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Representatives pursuant to the Crown
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**STATEMENT OF
INTENT**
2022/23 - 2025/26

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FOREWORD

New Zealanders have rightfully come to expect elections they can trust and election results they have confidence in. A healthy democracy relies on these outcomes being achieved.

While the Commission is proud of the work it does to support our healthy democracy, we are also conscious of the growing number of challenges we need to adapt to, both now and into the future, to maintain people's trust and confidence in elections.

Of these challenges, two stand out. COVID-19 could again play a role in the 2023 General Election. The experience we gained delivering the 2020 General Election will help us to respond where COVID-19 may be present. More broadly, continuing to operate during a global pandemic has taught us that we need to become more resilient and adaptable to uncertainty.

People rely on accurate and trustworthy information to participate in democratic elections. The rapid change towards social media as a main source of information presents both opportunities and challenges for elections. The Commission needs to be prepared to deliver elections where this information environment is a norm, including where information to the public can be false or misleading.

Our main strategic intention over the coming four years is to build and strengthen the capability of the Commission to help deliver trusted elections and to continue to support New Zealanders to have their say in this more complex and challenging environment.

WĀHINGA KŌRERO

E matapaetia tikatia ana e ngā tāngata o Aotearoa ngā pōtitanga pono me ngā hua pōtitanga e manawanuitia ana e rātou. Ka whakawhirinaki te manapori ora kia tutuki ēnei putanga.

Ahakoia e whakahī ana te Kaitiaki Take Kōwhiri i āna mahi ki te tautoko i tō tātou manapori ora, e tūoho tonu ana mātou ki te nui o ngā wero hei urutaunga mā mātou, i tēnei wā, me te wā ki muri, e whakaponotia tonu ai, e manawanui tonu ai te iwi ki ngā pōtitanga.

O ēnei wero, e rua ngā mea nui. Tērā pea ka whakararutia te Pōtitanga Whānui 2023 e te KOWHEORI-19. Ka āwhina ngā wheako o te whakahaere i te Pōtitanga Whānui 2020 i a mātou ki te urupare anō i ngā wāhi ka kitea pea te KOWHEORI-19. Ina titiro whānui tātou, ko ngā akoranga mai i te mahi haere i te wā o te urutā ā-ao, me manawaroa ake tātou, me urutau ake hoki ki te hokiruatanga.

Ka whakawhirinaki te tangata ki ngā mōhiohio tika, pono hoki ina whai wāhi ki ngā pōtitanga manapori. Nā te whatinga wawe o te tai ki ngā pae pāhopori hei puna kōrero matua, tērā ngā āheinga me ngā wero mō ngā pōtitanga. Me noho rite te Kaitiaki ki te whakahaere i ngā pōtitanga e noho māori ai te taiao mōhiohio, tae atu ki ngā wāhi e hē ana pea, e whakatuapeka ana pea ngā mōhiohio ki te iwi tūmatanui.

Ko tā mātou takunetanga ā-rautaki matua i ngā tau e whā e tū mai nei, ko te hanga me te whakapakari i te āheinga o te Kaitiaki ki te āwhina ki te whakahaere i ngā pōtitanga e whakaponotia ana, me te tautoko kia whai wāhi tonu ai ngā tāngata o Aotearoa i tēnei taiao matatinī, wero nui hoki.

Since the successful delivery of the 2020 General Election, we have been working towards four key priorities that will help equip the Commission to continue delivering trusted outcomes for New Zealanders, both now and into the future:

- Building the capability of the organisation
- Adapting how we prepare for elections to become more resilient and flexible to change
- Beginning to plan and prepare beyond the three-year election cycle
- Strengthening our relationships and building public understanding of our democracy.

The Board of the Electoral Commission would like to thank its staff for their tireless work building the strong electoral system we all value. We would also like to particularly congratulate and thank the outgoing Chief Electoral Officer Alicia Wright, on the conclusion of her term.

