

Electoral Commission
Te Kaitiaki Take Kōwhiri

Statement of Intent

2013/14 – 2015/16

PRESENTED TO THE HOUSE OF REPRESENTATIVES
PURSUANT TO SECTION 139
OF THE CROWN ENTITIES ACT 2004

May 2013

Electoral Commission

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CONTENTS

- Foreword..... 1
- Part 1 – The Next Three Years 2
 - Our Purpose..... 2
 - Nature and Scope of Functions 2
 - Our Operating Environment..... 3
 - Our Contribution to Government Priorities 8
 - Organisational Health and Capability..... 10
- Part 2 – Our Services for 2013/14 12
 - Forecast Service Performance..... 14
 - Forecast Financial Statements..... 17

Foreword

This Statement of Intent has been prepared in accordance with the requirements of sections 141 and 142 of the Crown Entities Act 2004. It describes how we intend to contribute over the next three year period to New Zealand's democracy by impartially, efficiently and effectively administering the electoral laws.

The Commission is an independent Crown entity under the Crown Entities Act 2004 responsible for administering all aspects of parliamentary elections and referenda, and is not subject to Ministerial direction in carrying out those functions.

The Commission has developed its work programme for the next three years within the context of the Government's expectations it is to deliver improved services within existing funding levels.

Outlined below are the key challenges that the Commission will manage over the next 3 years:

1. Planning and preparing for the next General Election in 2014 and finding ways to improve our services
2. Completing the Māori Electoral Option and participating in and supporting the work of the Representation Commission as it determines the number and size of electorates for the 2014 and 2017 General Elections
3. Being ready to conduct by-elections and citizens initiated referenda should they be required
4. Providing independent, high quality advice on proposed or desirable changes to the electoral laws
5. Developing a strategy to facilitate participation in parliamentary elections, particularly through civics education

We are looking forward to tackling these challenges whilst maintaining public confidence in the administration of the electoral laws.



Hon Sir Hugh Williams QC
Chair



Robert Peden
Chief Electoral Officer

Part 1 – The Next Three Years

Our Purpose

The Commission is responsible for maintaining the electoral rolls, the administration of parliamentary elections and referenda, the allocation of time and money for the broadcast of election programmes, conducting the Māori Electoral Option, registration of political parties, promoting compliance with electoral laws, servicing the work of the Representation Commission, and the provision of advice, reports and public education on electoral matters. The Commission also assists electoral agencies of other countries on a reciprocal basis with their electoral events.

Nature and Scope of Functions

Our Statutory Objective:

The Electoral Act defines the objective of the Electoral Commission as

“... to administer the electoral system impartially, efficiently, effectively, and in a way that-

- (a) facilitates participation in parliamentary democracy; and*
- (b) promotes understanding of the electoral system; and*
- (c) maintains confidence in the administration of the electoral system.”*

