board meeting.

IQA

Total Recommendations: 23

| | High Priority Recommendations | Medium Priority Recommendations | Low Priority Recommendations |
|-----------------|-------------------------------|---------------------------------|------------------------------|
| Due date | 31/07/2023 | 14/10/2023 | 30/06/2024 |
| Total | 15 | 2 | 6 |
| Not started | 2 | 0 | 4 |
| In progress | 7 | 2 | 1 |
| Overdue | 0 | 0 | 0 |
| Closed | 6 | 0 | 1 |

This table reflects progress made at 19/07 against current action plans.

- The following progress has been made against the 23 recommendations:
- 7 have been closed (same as last month)
 - 10 are in progress (up from 9 last month)
 - 6 are yet to start (down from 7 last month)
 - 0 are overdue (same as last month)
 - 3 are under threat of missing their due date

This is the third month that the Programme is reporting progress against the IQA Report provided by Caravel in May 2023. The Programme continues to make good progress against the many individual actions that underpin the recommendations. However, a number of recommendations targeted for closure by 31/07 are now expected to slip. The programme does not believe that this slippage will have any material impact on the ability to deliver the election successfully. Last month the Programme Report stated "The biggest risk remains that any project(s) receives an unexpected challenge in delivery. In the event of this happening the Project Director will make a judgement on whether to re-prioritise any affected recommendation from High to Medium (due 14/10/2023)." This risk has been realised with three recommendations now expected to be delivered in August / September as outlined below:

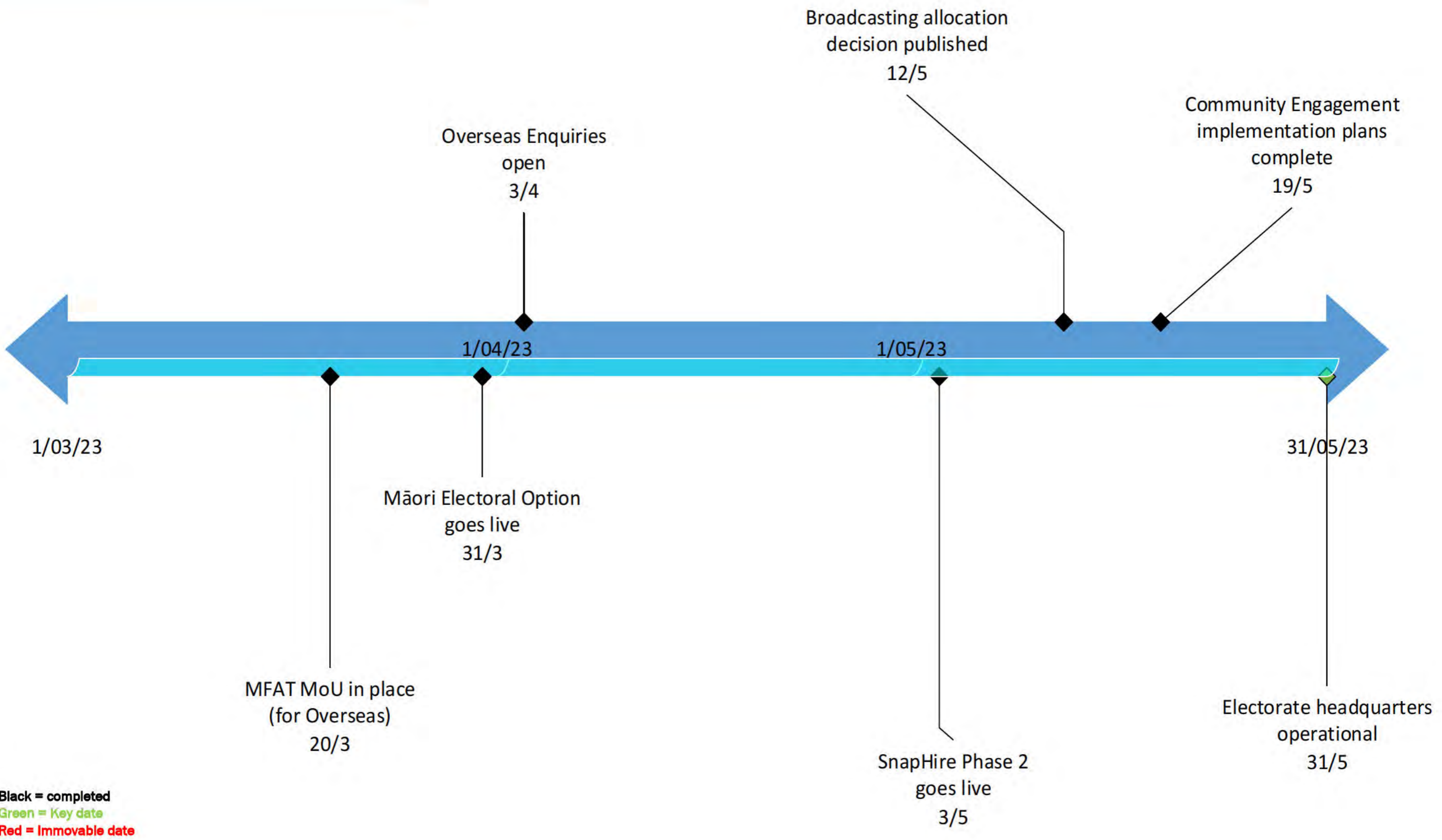
- Recommendation 10 – Two Project Management Plans will now be completed in August
- Recommendations 16 – Quarterly Risk Workshops originally planned to start in July will now start in August
- Recommendation 19 – Project Quality Management Plans originally due in July will now be completed by the end of September

Of the 6 recommendations not started 4 are not due until 30/06/2024.

Issues

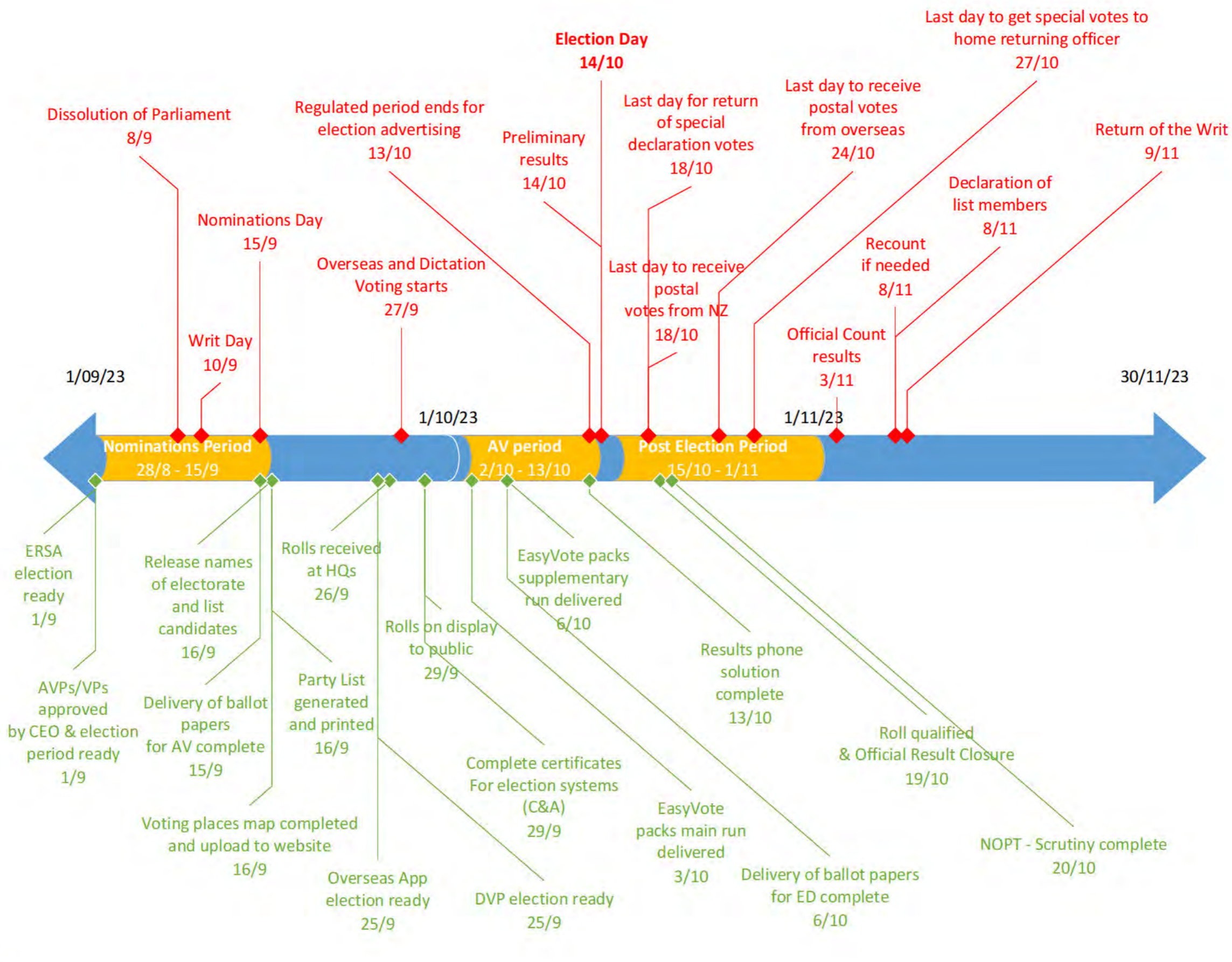
| Issue Description | Impact on business | Management / Progress update | Impacted Area | | | | | | RAG | Date repo | Reported by | Assigned to |
|--|---|---|---------------|---------|--------|---------|----------------|--------|-----------|---------------|-------------------------------|-------------|
| | | | People | Process | System | Finance | Reputation/Otl | | | | | |
| PIAs have not been completed for many legacy systems and there was an action in 2021 to begin this process | 1. If the PIAs are not completed there is a greater risk of not being compliant. 2. If the Commission is not compliant with privacy, there is a reputational and integrity risk. | The Programme Director will source as much information as possible to complete the PIAs and a Senior Privacy Officer from ACC will be seconded to drive this work. They are due to start on 31 July 2023. | Yes | Yes | Yes | No | Yes | Medium | 2/05/2023 | Emily Redmond | Emily Redmond Lucy Hickman | |