Mai i te whakahaeretanga angitu o te Pōtitanga Whānui 2020, kua roa mātou e mahi ana ki ngā whakaarotau matua e whā hei āwhina ki te whakarawe i te Kaitiaki Take Kōwhiri kia pai ai te tuku tonu i ngā putanga e whakaponotia ana mā ngā tāngata o Aotearoa, mō te wā nei, me anamata:

- Te whakapiki i te āheinga o te whakahaere
- Te urutau i te āhua o te whakarite mō ngā pōtitanga kia manawaroa ake, kia raungāwari ake ki ngā huringa
- Te tīmata ki te whakarite me te whakatikatika ki tua o te huringa pōtitanga toru tau
- Te whakapakari i ō mātou hononga me te whakapiki i te māranga a te iwi ki tō tātou manaporitanga.

E hiahia ana te Poari o Te Kaitiaki Take Kōwhiri ki te mihi ki āna kaimahi mō ā rātou whakapaunga kaha ki te hanga i tētahi pūnaha pōti pakari e uaratia nei e tātou katoa. Me te hiahia anō ki te mihi ki te Āpiha Pōti Matua e wehe atu ana, a Alicia Wright, i te mutunga o tōna wā.

Dame Marie Shroff DNZM CVO
Chair
Heamana

Jane Meares
Deputy Chair
Heamana Tuarua

Karl Le Quesne
Chief Electoral Officer
Āpiha Pōti Matua



OUR STORY | TĀ MĀTOU KŌRERO

Who we are and what we do

At the Electoral Commission Te Kaitiaki Take Kōwhiri, our purpose is to support people to trust, value, understand and take part in Aotearoa New Zealand’s democracy.

As an Independent Crown Entity, we work independently from the government to administer all aspects of Parliamentary elections, by-elections and referendums and keep the electoral rolls up to date. There are a lot of activities involved that sit below the surface of running Parliamentary elections to support New Zealanders to value and exercise their right to vote.

The general election is New Zealand’s largest public event and running it is a massive logistical exercise. There is a lot riding on the successful delivery of this critical national event. Providing enrolment and voting services for millions of people and organising the workforce, network of venues, systems and processes to do so is a complex operation.

Building, testing, and implementing the infrastructure required for such a large nationwide event is only one of the many services we provide.

Throughout an electoral cycle, generally every three years, we also run educational programmes, engage with our communities to build trust and understanding of the electoral system, provide independent electoral legal and policy advice, manage compliance of election participants, support local body elections and maintain the electoral rolls.

Every five years we conduct the Māori Electoral Option and support the Representation Commission, which re-evaluates and sets new electoral boundaries. Our international team also support other Pacific Electoral Management Bodies to conduct their elections by offering technical assistance through the New Zealand Aid Programme.

WHO WE ARE

Our purpose is to provide an effective and impartial electoral system that New Zealanders understand and trust.



We are a team made up of 143 permanent and fixed-term staff



We are led by a Board of three, the Chair, Deputy Chair and Chief Electoral Officer. The Chief Electoral Officer is Chief Executive of the Commission



In an election year, our team grows by approximately 20,000 as we recruit for additional temporary staff



We are funded by the Government through the Vote Justice Non-Departmental output class “Provision of Electoral Services”



We are supported by the Ministry of Justice as our monitoring unit



We have 16 regional offices across Aotearoa, with our National Office located in Wellington

UNDERPINNED BY TAUMATA - OUR VALUES



WHAT WE DO

THE TIP OF THE ICEBERG

Our statutory objective is to administer the electoral system impartially, efficiently, effectively, and in a way that:

- facilitates participation in parliamentary democracy
- promotes understanding of the electoral system
- maintains confidence in the administration of the electoral system.

This involves a myriad of activities that we take part in every year. This graphic showcases just some of these activities.

Conduct general elections

We ensure the smooth delivery of New Zealand's general elections.



Conduct by-elections & referendums

We also conduct by-elections and referendums as required.