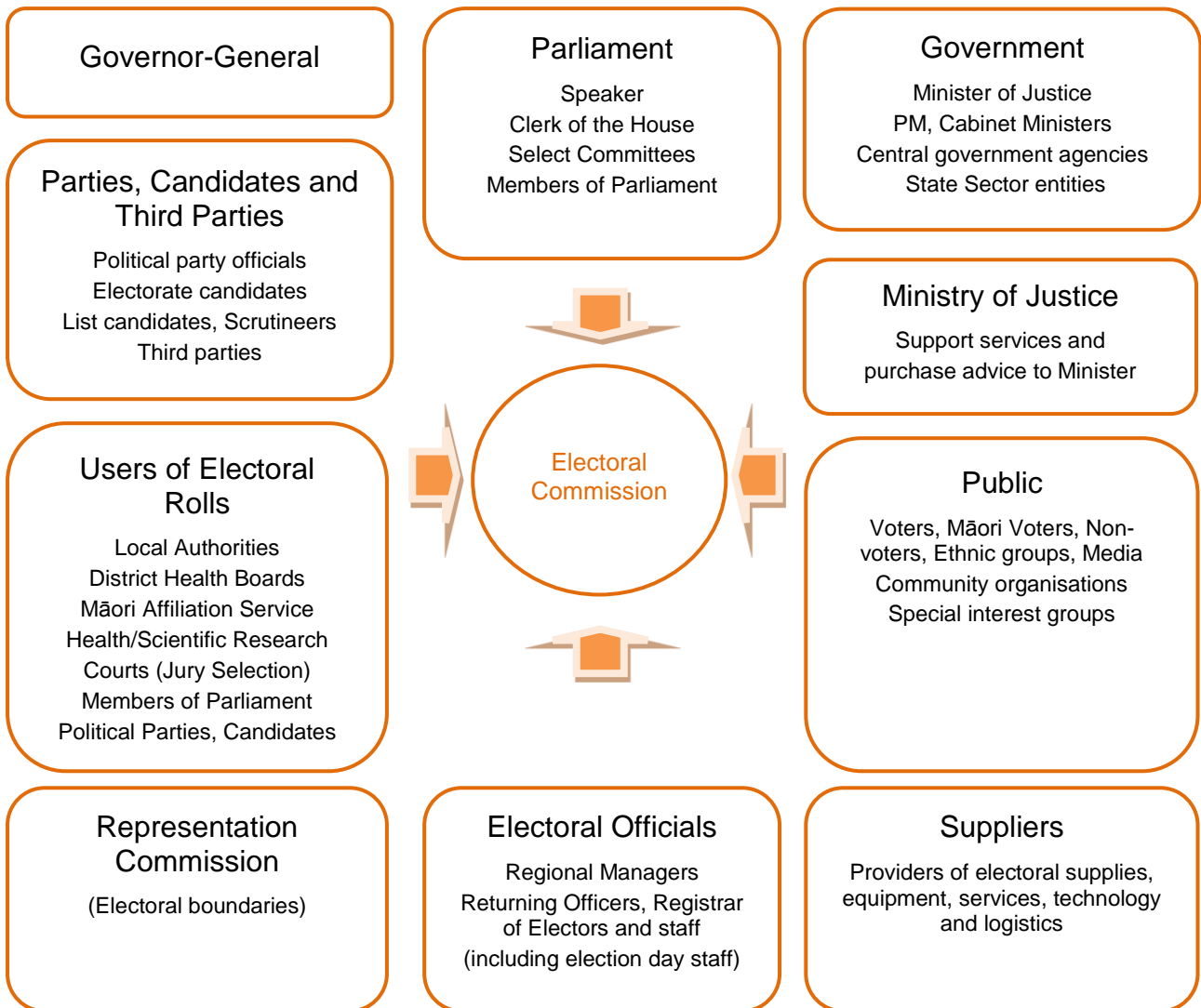
Legislative Mandate

The statutory functions of the Electoral Commission are defined by law and in summary comprise-

- compiling and maintaining electoral rolls
- preparation and conduct of general elections, by-elections, and referenda
- registering political parties
- allocating government monies to registered political parties for radio and television broadcasting of electoral programmes
- promoting compliance with electoral laws
- promoting public awareness of electoral matters through education and information programmes
- advice to the Minister and the House on electoral matters
- making available information to assist political parties, candidates, and third parties to meet their statutory obligations in respect of electoral matters administered by the Commission
- conducting the 5 yearly Māori electoral option and participating in and supporting the work of the Representation Commission

Our Stakeholders

We have a wide range of people who are affected by our activities or who affect the discharge of our functions. Electors, political parties and candidates are obvious stakeholders. Less obvious are people such as the Secretary of the Cabinet whom we advise on the practicalities of the election timetables and the Clerk of the House of Representatives with whom we liaise on the formal processes for the commencement and end of the election processes. Our stakeholders are shown in the chart below.



Our Operating Environment

Planning General Elections

General Elections are normally held in the third year of the parliamentary cycle. The precise date is unknown until announced by the Prime Minister, usually 7-8 weeks before voting day. This uncertainty is one of the major challenges in organising such a large-scale event. A number of important steps, for example employment of field staff and the procurement of voting places, cannot be completed until the election date is known.

Our planning assumption is that the Commission needs to be ready to conduct the next General Election any time from July 2014 but that it is most likely to be held in the last quarter of 2014. The last date an election can legally be held is 24 January 2015.

Organising for a General Election of a quality which will maintain public confidence requires detailed planning to commence as soon as the previous General Election has been completed and analysed. It is not a one-year effort as is often assumed.

The standard electoral cycle has the following components;

- The first year in the cycle involves determining operational policies including any proposals for legislative reform and participating in parliamentary reviews
- The second year involves designing, building and testing the systems and processes to be used at the election
- The third year involves putting in place the temporary infrastructure and systems and recruiting and training the temporary field force in readiness for delivering the election.

It is highly desirable that any amendments to electoral legislation affecting the delivery of the election are enacted by the end of the second year of the cycle.

By-elections and List Seats

A by-election to fill a vacancy in an electorate seat can occur at any time and is a major operation in its own right. By-elections were last held in 2010/11 when we had three in the one financial year; Mana electorate on 20 November 2010, Botany electorate on 5 March 2011 and Te Tai Tokerau 25 June 2011. Many of the steps necessary to manage a General Election are required although the scale is much smaller.

A by-election must be held within seven weeks of a vacancy arising. The Commission has plans in place to manage by-elections and carries stocks of supplies and equipment in readiness should one arise.

By contrast, filling a vacancy in a list seat is a simple process usually completed on the same day the warrant is issued to fill the vacancy.

Citizens Initiated Referenda

A citizen's initiated referendum (CIR) must be held if at least 10% of enrolled electors sign a petition calling for a CIR. Two CIR were held with the 1999 General Election which resulted in voter confusion, queues and congestion in voting places and significant delays to the release of the Parliamentary election night results. To avoid these problems, legislation was enacted in 2000 to enable CIR to be held by postal vote and in 2009 the first CIR to be conducted by postal vote was successfully delivered.

Conducting a CIR with a General Election or by postal vote is a major operation. The Commission would normally require a minimum of 6 months' notice to prepare for a CIR by postal vote.

The Electoral Rolls

The foundation for a successful election is an up-to-date and accurate electoral roll. The rolls are updated on a daily basis – they may be required for an electoral event at any time. At the 2011 General Election 93.7% (2008 – 95.3%) of the eligible population (3,276,000) were enrolled and 96.4% (2008 - 95.9%) of those were enrolled at the correct address. The Commission assumed statutory responsibility for the enrolment functions on 1 July 2012. It has delegated these functions to NZ Post Ltd but remains statutorily responsible for their delivery. This is an important function utilising significant time and resources.

Election Results

Accurate, progressive and timely preliminary results on election night enable discussions to start at the political level on the shape of the future government. This is important to the credibility of the election itself. At the 2011 General Election 90% of the results were in by 10pm, that is, within 3 hours of the close of voting, and the balance by 11.30pm. The results are collated in our Election Management System and are fed to the website www.electionresults.govt.nz and to the media within 2 minutes of being entered into the system by Returning Officers in the electorates.

The legal processes required to produce the official results over the two weeks following election day usually receive little public attention, compared to the focus on election night results. The exception to this is where recounts are required; such as following the 2011 election when two recounts were called for.