Appendix A: Critical Path 1 March – 31 May 23



Black = completed
Green = Key date
Red = Immovable date

Appendix B: Critical Path 1 Sept – 30 Nov 23



Black = completed
Green = Key date
Red = Immovable date

Appendix C: Key Risks

| Risk Owner | Risk Title | Risk Description | Treatment Action (Mitigations) What can be done to reduce the likelihood? | Treatment Action Log (what has been done to reduce the likelihood) | Assessment of CURRENT risk | | |
|---|--|---|---|--|----------------------------|-------------|--------|
| All ELT Managers | Reliance on key staff | IF, we continue to be reliant on a small number of key SME's and if any of those people get sick, burnt out or leave the organisation, THEN this will compromise our ability to deliver and creates critical points of failure | <ol style="list-style-type: none"> 1. Identify and document key staff and key roles 2. BCP work has required that back-up plans are identified and documented including cover for critical tasks. Revisit this document to ensure it is still valid 3. Review the TOM work which has identified critical staff risk and has incorporated this into the organisational changes being implemented to determine if it is still valid and if it has mitigated any risk 4. Identifying back-ups for all key staff during the GE 5. Document all critical GE delivery processes showing clear ownership and back ups 6. Staff retention and attraction policies and practices being implemented 7. Recruitment, H&S, BCP, reprioritisation 8. Review of GE 2023 critical path to identify critical points of failure and where we may need to have more documentation around process. 9. Identify ways to support critical staff if a crisis arises that they need to deal with 10. Develop and roll out succession planning including understanding and planning for career pathways 11. Identify substitutes and ensure they are well informed to be able to step in 12. Capture knowledge to make it readily | <p>Items 1-4 have been implemented</p> <p>Sept 22: A workshop will be run with ELT on 12 October, focussing on implementing mitigations</p> <p>14 Oct 22: A first workshop was run with ELT which did a deep dive into this risk. New mitigations were identified. Not everything was completed, so another will be run and this risk will be updated as a result of the two workshops next month</p> <p>11 Nov 22: this risk needs to be updated based on the ELT workshop. This will be done post Hamilton West by-election.</p> <p>17 April 23: The recent recruitment of managers in the Operations Group in particular have a focus on ensuring workload is spread across teams, work is underway to document key processes and BCP plans are in the process of being updated.</p> <p>16 June 23: Progress has been made on process mapping, BCP planning and resource allocation/backups.</p> <p>20/7/23: Progress continues as above.</p> | Likely | Significant | Medium |
| DCE Enterprise Services DCE Operations | SMEs leaving without sharing information | IF people leave without providing a substantive handover (either in person, via documentation or both), THEN we lose a significant amount of knowledge that makes the next person's role harder, potential rework and potential non delivery of items | <ol style="list-style-type: none"> 1. Managers set expectations with the team that they are to document key processes 2. Managers to ensure that when someone resigns they prioritise writing a thorough handover document 3. Managers prioritise recruitment so there is a handover period 4. P&C prioritise recruitment for critical roles | <p>Sept 22: This is a new programme risk and has been assigned to the risk owners only this month. Progress against treatments will be reported next month</p> <p>14 Oct 22: progress has been made on treatment 3 & 4.</p> <p>20 Feb 23: The process and assurance work that is starting in March will address much of this risk as key processes will be documented.</p> <p>17 April 23: Work is progressing to document key processes and good progress has been made on recruiting for critical roles and other positions.</p> <p>16 June 23: The process and assurance continues to make progress in mapping out key resources and good handovers are taking place when people resign in some areas.</p> <p>20/7/23 - Progress continues as above.</p> | Very Likely | Minor | Medium |
| CIO | Cyber-attack on critical systems | IF, A malicious cyber attack were to occur on critical systems, THEN, Security of information would be at risk and systems may be down. | <ol style="list-style-type: none"> 1. Structured improvement of controls (technology, human, supply chain management) to enable us to continually improve our ability to identify, prevent and respond to cyber security incidents. 2. Resourcing focused on cyber security issues. 3. Draft enterprise-wide information systems strategic plan (ISSP) Phishing, training, SMT focus and leadership to inform staff. 4. Cloudflare DDoS protection. 5. Developing playbooks for incident types 6. Certifying and accrediting GE critical systems 7. Links to NCSC and acting upon security bulletins. 8. Patching applications, infrastructure regularly and quickly. 9. Pentesting applications and infrastructure annually. 10. Third party supply chain audits. 11. Improving authentication/authorisation at the Commission to reduce ability for attackers to harvest credentials. 12. Implementing extra monitoring software to improve our ability to detect and prevent incidents 13. Larger Cyber Security awareness campaigns | <p>30/6/2022 - Treatment items 1-6 have been implemented</p> <p>Sept 22: Treatments 1-10 have been implemented</p> <p>20/2/2023 - work continues on Treatment 11 in conjunction with the ARTS project, to automate parts of the onboarding process. Enhanced threat intelligence now implemented into device endpoints as part of Treatment 12.</p> <p>16/6/23 A cyber security dashboard is being produced and the work that Deloitte are undertaking will contribute to this risk treatment.</p> <p>20/7/23 The Cyber Security Dashboard and Deloitte report has been completed and going to the EC Board on 28 July.</p> | Feasible | Major | Medium |

Appendix D Successes for reporting period by workstream

Enrolment & Strategic Engagement & Partnerships

- (Enrolment) Enrolment Update Production running smoothly & nearly complete
- (Enrolment) Majority of fixed staff have been found and contracting is underway with a third complete.
- (SEP) Training programme reviewed with stakeholders and finalised
- (SEP) Procurement plan for contracted community organisations approved and ROI carried out via GETS
- (SEP) Procurement of community engagement resources

General Election Technology Project

- Mobile phones: Received approval from Voting Services to ship Tranche 2 (325) phones to HQ's Tranche 3 – 6570 / 6570 mobile phones for voting places now built (95%)
- Mobile phones: Started production build of election night results phone solution
- Office fitout: Continued the technology fit out of Electorate HQ.
- Office fitout: Continued work on the technology fit out of the 3 Enrolment Processing Centers.
- Testing: Working with Voting Service and Enrolment project teams to address the questions/concerns raised during testing all GE roles/personas for onboarding and application access.
- All HIGH rated issues are now closed other than the provisioning of OneDrive.
- Tablets: Started shipping tablet devices for Community Engagement staff awaiting confirmation on the purchase of additional keyboards

ARTS Project

- Reporting requirements defined, developed and live in Production.
- Careers Page enhancements live on the elections.NZ website and signed off
- Paper-based application process fully implemented and signed off
- GE Recruitment process signed off
- Justice of the Peace & Interpreters process defined and signed off
- Early HQ Support offboarding process signed off
- Process for EM's, RA's and RM's to be set up as recruiters & hiring managers agreed & signed off

Communications & Education

- Completed translation of initial OG campaign assets, and translation and recording of tv & radio scripts.
- Approval of paid media approach for OG and motivation and education campaign.
- Confirmation of motivation and educational campaign creative territory based on KANTAR creative territory insights with audiences.
- Production, approval of GE2023 recruitment ad campaign assets.
- Confirmation of stakeholder physical and digital assets.
- Confirmation of website information architecture.
- Completed remote voting letter review and drafting underway of remote voting and overseas web copy.
- Completed E12 Instructions for overseas voters' brochure.
- Completed all voting place posters in regional dialects.
- Confirmed Kids Voting programme delivery approach, social media campaign live, teacher stakeholder email sent, all agreed asset changes including Te Āti Awa translation of teachers guide completed.
- Completed ordering of all Kids Voting assets and distribution of assets scheduled.
- Joint agreement between SEP and C&E on Community Engagement implementation plan assets.
- Completion of scoping for Community Engagement language videos.
- Updating of social media tiles for Community Engagement recruitment and uploading to social media.