Election simulations

In the lead-up to elections, we conduct a range of election readiness simulations and election day rehearsals. These tests and simulations help us determine the best setup for voting places and identify and issues that need to be fixed prior to election day



Post-election review & reporting

Immediately after the delivery of an election, we complete extensive post-election reviews and reporting that includes financial performance review, surveys of voters and non-voters and performance measurement reviews



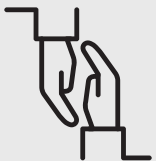
Provide guidance to, and manage compliance of, election participants

We work with parties, candidates and other electoral participants to make sure they understand the electoral finance and election advertising rules and meet their disclosure obligations



Maintain confidence in the electoral system

We stay neutral, uphold, and follow electoral law and work independently from the government



Maintain the electoral rolls

We register voters and keep the electoral rolls up to date and accurate



Help New Zealanders take part in elections

We educate New Zealanders about enrolling and voting and work with communities to help them understand and take part in elections



Support voters' rights and protect their privacy

New Zealanders have the right to decide freely who they will vote for. We make sure that your vote remains secret and is private



Provide advice & guidance for other countries on how to conduct their elections

We have an international team funded by MFAT to provide technical assistance to neighbouring countries such as Tonga, Papua New Guinea, and Fiji in conducting their electoral events



Support Local Body Elections

We provide enrolment data in support of local body elections

Support the Representation Commission

Every five years we support the Representation Commission, an independent body that reviews the boundaries and names of electorates

Conduct the Māori Electoral Option

Every five years we conduct the Māori Electoral Option to provide all enrolled voters of Māori descent the opportunity to choose which electoral roll to be on – the general roll or the Māori roll



OUR STRATEGIC INTENTIONS | Ā MĀTOU TAKUNETANGA Ā-RAUTAKI

Where we are now and where we want to be

Where we are now

New Zealanders enjoy safe, reliable, and trustworthy elections. Every three years, high numbers of people turn out to vote and have their say at election time and have confidence in the results.

High levels of participation and trust play an important role in the acceptance of governing arrangements and the peaceful transfer of power. These outcomes are critical in a flourishing democracy like ours. Yet we cannot take our electoral system for granted and it needs to be nurtured.

The systems and processes we follow to deliver an election remain the same, but there are changes happening around us that we recognise and must be prepared for.

We work in an increasingly complex environment, with heightened awareness of physical and cyber security, changes in the way information is shared, and changing public expectations of the levels of service we can provide.

Key changes in our operating environment

Global pandemic

Like the rest of the world, New Zealand is experiencing the challenges of operating in a global pandemic.

COVID-19 has impacted all areas of our lives, including how and when we run major events. We made a number of changes to the way we ran the 2020 General Election so that people felt safe to go out and vote.

COVID-19 could again play a role in the 2023 General Election. We are working with the Ministry of Health to plan for an ongoing presence of COVID-19, so that we have processes in place to ensure the safety and confidence of staff and voters.

More broadly, responding to the COVID-19 pandemic has taught us that we need to focus on our capability to respond to higher levels of uncertainty and complexity in the delivery of elections.

The information environment

The sources through which people receive information are rapidly changing. Social media is now the main source of information for many people. This provides greater opportunities for sharing information on enrolling and voting, and for collaboration, in particular within groups and communities. It also presents challenges, including increased levels of mis- and dis-information.

We need to be prepared to deliver elections within a fast-evolving information environment, including where information can be false or misleading. We recognise we will need to do more to maintain our position as the trusted public voice for election information.

Increasing security risks

Global attention on the integrity of election results and threats of interference require a focus on physical and cyber security measures to protect public confidence in New Zealand's democracy. The security and resilience of Commission systems is a core focus of our technology infrastructure, including both protection from threats as well as rapid recovery where issues may arise.

The Commission, along with the agencies who support the delivery of safe, trusted elections must prepare for possible disruption to the 2023 General Election. As well as risks such as natural disaster, we must prepare for new security threats including the widespread sharing of false or misleading information translating into public harm during an event.

Increasing demand for convenience

Providing services that are easy for people to access and are simple to use contributes to our high rates of participation in elections in Aotearoa New Zealand.