The post-election processes not only bring special votes into the count but recount the votes counted on election night. A number of detailed checks are also made, for example in relation to the electoral rolls, to ensure that the official results are completely accurate and form a proper basis for government formation.

Electoral Boundaries

The number of electorates and their boundaries are set after each 5 yearly census and Māori Electoral Option by the independent Representation Commission. There are currently 63 general electorates and 7 Māori electorates. The Representation Commission is headed by an independent Chair appointed by the Governor-General. The Chief Electoral Officer is a member and the funding of the Representation Commission is provided through the Commission's appropriation. It also provides administrative services to the Representation Commission.

Māori enrolled in either general electorates or Māori electorates have the option to switch rolls every 5 years after the census and before the Representation Commission starts work.

The last census was held on 5 March 2013. The Māori Option started on 25 March 2013 and concludes on 24 July 2013. The Representation Commission will convene in October 2013 to consider the electoral boundaries.

Māori

Māori may enrol on a Māori electoral roll and vote in the Māori electorates or enrol on the general roll and vote in a general electorate. To reduce barriers for Māori we:

- provide information in te Reo Māori in our key communications, including the EasyVote pack
- undertake face to face outreach programmes that encourage Māori to enrol and vote
- ensure that those voting on the Māori roll get the same services as those voting on the general roll
- integrate counting of votes for Māori electorates with the counting of votes for general electorates, so that there are no undue delays with reporting results for Māori electorates

Voter opinion surveys after the 2011 General Election suggest these initiatives are effective for those who participate. Māori voters have similar voting experiences as others. For example their satisfaction levels with the voting place, queuing times and service are very similar.

In relation to turnout though there are significant differences. In 2011 turnout in total was 74.21% (2008 – 79.46%) of those enrolled but turnout of those on the Māori roll was only 58.2% (2008 - 62.41%). This lower rate of participation has been evident for many elections.

The Electoral Legislation

The Commission provides advice on proposed legislation or desirable legislation changes, working as required with policy advisors in the Ministry of Justice. As an administrator it is able to bring a unique practical insight into the workings of the electoral laws. Its statutory functions allow it to provide advice to the Minister of Justice and the House of Representatives as requested. Our statutory powers enable us to give proactive advice if we consider it necessary to discharge our functions.

Priorities for the next 3 years

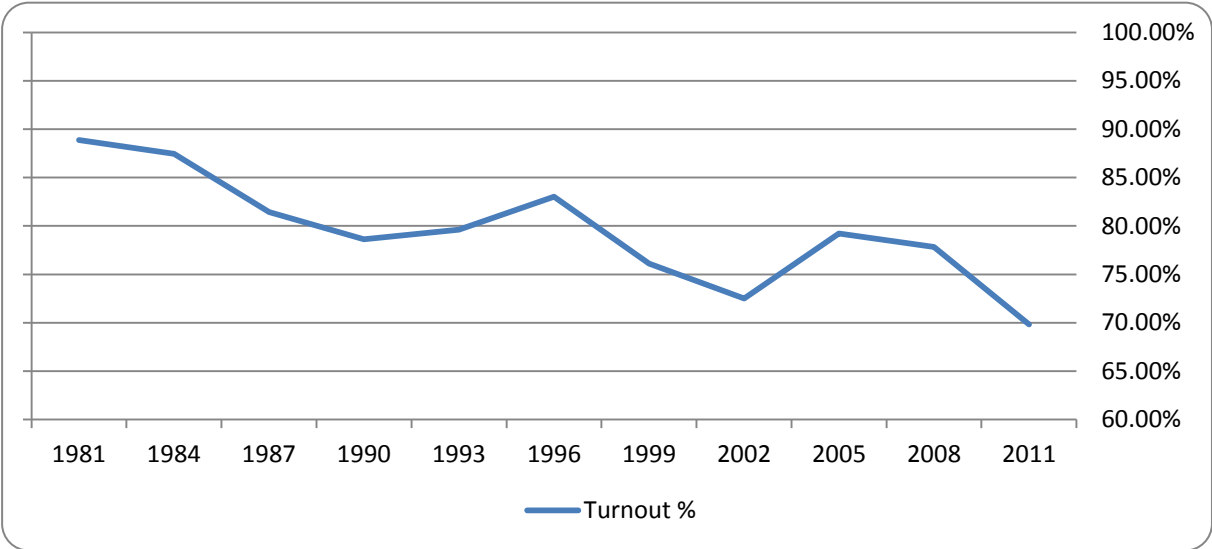
The Commission has taken account of the financial situation, the tasks it is legally required to undertake, and the lessons from the 2011 election in preparing its work programme for the 2014 parliamentary electoral cycle. Any improvements or new initiatives are being met from within existing resources.

Three areas were identified as warranting particular attention. These relate to two of our three key impacts; New Zealanders value their vote and the impartial, effective and efficient administration of elections. These were outlined in last year’s SOI and they remain our key focus this year as well:

- **Voter Participation**

The last three decades have seen voter turnout fall dramatically in New Zealand – from a respectable 89% in 1981 to 69% in 2011. This is not a problem unique to New Zealand. Turnout has been declining steadily in most developed democracies around the world. However, New Zealand’s downward trend is particularly steep. If it continues, New Zealand might face turnout rates of around 50% within the next three decades. This prospect, in the Commission’s view, is deeply concerning given its implications for the future health and legitimacy of our democracy.

**New Zealand General Election Turnout
by Voting Age Population
1981 - 2011**



The decline in turnout is generational, with each new generation less likely to vote than the last. The causes of this are complex. They include changing values and attitudes since the 1940s towards authority, individual rights, and politics as well as changes in technology and the way in which people obtain information. Non-voters say they are too busy, have no interest in politics, have little faith in politicians, cannot make up their mind, or do not think their vote will make a difference. The enrolment and voting processes themselves are not significant factors – it is easy to enrol and vote in New Zealand.