Voting Services

- Completed the training for the Logistics and Supply Manager (LSM) Urban
- Delivered the dress rehearsal of the RRM training
- Progressed the recruitment of RRM's and Trainers
- Personal Information Manuals (PIMs) were sent to the printers for printing and delivery
- Bulk Supplies picking underway with Blue Star
- EasyVote artwork, content, envelope and insert all approved
- Letter related to Remote voting approved and sent
- Chapter 9 of the Operations Manual was finalised and printed
- All 74 overseas voting places are now confirmed
- The SnapHire overseas solution has been delivered and the team are now using it.

Centralised Enquiries Project

- Test Plan and Test Design Specification completed.
- UAT and production test completed.
- Telnet training slides sent.
- SoW and detailed training plan for TL's and agents finalised.

Enterprise Services

- (Finance) Modifications made to the EMS payment module
- (Finance) Commencement of the Internal Audit of the Electorate HQ's.
- (Finance) Working closely with VS around the budgetary implication (if any) of the FTE and Voting Places costs.
- (Finance) Introduction of a process to distribute surplus funds for additional/unbudgeted GE initiatives.
- (P&C) Supporting Enrolment and Enquiries recruitment of 169 staff for Community Engagement.
- (P&C) Supporting SEP, recruiting directly 140 people.
- (P&C) Prepared the presentation for the RRM Induction rehearsal 12/13 June.
- (IT Security) C&A completion for the data platform
- (IT Security) Complete the cyber security deep dive with Deloitte
- (IT) Complete the Pen test in June/July
- (IT) Complete load testing in June/ July
- (IT) Complete development of Overseas App enhancements
- (IT) Working on BCP and DR schedule and documentation
- (IT) Reconciliation app is Election ready

Appendix E Focus Areas for next month by workstream

Enrolment and Community Engagement

- (Enrolment) All 167 staff contracted, attending training at three processing centres, sitting in front of laptops that are fully operational
- (Enrolment) EU Mailout sent to Overseas and Domestic Electors.
- (Enrolment) Processing of ROE2-Enrolment Updates is well underway and reporting in up and running
- (Enrolment) SOW for Roll Print
- (Enrolment) Full and near final Roll Print tranche plan is secured with VS
- (Enrolment) Writ Day Plan is in development and review with stakeholders
- (SEP) Training of temporary (fixed term) staff starts on 17 July.
- (SEP) ROI for contracted community organisations closed on 11 July, interviews with shortlisted respondents are planned for 19-21 July.
- (SEP) Confirm training programme for contracted organisations.
- (SEP) Complete recruitment of casual staff (community liaison roles), to start on 31 July.
- (SEP) Printing and distribution of printed resources
- (SEP) GE community engagement campaign starts on 31 July

General Election Technology Project

- Complete shipping of phones Voting Place (Shared) phones
- Resolving ad-hoc requests for additional/replacement technology at Electorate Headquarters / Enrolment Processing Centres
- Support Rostering and Recruitment Managers with any technology issues as they are on-boarded
- Support SEP on-boarding/training events
- Review IT support model to ensure all parties are aware of their roles and responsibilities
- Plan and execute Disaster Recovery for GETP infrastructure (late milestone – refer to slide 3 for details)
- Complete testing all GE roles for onboarding and application access
- Distribute 160 tablet devices for Community Engagement staff

ARTS Project

- Non-GE (BAU) Recruitment process defined and approved
- Change Control Process Signed Off
- Project Handover to People and Culture
- Project Closure Process Completed

Communications & Education

- Completion of KANTAR benchmark survey.
- Public information and Education campaign live (includes translation, messaging, and creative approval of each asset).
- Production of motivation and education campaign assets
- Completion of media kit and media briefing.
- Completion of tranche 1 stakeholder resources
- Completion of E78 Unable to get to a voting place brochure in all languages.
- Completion of agreed videos (how to enrol and MMP) videos with language subtitles.
- Completion and distribution of GE2023 campaign kit.
- Production and completion of Community Engagement training assets.
- Ongoing management of GE2023 recruitment ad campaign
- Production of tranche 2 stakeholder resources.
- Upload of overseas and remote voting content to www.vote.nz.
- Completion of Statement of work with Pikselin for voting place mapping
- Identifying and getting confirmation on changing deliverables specifically Kaupapa Māori voting place requirements.

Centralised Enquiries project

- The Business Readiness workstream is focused on running the TL and staff training, variance reporting and refining enquiries operational guidance
- Business Analysis is focused on embedding the Zendesk updates, updating the knowledgebase articles and automated response and escalation actions (Macros), and refining the continuous improvement approach

Voting Services

- Complete and publish Chapter 11 of the Operations Manual
- Deliver the RRM training
- Progress the recruitment of Area Trainers and bulk voting place staff
- All the Personal Information Manuals (PIMs) delivered to HQs
- Complete the second readiness test (all electorates)
- Delivery of Bulk Supplies
- Dress rehearsal for Easy Vote and Ballot paper production
- EMS Readiness testing – all electorates
- Process feedback from the Political parties in relation to voting places
- Enterprise Services
- Modifications made to the EMS payment module
- Commencement of the Internal Audit of the Electorate HQ's.

Enterprise Services

- (Finance) Support the PWC Audit of the electorates
- (Finance) Roll out the Travel Policy and ensure Field Staff are supported
- (Finance) Continue support of EMs with cash management and invoice payments
- (Finance) New starters in July for the 2 Vacant Finance Business partner roles.
- (P & C) Complete recruitment of 4th Regional P & C Advisor.
- (P & C) The 4 Regional Advisors are currently being trained in SnapHire.
- (P & C) Complete presentation for RRM induction 17-19 July.
- (IT Security) C&A completion for the data platform
- (IT) Complete the cyber security deep dive with Deloitte
- (IT) Complete the Pen and load testing in June/July
- (IT) Complete development of Overseas App enhancements
- (IT) Working on BCP and DR schedule and documentation
- (IT) Reconciliation app is Election ready
- (IT) We have started investigations into change for the Umbrella parties. And preparing for readiness Test 2
- (IT) Complete User Acceptance Testing of new CHRIS 21 payroll solution
- (IT) Continue rolling out Windows 11 laptops
- (IT) Continue implementation of high-level design of Syslog Uplift solution

Programme Overview

Overall Commentary

The overall programme is reporting AMBER, but due to different reasons from the previous month. The Quality & Assurance metric and the Partner & Procurement metric over the last month has returned to GREEN following the PIA treatment plan, great progress on the process and assurance project and issues with Aotal, the Saphire provider being resolved.

A key person risk has eventuated and we remain cautiously optimistic that we will achieve our recruitment numbers. Both areas need to continue to be actively managed and hence the people metric is reporting AMBER.

Although the 23/24 budget is reporting a slight underspend, finances are reporting AMBER due to the budgets being built by Electorate Managers being \$5.42m over budget. New funding of \$1.43m was agreed, leaving \$3.99m overbudgeted.

A great amount of progress has been made across the Commission over the last month, with twenty two key milestones being completed. Enrolment Update packs have been distributed and the enrolment campaign in well underway. Bulk supply deliveries to HQs have been completed, 6,570 voting place mobile phones have been delivered, a number of systems are now election ready and a number of staff training sessions have been held.

A huge effort on recruitment remains with the number of applicants increasing significantly since the metrics reported on in the last status report. As mentioned in various parts of this report, there is still a risk that we may not achieve our numbers and this area is being actively managed.

This will be the last programme report written until after election day as the GE Taskforce situational reporting will replace this monthly report over the next month and a half, although the Programme Director will work with the Project Managers and continue to track milestone delivery, dependencies, risks and issues.

Concerns

Key person risk

A key SME is not available for a couple of weeks. IT and the business system owners have met and are working through who can cover the current work and future work (if needed). At the time of writing this report a concrete solution had not yet been documented but there is an expectation that one will be by the time the Programme Board meets on Thursday 24 August and a verbal update can be provided.

Recruitment

Good progress has been made over the last month in recruitment. Feedback from the field staff is that this is a top priority and people are working hard to process applications. A concern remains that we may not attract all the candidates needed in some areas across the motu. Work continues to work through how we can support these areas and nearby electorates are sharing candidates. This concern is likely to remain until more applications have been processed and more people have been hired.

Decisions/Actions Required

Approve the post nomination production day process change and the use of TOIL/Flexible working for this event. Agree the Post Nominations Production Processes Document, the Election Period Planning Document and the Election Day Planning Document.