From one election to the next, what people want and expect from our services continues to change.

Over recent elections, there has been an increase in the popularity of voting in advance, at times and places that fit in with people's busy lives. In 2020, 68% of votes were cast before election day, compared with 47% in 2017.

We anticipate that people's desire to vote in ways that fit in with their lives will keep growing. Providing advance voting services which are easily accessible and convenient for the public is a priority for the 2023 General Election.

Delivering effective services for Māori

A key component of a healthy democracy in New Zealand is delivering effective electoral services which are developed and delivered by Māori for Māori. A core focus of our work programme over the next four years is to develop stronger partnerships with tangata whenua to help improve delivery of services for Māori.

We are establishing a cultural capability team in the first half of 2022, consisting of a Chief Advisor, Māori and two additional advisors. Over the next four years this team will build a tikanga-driven approach to the delivery of services for Māori through community led partnerships.

Technology

Advances in digital technologies continue to change the experience of voters and the electoral process itself.

Secure, transparent, and reliable elections depend on us being able to adapt to new digital trends and threats, while maintaining the integrity of our processes.

At the same time, the demand for convenient electoral services includes expectations that more services will be delivered electronically. We need to keep pace and are continuing to support ongoing digital service innovation.

Environmental sustainability

Environmental sustainability is a pressing global issue, and all producers and consumers of goods and services need to play a role in responding.

We have started work to develop our own Sustainability Action Plan that we will implement over the next four years and continue to refine beyond those years.

Addressing environmental challenges with a robust sustainability action plan supports Māori interests by recognising tangata whenua and their role of kaitiaki of the land and taonga.

Where we want to be

In 2021 we developed a plan for the next 3-5 years using four key priorities to guide our work:

- building the capability of the organisation
- adapting how we prepare for elections to become more resilient and flexible to change
- beginning to plan and prepare beyond the three-year election cycle
- strengthening our relationships and building public understanding of our democracy.

Delivering on these priorities will place the Commission in a strong position to achieve its goal of continuing to deliver safe, reliable and trustworthy elections in an increasingly uncertain and complex environment.

Building our capability

What do we mean? How an organisation works (its capability) is critical to its success. All the elements that contribute to an organisation's capability – for instance funding, what functions are performed by whom, the number of staff, how decisions are made, the policies, systems and tools used to support business activities – all provide foundations for success. It is a priority for us to ensure we continue to have the right capability to succeed both now and into the future.

Why is this a priority for us? We intend to build and adapt our capability to better support the work we need to do now and into the future. This includes providing greater stability and certainty through a funding model that better meets our needs and ensuring we have strong governance policies and procedures in place to continue to support the delivery of quality outcomes in a changing environment. A focus on best practice governance will support the Board to make well-informed decisions based on quality information and to hold management to account.

What we'll achieve This work will support the Commission to have the resources and the type of structure we need to be able to operate effectively now and in the future. The right level of resourcing and structure supported by strong and effective governance provide the foundations which will enable us to respond in our changing environment, including helping to improve our resilience and flexibility and continuing to deliver a good return on taxpayer investment.

Preparing for an election

What do we mean? In addition to strengthening organisational capability, we intend to strengthen the way we plan and prepare for elections to be resilient within an increasingly complex and uncertain environment. This includes:

- being election-ready earlier in the cycle
- developing more flexibility to be able to respond to changes in requirements
- managing complex and longer-term changes in ways that do not create risk for upcoming elections

Why is this a priority for us? We always need to be prepared to deliver elections, even where the need is uncertain or is changing. The Commission intends to strengthen the way it plans and prepares for events, starting with a 'base delivery model' which we set in place earlier than before. The 'base delivery model' will provide a foundation readying us for delivery of events earlier in the three-year election cycle than previously and which we can adapt at short notice.

What we'll achieve The emergence of COVID-19 has shown that we need to be able to adapt quickly to changing circumstances within an election environment. We may also need to adapt the way we deliver an election in response to an unforeseen issue emerging. This work will help us to be better prepared to deliver an election at short notice and/or in response to unforeseen events or a changing environment.