The Commission has no control over the factors that influence turnout (such as the performance of politicians, the closeness of elections, how information about politics is disseminated, the priority given to civics education, and public attitudes to politics). These must be addressed by politicians, academics, teachers, the media, opinion leaders and society in general. There will be no simple answers or quick fixes.

Nevertheless, the Commission believes it has a role to play in championing voter participation and encouraging and supporting others to promote it (although this role will be limited in this term because of resourcing). However, the first step is to recognise that there is a problem. The Commission will seek to raise the question of voter participation as a matter for public debate before the 2014 general election. It will also continue its work with educators to develop and disseminate civics education materials for use in schools and adult learning. How this is to be achieved will be set out in a participation strategy to be published in June 2013.

- **Process Improvement**

New Zealand's voting system is highly accessible and trusted by voters. In 2011 88% (2008 - 85%) of New Zealanders were satisfied or very satisfied with the electoral process surrounding the General Election and Referendum. Unlike most countries in the world, you can vote in New Zealand elections at any voting place, in advance or from overseas. However, paradoxically the administrative systems required to make it easy for voters are complicated to administer and rely on over 18,000 temporary staff.

During 2012/13 the Commission looked at whether its capability could be enhanced and whether systems could be simplified to improve the voting experience, reduce the number of temporary staff required, and streamline administrative processes. Two key enhancements were identified in that review and will be developed and implemented in the 2013/14 year.

- Development of a system and processes to enable electronic scrutiny of the roll
- Development of a postal referendum management system to enable the scanning of postal voting returns to be undertaken in-house

- **Improving Access for Overseas Voters**

The numbers voting from overseas in 2011 fell by 35%, in part we suspect because of the difficulty in locating and using fax machines; the only statutory alternative to sending voting papers by post. E-voting solutions are not an option for 2014 because of funding constraints. Email is insufficiently secure. During 2012/13 the Commission explored the feasibility (and affordability) of developing a secure online system that will enable overseas voters to upload their voting papers to a secure elections server through the elections website in 2014. In 2013/14 the Commission will develop and test the system to have it available in 2014, subject to the cost of the application not exceeding available funding and satisfactory security auditing.

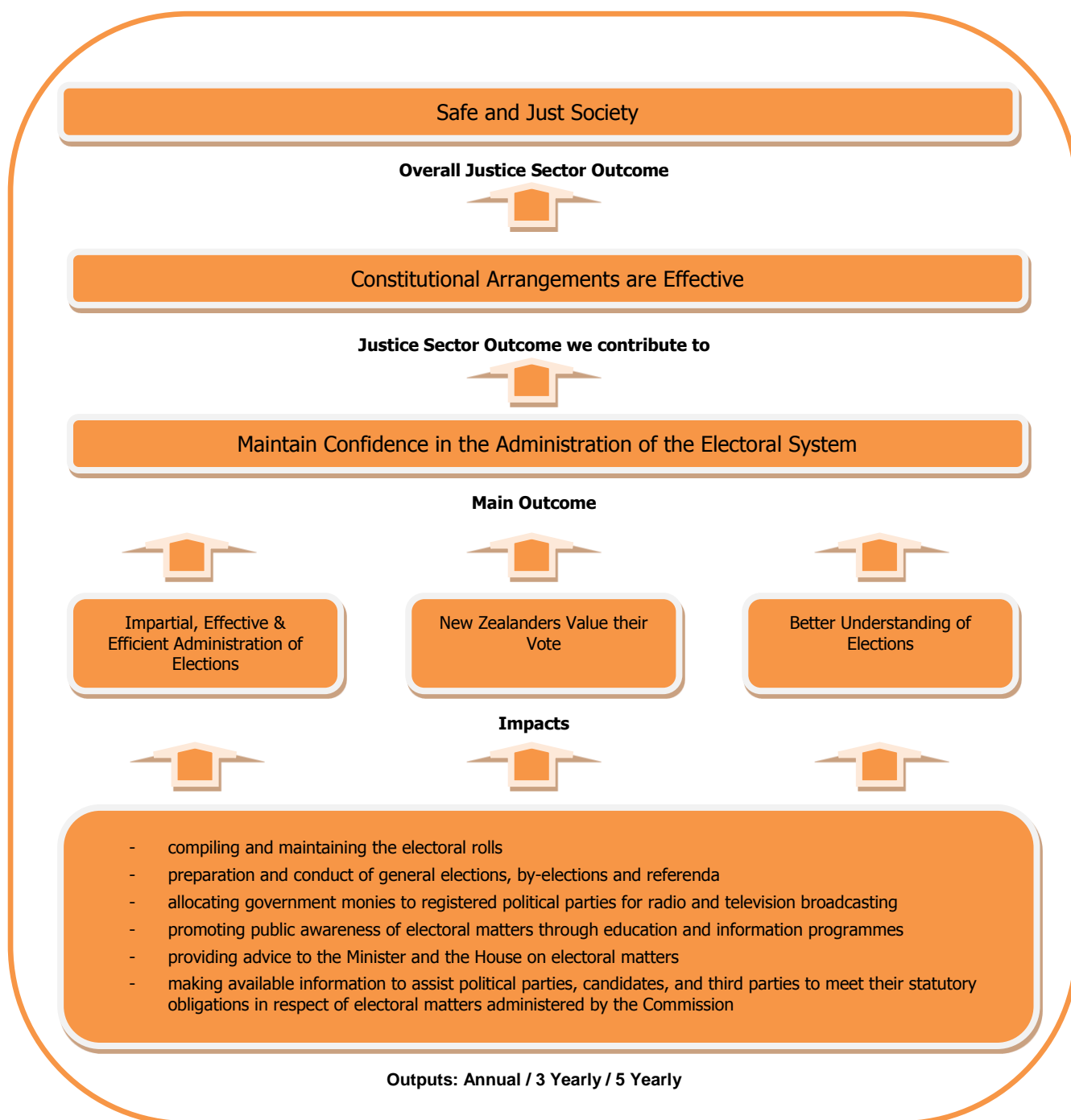
Our Contribution to Government Priorities