RAG Status

Last Month → This Month → Next Month



Critical Path 1 June – 31 August 23

Commentary

Since the previous reporting period, eleven critical path milestones have been completed.

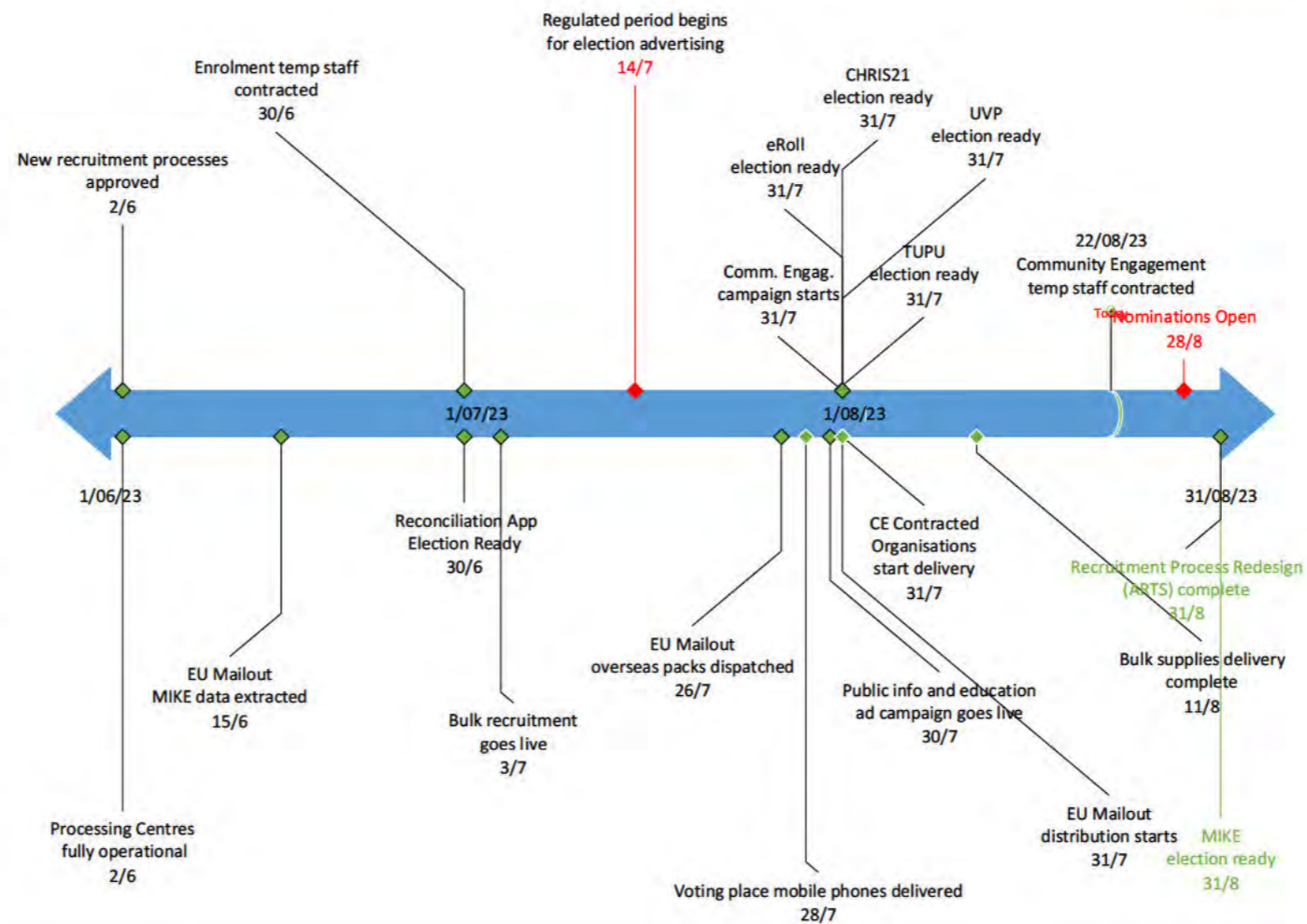
A change request for a revalidated timeline (22 August) to recruit SEP temporary staff was approved by the Steering group on 04 August and this has now been completed.

The EMS delivery date and IT infrastructure technology ready milestone has been moved to the 15th September. This is the result of a change request (submitted to Steering group on 18 August). This allows for bug fixes and must-have changes.

The MIKE election readiness date has been extended to 31 August, with the delay due to the SVD Audit changes that need to be completed (currently in UAT).

The Recruitment Process Redesign project closure is on track to be completed by until the end of August.

The critical path for 1 March – 31 May is provided in Appendix A and 1 September – 30 November in Appendix B.



As at 18/8/23

Black = completed
Green = Key date
Red = Immovable date

| Key Status Indicators | Status | | | Comments and expected actions |
|------------------------|------------|------------|------------|---|
| | Last Month | This Month | Next Month | |
| Risks | ● | ● | ● | There are currently two medium programme risks, seven low risks and no critical risks. A Medium recruitment risk has been added this month from the Voting Services risk register to the Programme register for increased visibility. The medium risk regarding SMEs leaving and there being a lack of documentation has been reduced to low given the work delivered in the process and assurance project over the last month. The reliance on key staff risk has been realised and is now a medium issue. The details of the medium risks are included in Appendix C. Due to competing priorities, there hasn't been progress in amalgamating Programme and Organisational risks. |
| Issues | ● | ● | ● | The Privacy Impact Assessment issue has been closed this month given a Senior Privacy Officer seconded for 12 months from ACC has started with the Commission and is working on a plan to address the outstanding PIAs. A new medium issue has been raised this month around key person risk. One medium issue does not warrant the overall RAG status to move from GREEN to AMBER. |
| Budget | ● | ▲ | ▲ | <p>When the Electoral Commission's FY23 budget was approved in June 2022 it was agreed that it would be set at \$2m more than the available baseline funding and this \$2m deficit would be funded from reserves. When the FY24 budget was prepared and approved it had a FY23 forecast of \$8.7m surplus and an FY24 deficit of \$11.3m which nets to a \$2.5m deficit. When we prepared the FY23 budget and then subsequently the FY24 budget we did not specifically approve a budget for EV1001 - General Election 2023 that would be spent across both FY23 and FY24. Therefore, the aggregated forecast for FY23 and budget for FY24 is consistent with the \$2m deficit to be funded from reserves and this includes the budget for GE2023.</p> <p>Expenditure in July was \$11.848m, representing 12.7% of the budget and was \$0.221m less than budget. Although this is a positive variance, the budgets being built by Electorate Managers are currently \$5.42m over budget. New funding of \$1.43m was agreed, leaving \$3.99m overbudgeted. It is unsure if this will be resolved next month, hence predicting the budget will remain amber next month.</p> |
| Scope | ● | ● | ● | There are no concerns with scope of the programme, although it should be noted that there was an additional requirement for more laptops in the GETP project. There is a plan in place to action this and the cost will be absorbed within the project. |
| Partners & Procurement | ▲ | ● | ● | Two statement of works are underway. One with Allied which is an extension to the current contract, valued at \$1.45m and the other with NZ Post for the production of EasyVote valued at \$4m. The concerns raised last month with Aotal, the Snaphire provider have been rectified. |
| People & Recruitment | ● | ▲ | ● | <p>A good deal of work has taken place over the last month and the field staff are prioritising working through the applications they have received via Snaphire. As at 21 August there have been 28,532 electorate applications and 1,302 hires. There is still a long way to go in terms of processing applications. The Recruitment and Rostering Managers are prioritising HQ Support recruitment and 355 out of 1,423 have been recruited. There have been a number of complaints from field staff about the Snaphire system. Some of these are due to the process, some the system and some due to lack of knowledge/training/not following the instructions in the manual. The team have worked hard to address the concerns raised, however there will be a full system review and changes made so that it better meets the needs of the field for GE2026. Due to still having a low number of recruited staff, this metric has been rated amber.</p> <p>Work has continued with the planning on working with other government agencies on a contingent workforce. On 25 August a decision will be made as to whether or not this plan is enacted. P&C will provide a verbal update in the next Programme Board meeting (Thursday 24 August) on engaging the contingent workforce.</p> <p>Strategic Engagement & Partnership roles have now all been completed, and the PM completed a change request to alter the date of this deliverable which was approved by the Steering Group.</p> |
| Quality & Assurance | ▲ | ● | ● | <p>Of the 23 IQA recommendations 8 high priority ones have been closed. 6 that were due to close by 31 July are overdue, with 4 closing by the end of August and 2 closing by the end of September. More information can be found on page 5 of this report. There is no impact on the election due to the slippages.</p> <p>The Process and Assurance project which contributes to this area has progressed a lot this month with a number of key processes being documented and presented to the Steering Group. This has reduced risk in this space.</p> <p>Last month the Programme Board were satisfied with the treatment plan put in place to address the outstanding PIAs and this metric can now report as GREEN.</p> |