Preparing for the future

What do we mean? We intend to begin planning and working on changes that operate on a longer-term horizon, beyond the three-yearly electoral cycle. This will help us to implement changes that are too complex to resolve within a single cycle. We are keen to ensure this longer-term work can continue while we also prepare for the next election. Typically, this work will be focused on identifying options and pathways for resolving complex and long-standing issues as well as future service design beyond the immediate electoral cycle.

What we'll achieve A number of challenges are emerging in the environment. The effects of mis- and dis-information and technological change are complex issues involving multiple stakeholders and requiring both short-term and longer-term planning and action. This work will help the Commission to better resource its planning and response to longer-term issues.

Building relationships and understanding

What do we mean? There are a number of agencies, partners and stakeholders beyond the Electoral Commission who have an important role to play in the delivery of safe, reliable and trusted elections. In order to be successful, the Commission relies upon strong relationships with these supporters.

We also need to build and maintain levels of understanding about elections to support engagement and trust, in particular amongst targeted communities for whom levels of participation are lower than other groups.

What we'll achieve Working closely with other agencies, partners and stakeholders helps us to minimise risk to an event or to help respond to a disruption. For instance, delivering an election during the COVID-19 pandemic took a wider all-of-government effort, while at the same time the Commission remained the responsible agency and led the election response.

Working closely with targeted communities through enduring relationships and support is an effective way of strengthening understanding and engagement amongst these communities. It ensures we continue to deliver services in ways that meet community needs and play a role in maintaining and strengthening participation in democracy. It also helps to support our objective of greater diversity and inclusion in the workplace, including employing election staff who reflect their communities.

Why is this a priority for us? Investing more into longer-term work will help us give attention to complex problems and issues which are or may not be able to be resolved in time to safely deliver changes for the next election. This takes a more strategic focus and will guide current decision-making about priorities and approach in the short term. It will also help us to map out our future needs with more clarity which will in turn support greater planning and funding certainty.

Why is this a priority for us? As the environment in which we operate becomes more complex and less certain, we are requiring more support from the agencies, partners and stakeholders who have a role to play in helping to deliver safe, robust and trustworthy elections in New Zealand. This work helps us to reduce risk and to respond to issues as they arise.

The Commission recognises that we need to continue strengthening our engagement with specific communities to build trust and to increase participation in our democracy. Key to this strategic priority is taking active steps to build stronger relationships with Māori communities, supported by a collaborative process. This is important as we recognise our role in supporting the Crown's relationship with Māori under Te Tiriti o Waitangi and as we seek to better reflect te ao Māori and the revitalisation of te reo Māori in our work.



OUR PERFORMANCE | Ā MĀTOU MAHINGA

We use a range of performance measures to help us to stay on track and to help Parliament and the New Zealand public evaluate whether we are succeeding in delivering what we have set out to achieve.

Our key strategic priorities to have achieved by 2026 are:

- being well configured, equipped and ready to continue delivering safe, reliable and trustworthy elections in a more complex and less certain environment
- having further built and strengthened relationships with our key partners and stakeholders including with tangata whenua as the Crown's partner under Te Tiriti o Waitangi and with the people and agencies who help us to deliver safe, trusted elections.
- continued to deliver core services through a global pandemic
- established a reliable funding model and improved our governance practices, to better respond to the environment in which we operate
- continued to build and strengthen our partnership with tangata whenua in ways which help to promote and support participation in New Zealand's democracy
- adapted our operating model so that we deliver services effectively and in ways which continue to provide a good return on taxpayer investment

By 2026 we want to have:

- successfully delivered a safe, reliable and trustworthy general election where high numbers of people took part and where the outcome was trusted
- increased the capability and resilience of the Commission so that it is well prepared to respond to the challenges of a more complex and less certain future operating environment
- tackled some of the difficult issues that need more time to resolve than a single three-year electoral cycle like refreshing or replacing core electoral systems
- continued to develop and promote technology to support people to participate in the electoral process and to support our staff to work effectively
- developed and started implementing a strategy for reducing our impact on the natural environment.