The priorities to which we contribute in the Justice Sector

The Justice Sector has an aspirational outcome that all New Zealanders should expect to live in a safe and just society. To that end the justice system itself should be underpinned by effective constitutional arrangements. The Commission is part of the Justice Sector so it has a role to play in achieving the outcomes set for the sector. The Commission's particular or main contribution towards these ends is to maintain confidence in the administration of the electoral system.

The Commission's Outcomes Framework

The framework below summarises our services, the results or impacts they will deliver and how these contribute towards Government priorities for the Justice Sector.



Main Measures and Targets for Our Main Outcome and Impacts

We have developed our Outcomes Framework to include measures of performance at the Main Outcome and Impact levels for the next General Election in 2014. These key indicators, and the thinking behind their selection, are presented below.

Result/Measure	Performance Target Forecast 2012/13-2014/15	Performance Achievement 2009/10-2011/12	How it will be Measured
Main Outcome: <i>Maintain Confidence in the Administration of the Electoral System</i>			
Main Outcome Indicator:			
The % of the public who are confident or very confident in the administration of parliamentary elections and referenda by the Commission	90%	Not surveyed in 2011	Information will be gathered by survey within one month of election day
Main Impact: <i>Facilitate Participation</i>			
Impact Indicators:			
% of estimated voting age population enrolled as at Parliamentary General Election Day	92.00 – 94.00%	93.7% (Target 93.5 – 95.5%)	Information will be gathered and published along with the official results of the election
% of non-voters identifying administrative barriers to participation as the reason for not voting	2%	2%	Information will be gathered by survey within one month of election day
Main Impact: <i>Better Understanding of Elections</i>			
Impact Indicators:			
% of voters who consider the voting system is easy to understand	60% of Voters	Not surveyed in 2011 due to Referendum	Information will be gathered by survey within one month of election day
Rate of informal voting as a result of Voter error in marking the ballot paper	0.25% Of total votes cast	Not reported in 2011	Information will be gathered within one month of election day
Main Impact: <i>Impartial, Effective & Efficient Administration of Elections</i>			
Impact Indicators:			
The % of the public who are satisfied or very satisfied in the administration of the General Election	90%	88%	Information will be gathered by survey within one month of election day

Organisational Health and Capability

The key issues underpinning the Commission's approach to maintaining and enhancing organisational health and capability include the need to:

- Respond to our operating environment and the organisational priorities to deliver productivity and performance enhancements
- Financial sustainability
- Meet state sector good employer expectations

Enhanced Productivity and Performance Improvement

During the period of this Statement of Intent we will work on five key productivity drivers in order to enhance our performance and build our capability. The planned actions in each of the areas during 2012/13 and beyond include:

Productivity Driver	Actions for 2013/14 and beyond
Investing in our people capability	<p>Examine and assess on a regular basis our capability mix to ensure it is fit-for-purpose</p> <p>Ensure we maintain a relevant and appropriate retention and remuneration programme for high performing staff</p> <p>Continue to train and develop staff in appropriate skill areas and in line with emerging technologies and methodologies relevant to the work of the Commission</p>
Leadership and management capability	<p>Develop a leadership and management development programme to build individual and collective leadership and management capability</p> <p>Implement the annual Board self-assessment and development programme</p>
Organisational design and organising work efficiently and effectively	<p>Develop and work toward implementation of an updated organisation design and performance and accountability mechanisms</p> <p>Continue to support flexible work practices</p>
Leveraging technology and systems development	<p>Develop our capability to offer web-based services (e.g. online enrolment, and public education)</p> <p>Continuous review of our records management system to ensure efficient information storage and retrieval and that we continue to meet government compliance requirements</p>
Risk Management	<p>Continue to refine our approach to risk management and our framework that encompasses recruitment and retention, physical event/disaster and operation continuity, reputation, confidentiality and integrity of information, and operational risk</p>

Financial Sustainability

Funding for electoral events and activities vary due to the three-yearly cycles for general and local authority elections, and five-yearly cycles for the Māori electoral option and work of the Representation Commission, as well as stand-alone events such as referenda and by-elections.

Current funding provides for a core level of service for the national office of the Commission covering national office and enrolment centre core staffing, on-going preparatory work for electoral events, and maintenance of the rolls. One-off events such as Citizen and Government Initiated Referenda and by-elections are subject to one-off funding requests made through the Ministry of Justice to the Minister.

Our annual budgets are structured accordingly and are reviewed regularly to ensure we are meeting the Government's expectations for efficiency and effectiveness.

Funding to conduct (as opposed to preparing for) General Elections each three years is subject to funding requests in each electoral cycle. The bids vary each cycle due to price and voter population changes over the preceding three years. Top-up funding for the conduct of the 2014 General Election (\$10.617m) and to support the work of the Representation Commission in 2013/14 (\$1.281m) was secured in 2012/13 subject to confirmation in the May 2013 Budget.