Key Milestones

MILESTONE REPORT

LATE MILESTONES

| Name | Finish | Milestones |
|----------------------------------|---------------------|------------|
| Milestones: 0 | Fri 18/08/23 | |
| SVD Audit complete | Thu 17/08/23 | 0 |
| QA and sign off of ballot papers | Fri 18/08/23 | 0 |
| MIKE is Election ready | Fri 18/08/23 | 0 |

MILESTONES UP NEXT

Milestones due in the next four weeks.

| Name | Finish | Milestones |
|---|---------------------|------------|
| Milestones: 0 | Sat 16/09/23 | |
| Dictation Registration Live | Mon 11/09/23 | 0 |
| Process: WD Roll Closure - catch up keying complete | Wed 13/09/23 | 0 |
| Sufficient ADVANCE voting, Voting Place staff confirmed by RMs | Fri 15/09/23 | 0 |
| Sufficient ELECTION DAY Voting Place staff confirmed by RMs | Fri 15/09/23 | 0 |
| Nomination Day. Noon - Deadline for individual nominations of electorate candidates | Fri 15/09/23 | 0 |
| DEPR(IT) EMS Election ready | Fri 15/09/23 | 0 |
| 2pm - Target time to release name of all electorate and list candidates | Sat 16/09/23 | 0 |
| DEPD VS - Production of ballot papers can begin | Sat 16/09/23 | 0 |
| MIL0 Voting places map completed and uploaded to website | Sat 16/09/23 | 0 |
| MIL0 Nominated candidates details uploaded to website | Sat 16/09/23 | 0 |
| MIL 0 Media Release Candidate information and voting places published | Sat 16/09/23 | 0 |

COMPLETED MILESTONES

Milestones completed in the last month.

| Name | Finish | Milestones |
|---|---------------------|------------|
| Status: Complete | Thu 31/08/23 | |
| Enrolment Processing - Training Starts | Mon 17/07/23 | 0 |
| Community Engagement - Training Starts | Mon 17/07/23 | 0 |
| MIL 0: C & E - Benchmark survey completed | Mon 24/07/23 | 0 |
| EU Mailout - Overseas packs leave NZ (Date not yet confirmed) | Wed 26/07/23 | 0 |
| MIL 0: Media briefing held | Thu 27/07/23 | 0 |
| MIL 0: Public information and education advertising begins | Sun 30/07/23 | 0 |
| MIL 0: Enrolment Update advertising begins | Sun 30/07/23 | 0 |
| MIL 0: Message 1: Update pack is coming (info campaign) Goes live | Sun 30/07/23 | 0 |
| MIL 0: Message 4: Overseas enrolment (Info campaign) Goes live | Sun 30/07/23 | 0 |
| MIL: CHRIS21 is Election Ready | Tues 8/08/23 | 0 |
| MIL: Tupu is Election Ready | Fri 4/08/23 | 0 |
| MIL: eRoll is Election Ready | Mon 31/07/23 | 0 |

MILESTONES UP NEXT

| | | |
|---|--------------|---|
| SEP Temp Staff contracted | Tue 22/08/23 | 0 |
| MIL: Results phone solution complete | Mon 28/08/23 | 0 |
| MIL LO: Media Release Candidate nominations open | Mon 28/08/23 | 0 |
| MIL: Full Recruitment Process Redesign (ARTS) Project Completed | Thu 31/08/23 | 0 |
| MIL: ERSA is Election Ready | Fri 1/09/23 | 0 |
| MIL LO: Voting places signed off by CEO | Fri 1/09/23 | 0 |
| MIL0 Media Release Dissolution of Parliament | Fri 8/09/23 | 0 |
| Writ day | Sun 10/09/23 | 0 |
| MIL0 Media Release Writ Day | Sun 10/09/23 | 0 |
| MIL0 GE2023 specific overseas information completed and uploaded to website | Sun 10/09/23 | 0 |
| MIL LO: Message 5: General Enrolment (Info campaign) Goes live | Mon 11/09/23 | 0 |

Milestone Commentary

Commentary
This report contains information on progress against key milestones only. For more information on successes over the last month and the focus for next month please refer to Appendices D & E.

Late Milestones
There are three late milestones, one which has now been completed and two which will be completed next week.

SVD audit and MIKE being election ready– The SVD audit changes identified during the audit have been implemented by Catalyst and are now in UAT. They will be fully implemented by 30 August. This is the only outstanding item for MIKE to be election ready. A change request has been completed and will be provided to the DCEs Operations and Enterprise Services for approval. The QA and sign off of ballot papers was due on 18 August. This task was completed on 21 August.

Milestones up next
The next month is busy with twenty two key milestones due to be completed over the next four weeks. Currently, all these milestones are on track.

Completed Milestones
There has been excellent progress over the last month with twenty two key milestones being completed. These have been from each of the workstreams and cross functional pieces of work.

COMPLETED MILESTONES - Continued

| | | | | | |
|--|--------------|---|---|--------------|---|
| MIL LO: Media release Enrolment Update campaign start | Mon 31/07/23 | 0 | MIL LO: Bulk Supplies Delivery Completed | Wed 9/08/23 | 0 |
| CE Contracted Organisations - Start Delivery | Mon 31/07/23 | 0 | MIL LO: Message 3: Pre-writ day urgency - goes live | Sun 20/08/23 | 0 |
| CE - Campaign Starts | Mon 31/07/23 | 0 | Roll: Electorate HQ and Enrolment Distribution Plans - Final | Fri 25/08/23 | 0 |
| EU Mailout - Distribution starts | Mon 31/07/23 | 0 | MIL: Recruitment Process Redesign Processes Defined and Approved for Non-GE (BAU) | Thu 31/08/23 | 0 |
| MIL LO: Voting place mobile phones delivered (6570 phones) | Fri 4/08/23 | 0 | MIL0: GE2023 specific remote information uploaded to website | Mon 31/07/23 | 0 |

Budget

GE2023 Finances as at 31 July 2023

| Description | Current | | | YTD | | | Total Budget / Forecast FY 2024 | % Full Year |
|--|-------------------|-------------------|------------------|-------------------|-------------------|------------------|---------------------------------|--------------|
| | Actual | Budget / Forecast | Variance | Actual | Budget / Forecast | Variance | | |
| Employee Related Expenses | | | | | | | | |
| Total Remuneration | 1,052,830 | 1,753,328 | 700,498 | 1,052,830 | 1,753,328 | 700,498 | 12,383,034 | 8.5% |
| Total Superannuation | 39,321 | 84,981 | 45,660 | 39,321 | 84,981 | 45,660 | 916,066 | 4.3% |
| Total Field | 1,627,718 | 1,695,792 | 68,074 | 1,627,718 | 1,695,792 | 68,074 | 33,921,703 | 4.8% |
| Total Leave | 157,595 | 57,793 | (99,803) | 157,595 | 57,793 | (99,803) | 334,599 | 47.1% |
| Total Health & Welfare | 826 | - | (826) | 826 | - | (826) | - | 0.0% |
| Total Training & Development | 4,469 | 32,641 | 28,172 | 4,469 | 32,641 | 28,172 | 50,641 | 8.8% |
| Total Other Personnel Costs | 12,137 | 23,304 | 11,168 | 12,137 | 23,304 | 11,168 | 248,446 | 4.9% |
| Total Employee Related Expenses | 2,894,896 | 3,647,839 | 752,944 | 2,894,896 | 3,647,839 | 752,944 | 47,854,489 | 6.0% |
| Other Operating Expenses | | | | | | | | |
| Total Computer & Telecommunications | 2,583,210 | 2,848,565 | 265,355 | 2,583,210 | 2,848,565 | 265,355 | 4,575,681 | 56.5% |
| Total Occupancy Costs | 1,463,250 | 1,361,997 | (101,253) | 1,463,250 | 1,361,997 | (101,253) | 10,897,798 | 13.4% |
| Total Office Equipment | 85,320 | 70,531 | (14,789) | 85,320 | 70,531 | (14,789) | 365,405 | 23.3% |
| Total Specialist Services | 724,145 | 3,391,481 | 2,667,336 | 724,145 | 3,391,481 | 2,667,336 | 14,414,343 | 5.0% |
| Total Travel Expense | 178,857 | 380,373 | 201,516 | 178,857 | 380,373 | 201,516 | 1,507,308 | 11.9% |
| Total Meeting & Entertainment | 17,751 | 52,500 | 34,749 | 17,751 | 52,500 | 34,749 | 75,500 | 23.5% |
| Total Printing, Stationery & Postage | 3,873,861 | 202,724 | (3,671,137) | 3,873,861 | 202,724 | (3,671,137) | 12,943,040 | 29.9% |
| Total Miscellaneous Expenses | 27,067 | 113,130 | 86,063 | 27,067 | 113,130 | 86,063 | 505,400 | 5.4% |
| Total Other Operating Expenses | 8,953,461 | 8,421,301 | (532,160) | 8,953,461 | 8,421,301 | (532,160) | 45,284,475 | 19.8% |
| Total Operating Expenses | 11,848,356 | 12,069,140 | 220,784 | 11,848,356 | 12,069,140 | 220,784 | 93,138,964 | 12.7% |

Budget Commentary

Expenditure in July was \$11.848m, representing 12.7% of the budget and was \$0.221m less than budget.