How you will know whether we are successful

Our Performance Measurement Framework

We have developed a Performance Measurement Framework that, along with our values and priorities, underpins the way we work at the Commission.

We refer to our framework as ‘the house of democracy’ as the core outcome we work towards is Aotearoa New Zealand maintaining a healthy democracy.

Achieving our key priorities over the next 4 years will help to ensure that our electoral system remains fit for purpose for what lies ahead and that we continue to enjoy the benefits of a healthy democracy.

Our Performance Measurement Framework provides Parliament and the public with a way of evaluating whether the Commission is achieving its goals.

The framework has four layers.

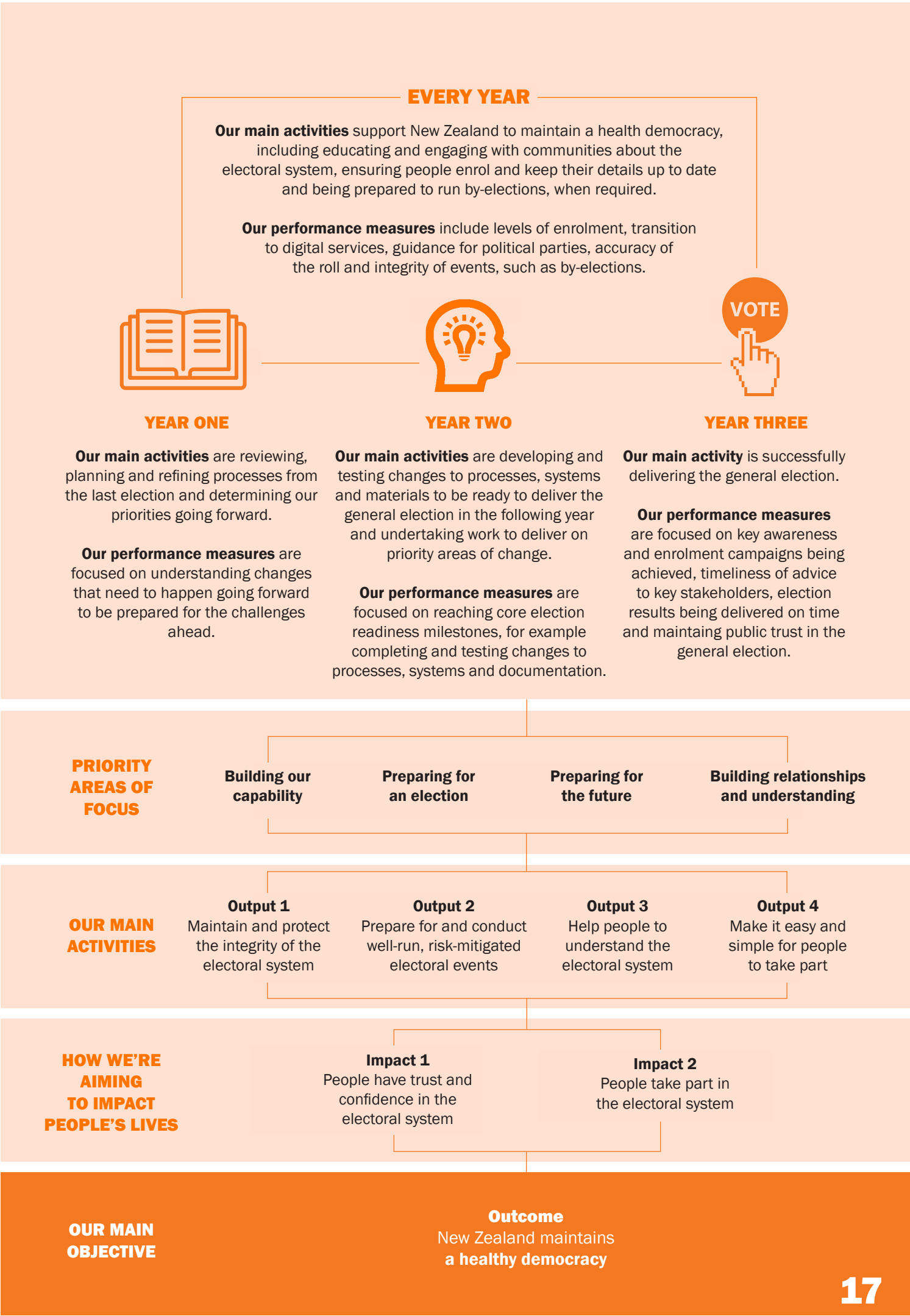
Our Outcome sets out the main objective of our work at the Commission, which is to maintain a healthy democracy.