Funding to undertake the work of our enrolment services to update the rolls for the Local Authority elections is also subject to funding requests in each cycle, although to a much smaller degree. In 2013/14 the Commission will be submitting a bid for the top-up funding required for the work of Enrolment Services in the 2015/16 and 2016/17 years (forecast to be a net \$1.6m) for the Local Authority Elections in 2016.

Capital Expenditure – Replacement of core business systems

To enable the efficient and effective conduct of electoral events, we operate an Election Management System (EMS). This system was developed in the late 1990s using a now obsolete development platform.

The EMS is used to manage election results and special votes processing and reporting, the nomination process, ballot papers and EasyVote pack information and generation, polling place information including staff structures and allocations, supplies information and distribution, and payroll information.

The EMS has served us well, having been reliable and well supported in New Zealand. We have been able to successfully extend its functionality and application over the years efficiently and at a relatively low cost. However it is built on a legacy platform in minimal use world-wide and with reducing support. In addition an independent security review conducted prior to the 2011 general election identified a number of EMS security issues that are inherent to the platform and flagged that it will be difficult to maintain the security of the application at an adequate level into the near future.

Redeveloping EMS with a new application development platform will be a significant exercise. It is estimated that the cost of redevelopment would be up to \$2.4m. The procurement, development testing and implementation of the new application is forecast to take up to two and a half years.

Given the current financial environment and heavy work-plan of the Commission, it was not deemed feasible, nor necessary to redevelop EMS in time for the 2014 general election. It is feasible and prudent to redevelop EMS in time for the 2017 general election. This will however depend on the Commission securing the required funding by June 2014, and the new application being developed and fully tested by June 2016 (to allow for an 8 month contingency prior to Returning Officers beginning to use the system in early 2017).

Funding will be sought for this redevelopment to start in 2014/15 financial year.

Good Employer

The Commission recognises that a diverse workforce is required to deliver the services we provide to the public of New Zealand. We aim to provide equal employment opportunities to make the most of the talents of all our people. We assess our status as a good employer against the elements and criteria set out by the Human Rights Commission. Over the next three years we will continue to ensure that all elements are in place and working well.

Part 2 – Our Services for 2013/14

Work Programme

Our core work in 2012/13 is focused on implementing identified process and system improvements in readiness to conduct the General Election in 2014. The work programme in 2013/14 year will also include:

- Roll-out of the Commission's strategy for promoting participation in parliamentary elections
- Implementation of identified system and procedural changes for the 2014 General Election
- Supporting identified proposals for legislative reform
- Maintenance of the electoral rolls
- Providing administrative support to the Representation Commission as it determines the number and size of electorates for the 2014 and 2017 General Elections
- Accommodating new (if any) electoral boundaries for the 2014 General Election.

Government Funding

The Commission is funded by the Government through two Vote Justice Non-Departmental output classes. These are the:

- **Provision of Services from the Electoral Commission**

Services relating to the administration of parliamentary elections and referenda, servicing the work of the Representation Commission, and the provision of advice, reports and public education on electoral matters.

During the 2013/14 financial year the Commission's revenue will be \$11.012m (\$5.976m in 2012/13) for this output class through Vote Justice. This figure includes \$1.281m to provide administrative and procurement support to the Representation Commission.

- **Producing and Maintaining Electoral Rolls**

Services relating to the maintenance of electoral rolls, including all activities required to register electors and produce electoral rolls as required by law.

During the 2013/14 financial year the Commission's revenue will be \$17.866m (\$19.492m in 2012/13) for this output class through Vote Justice.

Summary of Outputs and Output Expenses for 2013/14

The forecast expenses for each of the Commission's outputs, and the total forecast revenue, are provided below:

Forecast output expenditure		
OUTPUT CLASS - PRODUCING AND MAINTAINING ROLLS:		\$17.150m
OUTPUT: Compiling and maintaining electoral rolls		
OUTPUT CLASS – PROVISION OF SERVICES		
OUTPUT AREA - CONDUCT:		\$8.270m
OUTPUT: Preparations for the conduct of General Elections, by-elections, and referenda		
OUTPUT AREA - ON-GOING ACTIVITIES:		\$5.649m
OUTPUT: Promoting public awareness of electoral matters through education and information programmes		
OUTPUT: Make available information to assist political parties, candidates, and third parties to meet their statutory obligations in respect of electoral matters administered by the Electoral Commission.		
OUTPUT: Advice to the Minister and the House on electoral matters referred to the Electoral Commission		
TOTAL: Forecast output expenditure		\$31.069m
Forecast revenue		
Forecast Crown revenue:		
for Services from the Electoral Commission	\$11.012m	
for Producing and Maintaining Electoral Rolls	\$17.866m	
		\$28.878m
Forecast interest revenue		\$0.184m
Forecast other revenues		\$0.040m
TOTAL: Forecast revenue		\$29.102m

Forecast Service Performance

Measures of Service Performance

The outputs and measures this year relate to the second year of an electoral cycle, and the on-going work on the electoral rolls and the initiatives in the area of Public Education.

Promoting public awareness of electoral matters through education and information programmes

During 2013/14 initiate the key elements of the Electoral Commission strategy plan for promoting participation in parliamentary elections.

Result/Measure	Performance Target Forecast		How it will be measured
	This Year	Last Year	
Quantity Measures			
Number of editorials and features during the year in New Zealand media (TV, Radio, Paper) on voter participation	15	-	Tracked through the year
Quality Measures			
Targeted stakeholders identified in the strategy respond positively to the strategy and engage with the Commission to assist with promoting participation	100% of targeted stakeholders	-	Engagement and assistance tracked through the period
Timeliness Measures			
Timetable for the rollout of the components of the strategy is met	Achieved	-	Strategy and timetable will be published on our website. This will be updated as key milestones are met

Make available information to assist political parties, candidates, and third parties to meet their statutory obligations in respect of electoral matters administered by the Electoral Commission

Promote statutory compliance of parties, candidates and third parties with electoral law by the provision of guidance, advisory opinions and review of statutory returns.