Expenditure for the FY2024 is the same given this report only includes the first month of the new financial year.

The main variances are:

Employee related expenses - \$0.753m underspent. The main areas where the underspend has occurred is Enrolment (370k), Engagement & Partnerships (\$175k), Business Enablement (\$62k), Communications (\$53k) and People & Culture (\$52k).

Specialist services - \$2.667m underspend made up of a \$1.756m underspend in advertising and publicity, \$392k on consultancy spend and \$543k in archive and storage services.

Printing, Stationery & Postage - \$3.671m overspend due to the timing of the GE2023 Update Campaign being pushed out.

Trust and Security

Readiness of the Commission to deliver a safe and trusted general election

Largely covered in the Trust and Security Paper, further detail about Regional Security and Resilience Advisors (RSRAs) as follows:

1. RSRAs have been working with RMs and RAs to visit each electorate in their region by the end of August. While there they have been reviewing HQ site security, discussing local security concerns, raising security awareness with HQ staff, and beginning to provide security advice on higher risk Voting Places and overnight storage options for ballot boxes during advance voting.
2. RSRAs will commence a second round of visits to each HQ in late August/early September, focussing on further Voting Place security advice, reviewing any HQ security upgrades, and facilitating engagement between EMs and their local emergency service counterparts in Police, Fire and Civil Defence organisations.
3. During the voting period, RSRAs will have a daily Teams stand-up with National Office security staff to raise any security concerns or incidents, and to be briefed on any relevant security information received from partner agencies for further dissemination in their region. Relevant information received from RSRAs will be fed into the GEDT.

Inter-agency support

4. The Risk and Security Working Group met on 16th August for the final time before the election. This meeting covered lessons learned from our tabletop exercises in July, and outlined our planned approach to transition into an operational structure during the voting period. This structure will be based on the inter-agency support structure that was used for the FIFA Women's World Cup. The main elements will be a daily Teams standup with representatives from key agencies, a daily Sitrep disseminated out to all support agencies, and key contacts and communications pathways established for time-sensitive information and support. Relevant information received from partner agencies will be fed into the GEDT.
5. Inter-agency Protocols have been signed off by all agencies and will be published on the EC website week starting 21 August. An email will go out to partner agencies advising them when the Protocols have been published.
6. A Police Liaison Officer, ^{9(2)(a)} has been appointed to work from National Office. He is working with the Security Team on level 10 and has already provided very valuable input into our joint operations.
7. Inter-agency security advice for candidates is in its final draft. Once this is signed off it will be published on the Candidate Hub of the EC website, likely during the week starting 21 August.

Legal & Policy

- Commentary**
Legal & Policy successes for the current reporting period:
- Continuing to issue advisory opinions, with the volume of requests remaining high
 - Supported the Board make a variation of the broadcasting allocation for the election
 - Managing compliance issues for candidates, parties and third parties
 - Continuing to process five party applications received in the last reporting period
 - Processing a name and logo change for ONE Party
 - Ongoing registration of third party promoters
 - Finalised content for the Candidate Briefing with Voting Services
 - Ran a session for staff in Legal & Policy (including Ministry of Justice secondees), IT, Finance, Enrolment and Voting Services who will be involved with nominations
 - Finalised the training manual for party secretary for nominations

Process and Assurance Project

- Commentary**
- Really good progress has been made on documenting the process, responsibilities, and Executive Summaries for key deliverables. The detail was provided to the SG for noting on 18 August.
 - The documentation consists of: An Executive Summary (SIPOC), Process Map and a RACSI.
 - All the listed deliverables now have documentation which is either in draft - written up from documentation and an initial review is in progress, or reviewed meaning the business areas have contributed to the documents and they are now ready for validation as the deliverable is completed.
 - The deliverables that occur after Nominations are going to be verified as they are occurring and will then be updated and finalised ready for GE2026, followed by Post Election deliverables.
 - The Project will work with the PMO to ensure this suite of documents is embedded into the delivery of GE2026.

IQA

| Total Recommendations: 23 | | | |
|---------------------------|-------------------------------|---------------------------------|------------------------------|
| | High Priority Recommendations | Medium Priority Recommendations | Low Priority Recommendations |
| Due date | 31/07/2023 | 14/10/2023 | 30/06/2024 |
| Total | 14 | 2 | 7 |
| Not started | 0 | 0 | 3 |
| In progress | 0 | 2 | 2 |
| Overdue | 6 | 0 | 0 |
| Closed | 8 | 0 | 2 |

This table reflects progress made at 18/08 against current action plans. The following progress has been made against the 23 recommendations:

- 10 have been closed (up from 7 last month)
- 4 are in progress (down from 10 last month)
- 3 are yet to start (down from 7 last month)
- 6 are overdue (up from 0 last month)

This is the fourth month that the Programme is reporting progress against the IQA Report provided by Caravel in May 2023. Eight recommendations categorised as High priority were closed as planned before 31 July. Six recommendations categorised as High priority are currently overdue. The primary driver for the overdue items was the extended illness of the PMO Manager during July. There is no material threat to Election delivery as a result of the current slippage. Four recommendations are planned to close in August. The key outstanding actions are listed below:

- Rec 9 – PMO to create a presentation on role of Project Manager
- Rec 11 – Programme Director and PMO Manager to set minimum standards for key documents and update PMO Workplan
- Rec 17 – PMO to review Project Schedules to ensure appropriate risk mitigation activities have been inserted
- Rec 22 – PMO to share the presentation created in recommendation 9 on Echo

Two recommendations were identified last month as being likely to slip

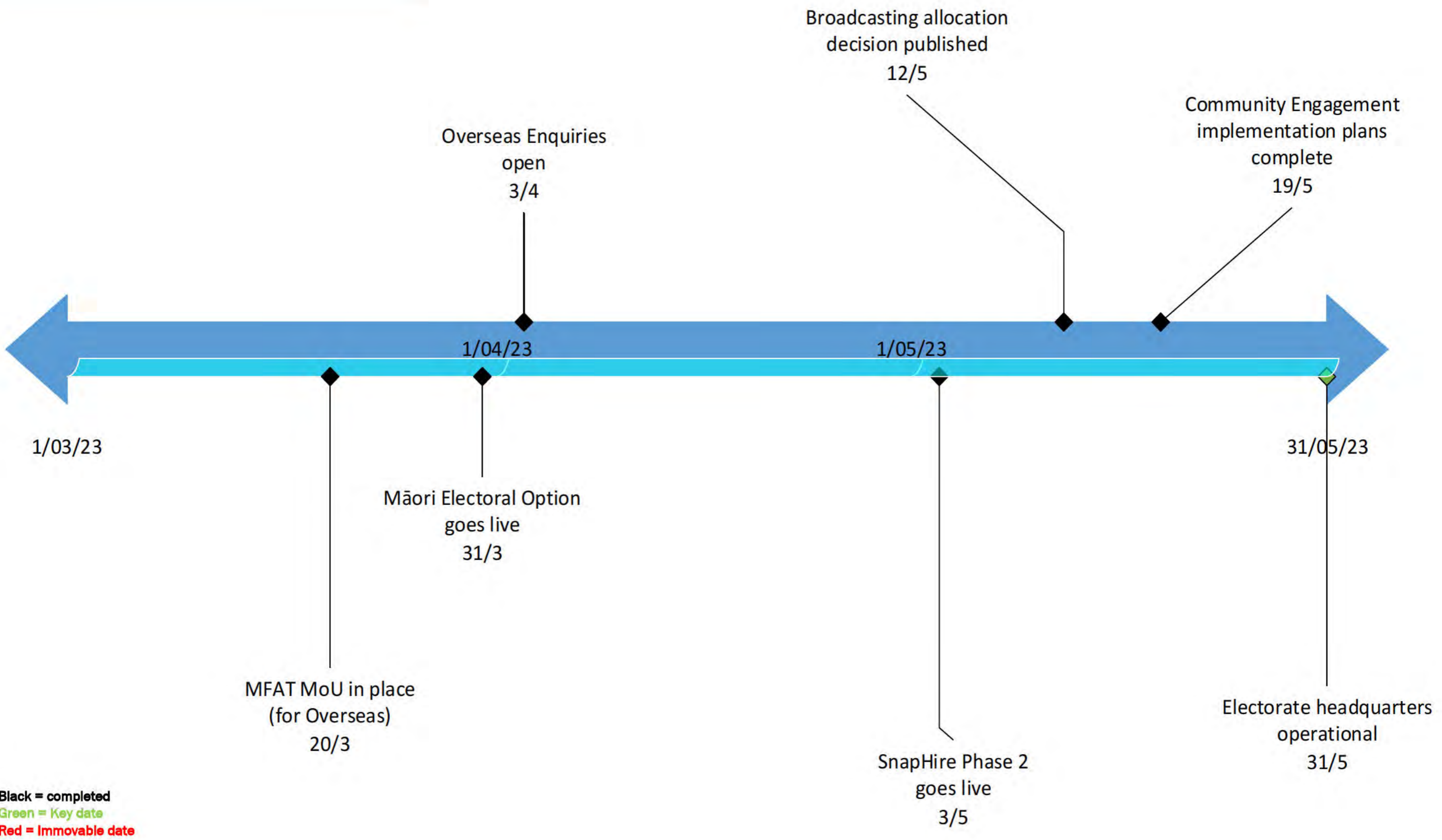
- Rec 16 - Quarterly Risk workshops will now be undertaken by 30/09/2023
- Rec 19 – Project Quality Management Plans will now be completed by 30/09/2023