Our Impacts describes the positive effects we will have on the lives of New Zealanders and communities if we are successful at delivering our main objective.

Our Outputs are the main activities that we do.

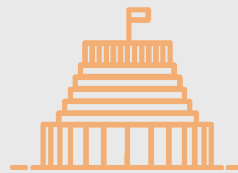
Our Focus reflects our priorities. They will help guide and drive us towards achieving our outcome.

All layers of our Performance Measurement Framework are underpinned by our values, or Taumata. Our values not only lead our staff in their work at the Commission, but also guide us in helping the people of New Zealand to trust, value and take part in our democracy. The foundation of our values are kaitiaki and kaitiakitanga: guardianship. Our values framework is both descriptive and aspirational and paints a picture of who the Commission is now, and who we’d like to be. A further breakdown of each layer is included on the following pages.



OUTCOME

New Zealand maintains a healthy democracy



It is crucial that Aotearoa New Zealand maintains a healthy democracy where every vote counts and all New Zealanders have a say. The outcome of a healthy democracy aligns directly with the Living Standards Framework wellbeing domain of engagement and voice – participating in democratic debate and governance at a national, regional, or local level. A key component of a healthy democracy in New Zealand is a robust electoral system, where local communities are actively engaged in democracy in ways which support their participation in elections and their trust in the Commission.

Impact 1

People have trust and confidence in the electoral system

A healthy democracy requires people to have trust in how the electoral system is run, and in the results of any elections and referendums. People are more likely to participate if they trust that the Commission is prepared, and that the system is well run and has integrity.

Impact 2

People take part in the electoral process

A healthy democracy requires high participation rates. High participation rates both require, and reinforce, people's trust and confidence in the electoral system and election results.

Output 1

Maintain and protect the integrity of the electoral system

New Zealand's electoral system is held in high regard and the Commission is seen to deliver well-run elections with high levels of integrity. The Commission commonly ranks near the very top in the world for best democracy. In 2021 we ranked second out of 167 countries*. The Commission needs to maintain these high levels of trust and confidence in our electoral system to ensure we continue supporting a healthy democracy in New Zealand.

We do this through the following activities:

- Maintain an accurate and up-to-date electoral roll
- Run comprehensive information campaigns to provide recognisable and trusted information about the electoral system
- Use a range of checks and balances throughout the election process involving many different people, e.g., manual counting of votes, publishing results on election night, security of election materials
- Use third parties at critical times during the election process, e.g. Justices of the Peace observing the official count of votes
- Provide independent electoral legal and policy advice
- Provide guidance on party, candidate, and third-party compliance
- Provide voter assistance in voting places so voters get the right ballot papers

* The Economist Democracy Index February 2022

Output 2

Prepare for and conduct well-run, risk-mitigated electoral events

To ensure New Zealanders have trust and confidence in the electoral system, we need to deliver strong services and electoral events that are seen as reliable and fair. We do this by planning early and by being well prepared to manage the risks and potential barriers that could occur at electoral events.