Result/Measure	Performance Target Forecast		How it will be measured
	This Year	Last Year	
Quantity Measures			
All returns are by due dates. Requests, and complaints received are processed	100%	100%	Performance data will be recorded by the Commission and reported regularly
Quality Measures			
Feedback received on advisory opinions indicates satisfaction with the standard of the response	Satisfactory or better	Satisfactory or better	Information will be gathered by survey within one month of election day
Timeliness Measures			
Response time for follow-up action on statutory returns where non-compliance is established.	5 working days	5 working days	Performance data will be recorded by the Commission and reported regularly
Response time to requests for advisory opinions	5 working days	5 Working days	Performance data will be recorded by the Commission and reported regularly

Advice to the Minister and the House on electoral matters referred to the Electoral Commission

Independent and accurate advice is provided as and when requested on legislative or policy proposals to internal standards and in a timely manner.

Result/Measure	Performance Target Forecast		How it will be measured
	This Year	Last Year	
Quantity Measures			
All requests for policy advice are acknowledged and scheduled into the work programme	100%	100%	Performance data will be recorded by the Commission and reported regularly
Quality Measures			
Advice does not require further clarification	100%	100%	Performance data will be recorded by the Commission and reported regularly
Timeliness Measures			
Advice provided in the timeframe requested	100%	100%	Performance data will be recorded by the Commission and reported regularly

Preparations for the conduct of General Elections, by-elections, and referenda

Preparations for the conduct of one-off electoral events (by-elections and referenda) as and when notified

Result/Measure	Performance Target forecast		How it will be measured
	This Year	Last Year	
Quantity Measures			
Electoral events are conducted as and when required	Achieved	Achieved	Performance data will be recorded by the Commission and reported in post event reports
Quality Measures			
Conducted in accordance with the provisions of the Electoral Act 1993 and other legislation enacted for the purposes	Achieved	Achieved	Performance data will be recorded by the Commission and reported in post-event reports
Timeliness Measures			
Availability of results on election day:			
<ul style="list-style-type: none"> Advance Voting Results 50% of Voting Place Results 100% of Voting Place Results 	7:30pm	7:30pm	Performance data will be recorded by the Commission and reported in post-event reports
Availability of Official Results	11 Days After	11 Days After	
Declaration of List Members to vacancies after notification	3 Days after	3 Days after	

Compiling and maintaining electoral rolls

Promoting awareness of the requirement to enrol, keep enrolment details up-to-date, process applications for enrolment, and update of elector details on a daily basis.

Result/Measure	Performance Target Forecast		How it will be measured
	This Year	Last Year	
<u>Quantity Measures</u>			
Applications for enrolment processed in year 2 of the 3 year General Election cycle	300,000	350,000	Performance data will be recorded by the Commission and reported regularly
Updates to elector information processed in a Local Authority election year	1,000,000	600,000	
<u>Quality Measures</u>			
% of accuracy as advised by electors	100%	100%	Performance data will be recorded by the Commission and reported regularly
<u>Timeliness Measures</u>			
Applications and changes are processed on receipt			Performance data will be recorded by the Commission and reported regularly
Confirmation s (excepting changes to honorifics and occupation) are prepared and mailed by the following Tuesday	100%	100%	

Forecast Financial Statements

Forecast Statement of Comprehensive Income

<i>Estimated Actual 30 June 2013</i>		<i>2013-14 Forecast</i>	<i>2014-15 Forecast</i>	<i>2015-16 Forecast</i>
	Income			
	Crown Revenue for:			
5,976	Electoral Administration	9,731	29,801	5,976
14,192	Electoral Rolls	17,866	14,192	10,550
	Broadcasting Allocation		2,855	
	Representation Commission	1,281		
5,300	Maori Electoral Option			
355	Interest	184	306	
75	Other Income	40	60	
25,898	Total Income	29,102	47,214	16,526
	Expenditure			
2,933	Personnel	4,100	16,931	2,964
3,290	Operating Costs	8,421	13,107	1,692
	Broadcast Funding Allocation		2,855	
228	Representation Commission Expenses	1,281		
11,293	Maintenance of Electoral Rolls	17,150	19,882	10,550
5,300	Maori Electoral Option			
75	Depreciation	57	69	56
60	Audit Fee	60	60	63
23,178	Total Expenditure	31,069	52,904	15,324
2,720	Net Surplus/Deficit	(1,967)	(5,690)	1,202

Forecast Statement of Movements in Equity

<i>Estimated Actual 30 June 2013</i>		<i>June 2014 Forecast</i>	<i>June 2015 Forecast</i>	<i>June 2016 Forecast</i>
3,362	Opening Balance	8,754	6,787	1,097
	Crown Capital Funding			
2,672	Enrolment Services reserved funds		(2,672)	
2,720	Net Surplus / (Deficit) for the Year	(1,967)	(3,018)	1,202
8,754	Public Equity as at 30 June	6,787	1,097	2,299