Two recommendations originally categorised as Low (Rec 2, 3) have been closed ahead of schedule. All three of the recommendations not yet started are due for closure by 30/06/2024

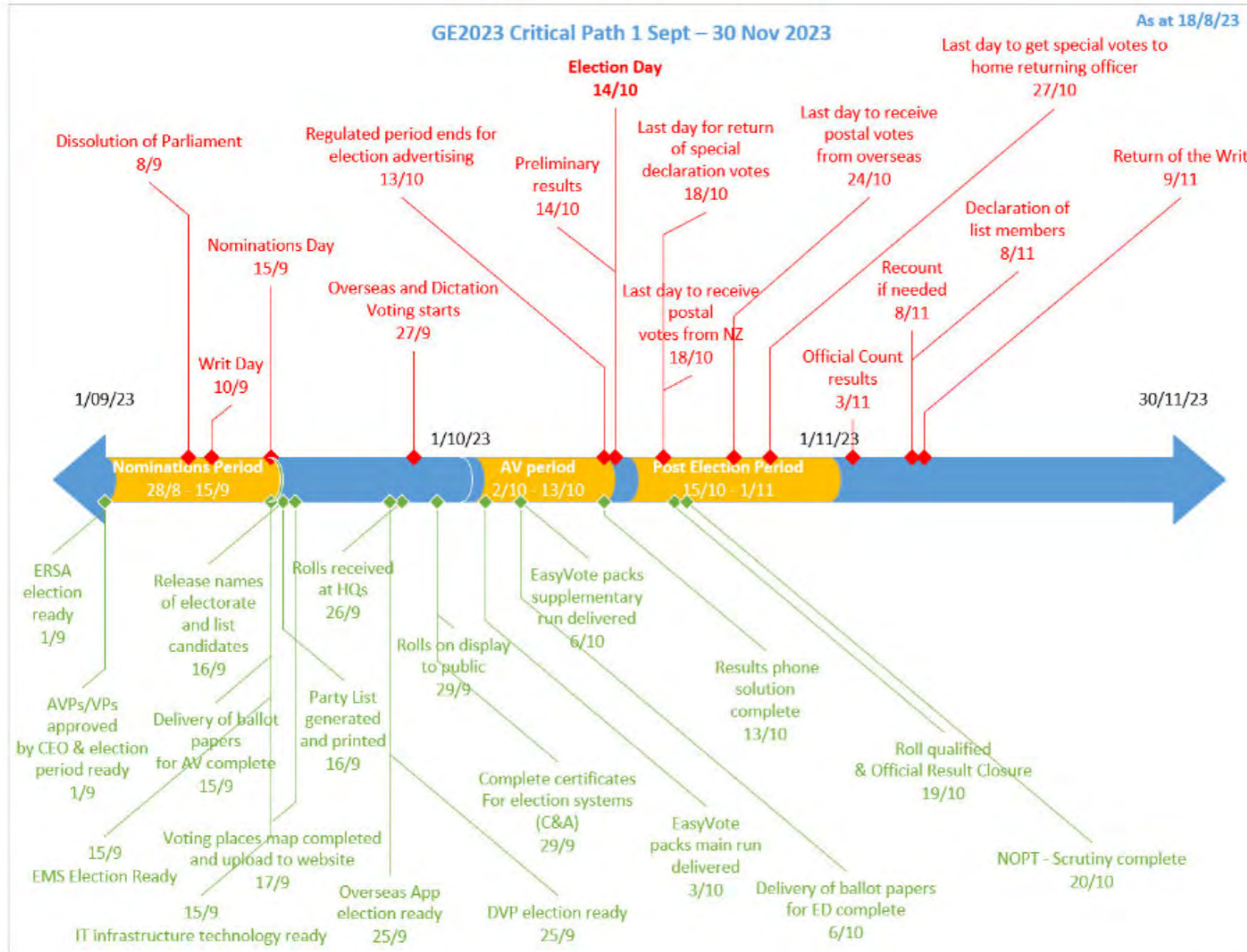
Issues

| Issue Description | Impact on business | Management / Progress update | Impacted Area | | | | | RAG | Date reported | Assigned to |
|--|---|--|---------------|---------|---------|---------|-------------------|--------|---------------|----------------------------|
| | | | People | Process | Systems | Finance | Reputation/Others | | | |
| Reliance on key staff and unavailability to work | The following risk has been monitored throughout the election cycle: IF, we continue to be reliant on a small number of key SME's and if any of those people get sick, burnt out or leave the organisation, THEN this will compromise our ability to deliver and creates critical points of failure. A key staff member is currently not available to work which means others need to pick up this work who don't necessarily have the same depth of knowledge. | Operations and IT are currently working through the plan to mitigate this issue. At the time of writing this report, a documented plan is not available for longer term mitigations, but there is a plan to manage immediate work. A verbal update can be given in the Programme Board | No | No | Yes | No | Yes | Medium | 18/08/2023 | Anusha, Lucy, Emily, James |

Appendix A: Critical Path 1 March – 31 May 23



Appendix B: Critical Path 1 Sept – 30 Nov 23



Appendix C: Key Risks

| Risk Owner | Risk title | Risk description | Treatment Action (Mitigations) | Treatment action log | | | Assessment of CURRENT Risk | Last date reviewed |
|----------------|--|---|---|---|----------|-------------|----------------------------|--------------------|
| CO | Cyber-attack on critical systems | IF, A malicious cyber attack were to occur on critical systems, THEN, Security of information would be at risk and systems may be down. | <ol style="list-style-type: none"> 1. Structured improvement of controls (technology, human, supply chain management) to enable us to continually improve our ability to identify, prevent and respond to cyber security incidents. 2. Resourcing focused on cyber security issues. 3. Draft enterprise-wide information systems strategic plan (ISSP) Phishing, training, SMIT focus and leadership to inform staff. 4. Cloudflare DDoS protection. 5. Developing playbooks for incident types 6. Certifying and accrediting GE critical systems 7. Links to NCSC and acting upon security bulletins. 8. Patching applications, infrastructure regularly and quickly. 9. Pentesting applications and infrastructure annually. 10. Third party supply chain audits. 11. Improving authentication/authorisation at the Commission to reduce ability for attackers to harvest credentials. 12. Implementing extra monitoring software to improve our ability to detect and prevent incidents 13. Larger Cyber Security awareness campaigns | <p>30/6/2022 - Treatment items 1-6 have been implemented Sept 22: Treatments 1-10 have been implemented 20/2/2023 - work continues on Treatment 11 in conjunction with the ARTS project, to automate parts of the onboarding process. Enhanced threat intelligence now implemented into device endpoints as part of Treatment 12. 16/6/23 A cyber security dashboard is being produced and the work that Deloitte are undertaking will contribute to this risk treatment. 20/7/23 The Cyber Security Dashboard and Deloitte report has been completed and going to the EC Board on 28 July. 21/8/23 A threat assessment for the GE has been supplied by NCSC. There is no information to suggest changing the current likelihood or impact risk ratings. We continue to enhance and test our capability to log, detect and prevent cyber-security attacks. The monthly cyber-security dashboard for the Board and ELT contains more information around current actions and priorities.</p> | Feasible | Major | Medium | 21/08/2023 |
| Martin Rodgers | The tight labour market is causing issues for filling and retaining roles in the field. VS has identified two problems; Churn and fulfilling bulk recruitment. | The field needs to employ 25,000 people to deliver the election. With such a low employment rate getting people to fill all our vacancies could be a challenge. We have been unable to attract staff into all of our FRM positions (we have extended the advertising dates). There are signs that we will not be able to recruit enough for the bulk Voting Place positions. And then once appointed, retaining front facing retaining people through the election period is going to impact delivery of the GE | <p>Keep a close watch on the number of applications made across all electorates. Ensure advertising is well targeted—and be ready with targeted messages staff can use to reach their communities. Ensure neighbouring/ regional electorates are working closely together to share applicants</p> | <p>09.05.23 Regular planning for recruitment with P&C and Operations group to ensure we have clarity over the positions available, numbers, locations and how to attract them. Plus identifying and planning our contingency. Culminating into the recruitment plan 01.06.23 The PMD are coordinating the creation of a recruitment plan - will leave as medium 21.08.23 A contingency workforce plan is ready to activate if necessary. More targeted advertising to implement in areas with low applicants</p> | Feasible | Significant | Medium | 21.08.23 |