We do this through the following activities:

- Conduct a range of election readiness simulations and dress rehearsals
- Build a temporary, nationwide infrastructure to enable implementation and delivery of electoral events
- Run enrolment update campaigns to encourage people to get ready and enrol or update their enrolment details ahead of time
- Run by-elections and referendums as required
- Respond to changes in policy and legislation by adjusting the way we design and run our operations
- Work closely with other agencies, partners and stakeholders who are responsible for helping us to minimise risks and respond to issues that may arise during an election

Output 3

Help people to understand the electoral system

People understanding how the system works is a critical part of them participating as voters right now or in future. If they do not feel confident about how it all works, they are less likely to take part. We bring people along on the journey and demystify the electoral system by working with them to explain the process.

We do this through the following activities:

- Provide learning resources for adults to educate themselves and critically examine the electoral process
- Run an education programme - Kids Voting – Te Pōti a Ngā Tamariki - to build student understanding of election issues and to provide a first-hand experience of voting
- Provide clear and accurate information about the electoral system via various public information campaigns
- Actively encourage people to take part through motivational and educational activities

Output 4

Make it easy and simple for people to take part

We need to make it easy and simple for people to take part in elections so there are no barriers to people participating. We do this by providing open and available services that focus on ensuring all New Zealanders can take part.

We do this through the following activities:

- Provide electoral information and materials such as the EasyVote pack to support people to enrol and vote
- Provide multiple channels for people to enrol or update their details easily
- Provide convenient voting places which are easily accessible, whose location reflects where communities work and live and where people may be comfortable to take part
- Work to help educate and to support communities to take part in elections, especially communities with lower levels of participation, through community engagement programmes
- Implement the Election Access Fund, which is designed to remove or reduce barriers for a person with a disability to stand or seek selection as a candidate in a general election or a by- election
- Deliver information that is accessible to all New Zealanders, e.g. via Easyread format, New Zealand Sign Language, bilingual voting place information, telephone dictation, bedside hospital voting services and overseas voting

The following table identifies our priorities and what success for each of these would look like over the next four years. Detailed measures against our outcome, outputs and impacts are included in the Electoral Commission’s Statements of Performance Expectations. These can be found on our website.

STRATEGIC PRIORITY MEASURES

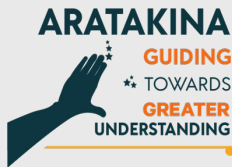
Strategic Priority	What success looks like
Building capability	<ul style="list-style-type: none">- We have an operating model that ensures we have the right number of staff to do the job, staff know what to do and we are well configured to manage tasks within and across teams- We have a funding model that better reflects the Commission’s needs and provides certainty of funding both now and into the future- We have established a Māori/cultural capability team to improve our cultural competency and understanding at the Commission- We have comprehensive documentation of our work to ensure seamless continuity for new Commission staff
Preparing for an election	<ul style="list-style-type: none">- We have developed a base model from which we can successfully run elections, even where the requirements may change at short notice- This means having developed all necessary materials and processes that are required to deliver an election, including any improvements or additions to our way of working
Preparing for the future	<ul style="list-style-type: none">- We have developed a ‘roadmap’ which maps out what the future may look like and how we will continue to deliver well-run elections in the next decade, including further use of digital technology to enhance our services
Building relationships and understanding	<ul style="list-style-type: none">- We have strengthened relationships with Māori as Treaty partners, other government agencies, community representative groups, and stakeholders to support the delivery of elections- We have ensured the public have confidence in the electoral system and understanding of what happens in elections- We have ensured all voters can participate in the electoral process and supported those who may face barriers- We have strengthened relationships with communities experiencing lower rates of participation to build trust and support understanding of democracy



TAUMATA | OUR VALUES



TŪHONOTANGA
Bringing people together to increase participation in democracy



ARATAKINA
Guiding towards greater understanding



UAKAHA
Being dynamic and energetic in what we do



MANAAKITANGA
Demonstrating generosity and empowering people



TIKA
Doing things right; doing the right things!

This Statement of Intent, covering the four-year period 2023 – 2026 has been prepared in accordance with the requirements of section 141 of the Crown Entities Act 2004 and sets out our strategic intentions for the next four years.

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