Forecast Statement of Financial Position

<i>Estimated Actual</i> <i>30 June 2013</i>		<i>June 2014</i> <i>Forecast</i>	<i>June 2015</i> <i>Forecast</i>	<i>June 2016</i> <i>Forecast</i>
	Current Assets			
8,572	Cash & Cash Equivalents	7,015	1,638	2,926
340	Debtors	75	50	60
	Prepayment			
8,912	Total Current Assets	7,090	1,688	2,986
	Current Liabilities			
263	Creditors and other payables	400	650	715
213	Employee entitlements	169	129	80
476	Total Current Liabilities	569	779	795
8,436	Working Capital	6,521	909	2,191
	Non-current Assets			
348	Property, Plant and Equipment	299	224	148
348	Total Non-current Assets	299	224	148
	Non-current Liabilities			
30	Employee entitlements	33	36	40
30	Total Non-current Liabilities	33	36	40
8,754	Net Assets	6,787	1,097	2,299
	Public Equity			
8,754	General Funds	6,787	1,097	2,299
8,754	Total Public Equity	6,787	1,097	2,299

Forecast Statement of Cash Flows

<i>Estimated Actual</i> 30 June 2013		<i>2013-14</i> <i>Forecast</i>	<i>2014-15</i> <i>Forecast</i>	<i>2015-16</i> <i>Forecast</i>
Cash Flows from Operating Activities				
	<i>Cash was provided from:</i>			
25,468	Crown	28,878	46,848	16,526
355	Interest income	184	306	
75	Other Income	40	60	
25,898		29,102	47,214	16,526
	<i>Cash was applied to:</i>			
3,053	Employees	4,034	16,968	3,009
17,942	Suppliers	26,575	35,587	12,208
20,995		30,609	52,555	15,217
4,903	Net cash flow from operating activities	(1,507)	(5,341)	1,309
Cash Flows from Investing Activities				
	<i>Cash was provided from:</i>			
	Disposal of Fixed Assets			
	<i>Cash was applied to:</i>			
140	Purchase of Fixed Assets	50	36	21
(140)	Net cash flow from investing activities	(50)	(36)	(21)
4,763	Net increase/(decrease) in cash held	(1,557)	(5,377)	1,288
3,809	Cash at Start of Year	8,572	7,015	1,638
8,572	Cash held at the end of the year	7,015	1,638	2,926

Notes to and forming part of the Financial Statements

Statement of underlying assumptions

Significant assumption

The forecast financial statements are based on the underlying assumption that no by-election will be held during the period. In the event that a by-election is required to be conducted, additional funding will be sought.

Other assumptions

Under the Crown Entities Act 2004, the Commission must include prospective financial statements in its statement of intent as part of promoting public accountability.

The purpose for which these financial statements have been prepared is to indicate the likely financial impact of the implementation of the Commission's longer term strategic direction. The information disclosed is indicative only and may not be appropriate for any other purpose.

The forecast financial statements have been prepared in accordance with NZ IFRS.

These financial statements are not audited.

The statements contain the best estimates and assumptions as to future events that are expected to occur. These forecast financial statements are likely to vary from the actual financial results achieved for the period covered and from the information presented. The variations may be material.

We have based our occupancy and administration costs on our historical experience. We have included all known or reasonably estimated increases or decreases in any expense category. We have not made any allowance for revaluation of fixed assets in these statements.

Depreciation and amortisation costs are based on the assumption that the Commission will replace assets including software as required.

We assume that there will be no changes to the accounting policies that would materially affect the figures represented at this time.

Statement of accounting policies

Reporting Entity

The Electoral Commission is an Independent Crown Entity defined by the Crown Entities Act 2004, and is domiciled in New Zealand. As such the Electoral Commission's ultimate parent is the New Zealand Crown.

The Commission's functions and responsibilities are set out in the Electoral Act 1993 and subsequent amendments, and related electoral legislation.

Basis of preparation

The prospective financial statements have been adapted to comply with New Zealand International Financial Reporting Standards. The preparation of prospective financial statements in conformity with NZ IFRS requires judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenditure.

The prospective financial statements have been prepared on the historical cost basis.

Accounting policies

The following accounting policies, which materially affect the measurement of financial performance and financial position, have been applied.

Revenue

The Commission derives revenue from the provision of outputs to the Crown and income from investments. Revenue from the Crown is recognised as revenue in the year in which it is appropriated and is reported in the financial period to which it relates. Other revenue is recognised in the period in which it is earned.

Goods and Services Tax (GST)

All items in the financial statements are exclusive of GST, with the exception of receivables and payables which are stated with GST included.

Taxation

The Commission is a public authority in terms of the Income Tax Act 2004 and consequently is exempt from income tax.

Fixed assets

Property, plant and equipment asset classes consist of office equipment, furniture and fittings, computer equipment and leasehold improvements.

Property, plant and equipment are shown at cost or valuation, less any accumulated depreciation.

Depreciation

Depreciation is provided on a straight line basis on all fixed assets at a rate that will write off the cost or valuation of the assets over their useful lives.

The useful lives and associated depreciation rates of major classes have been estimated as follows:

Office Equipment	20%
Computer Equipment	33%
Furniture & Fittings	20%
Leasehold Improvements	11%
Software	33%

Operating leases

Leases where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items are classified as operating leases. Operating lease expenses are recognised on a systematic basis over the period of the lease.

Financial instruments

The Commission is a party to financial instruments as part of its normal operations. These financial instruments include bank accounts, short-term deposits, debtors and creditors. All financial instruments are recognised in the prospective statement of financial position and all revenue and expenses in relation to financial instruments are recognised in the prospective statement of comprehensive income. All financial instruments are shown at their estimated fair value.

Accounts receivable

Accounts receivable are stated at their estimated realisable value after providing for doubtful and uncollectable debts.

Employee entitlements

Provision is made in respect of employee benefits expected to be settled within 12 months of reporting date and are measured at the best estimate of the consideration required to settle the obligation using current remuneration rates. These amounts are included in Employee Entitlements.

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Information on election results: www.electionresults.govt.nz