Appendix D Successes for reporting period by workstream

Enrolment & Strategic Engagement & Partnerships

- (Enrolment) Enrolment Update Mailout complete
- (Enrolment) 99% fixed term staff contracted and on boarded
- (Enrolment) Campaign processing started
- (Enrolment) Roll Print Distribution List finalised
- (SEP) Enrolment Update Mailout complete
- (SEP) 99% fixed term staff contracted and on boarded
- (SEP) Campaign processing started
- (SEP) Roll Print Distribution List finalised

General Election Technology Project

- Completed shipping of 6,570 voting place phones – these are in process of being scanned into EMS by Electorate HQ staff
- Supported Enrolment Processing staff on-boarding by providing on-site resources in Akl, Wgtn, Chch
- Continued to provide support to Electorate Headquarters on their remaining site set up issues:
- Missing Trainer kits
- Additional MFD's
- WiFi and printing issues
- Setup of Fibre landlines
- Support RRM's with any technology issues as they are on-boarded
- Continued to enhance the IT support model building additional detail into the support matrix, updating the support phone line voice responses
- Engaged with Learning and Development to understand IT support needs for the Voting Services Brentwood training events
- Commenced planning Disaster Recovery for GETP infrastructure (late milestone – refer to slide 3 for details)
- Completed testing all GE roles for onboarding and application access
- Distributed 70 tablet devices for Community Engagement staff
- Drafted CR to increase scope by providing a BCP solution for the CPT dictation service

ARTS Project

- Non-GE (BAU) Recruitment process defined and approved
- Support Process handover into Business as Usual
- Sign off on the Non-GE recruitment full end-to-end processes.
- Sign off on additional GE new scope related recruitment processes.

Voting Services

- Completed and published the last chapter of the Operations Manual
- Delivered the RRM training
- Recruitment of Area Trainers and Trainers
- Area Trainers Dress rehearsal successfully delivered
- Bulk voting place staff recruitment has started
- All the Personal Information Manuals (PIMs) delivered to HQs
- Completed the second readiness test (all electorates)
- Delivered Bulk Supplies
- Dress rehearsal for Easy Vote
- Dress rehearsal for Ballot Paper production
- Process feedback from the Political parties in relation to voting places

Centralised Enquiries Project

- Training for Zendesk users completed with Zendesk consultancy.
- Telnet FAQs updated.

Communications & Education

- Completed and distribution of the GE2023 Campaign and media kits.
- Held the Campaign launch media briefing at National Library.
- Launched the Public information advertising campaign on 30 July.
- Completed Public Information benchmark survey.
- Completed digital campaign assets.
- Began pre-production of the motivation and education campaign.
- Approved advertising approach for voting place location advertising.
- Completed Easy Read Your guide to voting booklet and upload to vote.nz.
- Completed stakeholder digital assets in English, translations and accessible formats and uploaded to stakeholder page on vote.nz and sent mailout.
- Uploaded core content in New Zealand Sign Languages, large text, audio and e text and completion of information for Blind low vision telephone information service.
- Uploaded of remote voting information to vote.nz.
- Uploaded electorate information to vote.nz (electorate, phone number and generic email address)
- Completed SOW with Pikselin and began work on voting map functionality.
- Began distribution of Kids Voting resources to schools.
- Completed the Community Engagement language video subtitles and upload to YouTube.
- Completed Your guide to voting brochure and How to enrol and vote and Concerned for your personal safety and E78 Unable to get to a voting place brochure.
- Presented at Community Engagement and Contracted Organisations training.
- Completed and provided posters to Corrections with work beginning on the Easy Read information requested.
- Completed voting place frontage posters and walk-through video.
- Completion of the general election vox pops video.
- C&E Project Management plan approved by the GE23 Steering Group.
- Held crisis communications exercise.

Enterprise Services

- (Finance) FY23 has been completed
- (IT Security) Complete the cyber security deep dive with Deloitte
- (IT) Complete the Pen test in June/July
- (IT) Complete load testing in June/ July
- (IT) Complete development of Overseas App enhancements
- (IT) Working on BCP and DR schedule and documentation
- (IT) Reconciliation app is Election ready
- (IT) We have started investigations into change for the Umbrella parties
- (IT) We are preparing for Readiness Test 2
- (IT) Complete User Acceptance Testing of new CHRIS 21 payroll solution
- (IT) Continue rolling out Windows 11 laptops
- (IT) Continue implementation of high-level design of Syslog Uplift solution

Appendix E Focus Areas for next month by workstream

Enrolment and Community Engagement

- (Enrolment) Writ Day Roll Close
- (Enrolment) Roll Print
- (Enrolment) Work Stream Reviews – Recruitment, GETP, Property, Training
- (SEP) Delivery of the community engagement campaign by the SEP hubs and contracted community organisations is now ongoing through to 13 October
- (SEP) Complete recruitment of remaining temporary staff
- (SEP) Contracting and delivery of lease cars to hubs
- (SEP) Printing and distribution of resources
- (SEP) Planning for post-election reporting and lessons learnt

General Election Technology Project

- Analysis of the increased CCL call volume to determine if these calls can be avoided through additional comms, training, documentation
- Complete testing the Election Night Results IVR solution in preparation for the Dress Rehearsal on 5 Sept 2023
- Complete DR test planning and execution of defined tests
- Submit CR for dictation BCP to Project SteerCo and SLT – engage vendor to build/test solution
- Build additional laptop/desktop devices (from both new and re-cycled stock) to support increased demand from both Voting Services and Community Engagement
- Continue to provide ad-hoc support to Voting Services and Community Engagement staff
- Further refinement of the technology support model to ensure alignment between business and support teams
- Start planning post-election decommissioning of Electorate offices and enrolment centres

ARTS Project

- Change Control Process signed off
- Project Handover completed to People and Culture
- Full Project Closure Process Completed
- Continued support to People and Culture during the handover transition.

Communications & Education

- Continue managing the development and approval of public information campaign assets.
- Delivery of motivational campaign and assets.
- Continue monitoring GE2023 recruitment ad campaign, numbers, and management of media spend to promote work in low-application regions.
- Identifying and getting confirmation on deliverables specifically Kaupapa Māori voting places and services for the deaf requirements.
- Identifying and developing tranche 2 of the stakeholder communications assets with voting messaging.
- Completion of voting place mapping functionality to be uploaded to vote.nz on 16 September.
- Finalisation and completion of Kids Voting ballot paper process and checklist.
- Completion of media releases for Writ Day, Kids Voting, and Nominations Day.
- Sending communications to teachers for Kids Voting ballot paper availability.
- Ongoing management of social media (responding, hiding comments, raising common themes).
- Ongoing management of media (responding to queries, correcting inaccurate information from media, supporting Chief Electoral Officer to respond to media questions/ interviews).
- Ongoing management of organisational communications to the Commission.

Voting Services

- Security guidelines for ballot paper and voting places agreed and published
- Finalise Statements of Work for all security guard providers
- Easy Vote Envelope production is due to begin in mid/late August

Centralised Enquiries project

- Administrator training on Zendesk.
- Support Model and ongoing governance documentation agreed and signed off.
- Lessons Learnt documented.
- Close Report.
- Operational Reporting finalised (currently a manual process is being used).
- Finetuning of online modules for Zendesk.
- Continuous Improvement process finalised.

Enterprise Services

- (Finance) Internal & External audits will be completed.
- (Finance) Work will continue on the Draft Annual Report
- (P & C) Travel policy feedback will be reported to ELT.
- (IT Security) Completing Certification and Accreditation
- (IT Security) Continuing the input of cyber security, including working closely with security agencies ahead of the election
- (IT Security) Supporting the Service Desk team to resolve BAU and GETP queries
- (IT) Test overseas app enhancements
- (IT) Prep CHRIS 21 for first payroll with Finance
- (IT) Finalise EMS August changes
- (IT) Focussing on readiness for UVP and ERSA
- (IT) Complete User Acceptance Testing of new CHRIS 21 payroll solution
- (IT) Continue rolling out Windows 11 laptops
- (IT) Continue implementation of high-level design of Syslog Uplift solution