



# 2018–2022

## CORPORATE PLAN

# Welcome to our corporate plan

Welcome to the Australian Electoral Commission (AEC) *2018–2022 Corporate Plan*, which sets our strategic direction for the next four years.

We are making significant progress in our modernisation journey as we continue to innovate and meet the challenges of our complex operating environment. The AEC's values of professionalism, agility, quality and electoral integrity remain highly relevant as we continue to progress.

Our *2018–2022 Corporate Plan* details our six agency directions and describes how they will enable us to deliver our purpose and ensure an efficient, effective and secure electoral system for Australia. This year, we have enhanced our performance reporting framework and the six agency directions have been expanded. These now include intention statements to better reflect the outcomes we are trying to achieve. We have also included important context about our operating environment, risks and capability to set the scene for our corporate plan, and the activities we have committed to undertake for each agency direction.

One of our flagship initiatives is the modernisation of our two main election systems, which are critical to delivering our purpose and the stewardship of the electoral process. We are working closely with our stakeholders to ensure we can build new systems

with sufficient agility to respond to future changes in legislation and policy. Our workforce is another vital component of the electoral process and is critical to delivering our purpose. We will continue to invest heavily in training and support for both our regular APS employees and our large temporary election workforce.

Our corporate plan is designed to guide us further on our modernisation journey and is an integral part of our performance and reporting framework. This plan will assist the AEC to maintain an efficient, effective and secure Australian electoral system.

## **Tom Rogers**

Electoral Commissioner



## Compliance statement

I, as the accountable authority of the Australian Electoral Commission (AEC), present the *2018–2022 Corporate Plan*, which covers the period 2018–2022, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Tom Rogers  
Electoral Commissioner

# Introduction

This is the AEC’s corporate plan for 2018–2022. The information below provides a high-level outline of the elements in our plan and what they mean. Subsequent pages explore these elements in more detail and show how they work together to deliver our purpose. Our corporate plan sets the AEC’s strategic direction over a four-year period.



## Purpose

### Our purpose

is to maintain an impartial and independent electoral system for eligible voters through active electoral roll management, efficient delivery of polling services, and targeted education and public awareness programs.



## Agency directions

### Our agency directions

are our medium to long-term objectives. They guide what we do, how we prioritise and how we promote continuous improvement.



## Functions and activities

### Our functions

enable us to deliver our purpose.

### Our activities

enable us to deliver our functions and are guided by our agency directions.



## Environment, risk and capability

### Our environment

outlines the factors or influences that may impact the operation of our agency and how we deliver our purpose.

### Our risks

outlines potential issues or threats we need to mitigate to ensure we deliver our purpose.

### Our capability

includes our people, processes and the systems we need to deliver our purpose.



## Performance

### Our performance

outlines the results and level of performance expected in meeting our agency directions, and through them, our purpose.



## Our purpose

The Australian Electoral Commission (AEC) is an independent statutory authority established by the Australian Government to:

Maintain an impartial and independent electoral system for eligible voters through active electoral roll management, efficient delivery of polling services, and targeted education and public awareness programs.



## Our agency directions

Our agency directions are:

1. Deliver high quality electoral services
2. Continue to improve and modernise the delivery model for electoral events
3. Govern the organisation for quality and assurance
4. Professionalise our workforce
5. Uphold the reputation of the AEC
6. Build an agile and responsive organisation.

This year we have revised the way we present our directions. We have:

- the same six agency directions, but reordered so agency direction one covers our key functions
- an intent statement for each direction
- more targeted performance measures.

Each agency direction is explained in more detail on pages 8 to 14.



## Our functions and activities

### Our functions

- Ensuring confidence in the electoral roll.
- Conducting successful electoral events, including federal elections, by-elections, referendums and industrial and commercial elections.
- Undertaking education and public awareness activities.
- Administering political party registrations and financial disclosure.
- Supporting electoral redistributions.

### Our activities

Our activities are the tasks and projects we complete to achieve outcomes against each direction.

Our activities are guided by our agency directions and are listed in more detail against individual directions in this corporate plan.



## Our environment, risk and capability

### Our environment

This year marks 100 years since the *Commonwealth Electoral Act 1918* (Electoral Act) was enacted. Since then, the expectations of our stakeholders and the way in which the AEC conducts elections continues to evolve, presenting a complex and dynamic operating environment for the AEC.

The Australian electoral system presents a number of unique challenges. With no fixed date for federal elections we must be ready to deliver an electoral event at any point in the electoral cycle. We do this through effective election planning and balancing the appropriate level of 'election readiness' with our financial environment.

Australians travel an increasing amount for both work and leisure and expect to be able to vote how and where it is convenient to them. This needs to be considered in election planning. The AEC remains acutely aware of greater demands for more accessible and convenient voting options. The AEC goes above and beyond to provide early, postal, inter-division and interstate, mobile and overseas voting options and services. Comprehensive preparations and

planning ensure that we are able to deliver these often logistically complex voting options with the appropriate number of ballot papers, materials and temporary workforce in place to enable a seamless and nationally consistent voter experience.

Demand for these voting services continues to grow as our population increases. Advances in technology provide opportunities for the AEC to reinvent and evolve the way we conduct our business. The AEC continues to seize opportunities to incorporate technological solutions to deliver more efficient electoral events and internal processes, better manage the health and safety of our staff, and provide a voting experience in-line with stakeholder expectations—all while actively managing the associated challenges and risks.

The Electoral Act outlines a highly prescriptive process for the conduct of elections which must be balanced with evolving technological, demographic and stakeholder demands for error free, transparent, modern and efficient electoral events. This presents the AEC with an ongoing challenge which we methodically and strategically manage through the six agency directions outlined in this plan.



## Our capability

To ensure we can continue to deliver effective and secure elections into the future, we need to continue to modernise our systems and processes to adapt to change. We also need to recruit, train and support a professional workforce.

Our work is guided by the AEC's values of electoral integrity through professionalism, quality and agility. These inform the agency's strategic planning and day-to-day operations. Our values frame how AEC staff work to maintain our commitment to electoral integrity.

This means:

- Quality must be evident in every task across the AEC. Best practice drives every aspect of our business.
- Agility is critical. We must readily and swiftly adapt to change. We must operate effectively despite uncertainty, always looking for innovative solutions to meet our challenges.
- Professionalism is our hallmark. A professional AEC comprises competent, knowledgeable and highly skilled electoral practitioners producing work of the highest standard.

## Building our information technology capability

IT systems and infrastructure are key to our delivery of electoral events. However, our core election and enrolment systems are ageing and costly to maintain.

A revised strategic plan for information communication technology will help to plan investment and align capability to the long-term business strategy of the agency. In parallel, we continue to develop a modernisation business case for the replacement of core election systems. We are working towards an outcome where:

- our systems are agile and adaptable.
- we use a single modern platform.
- IT is fully integrated and sustainable, widely used, understood and user-intuitive.
- our systems meet the expectations of our stakeholders and our workforce.

## Security

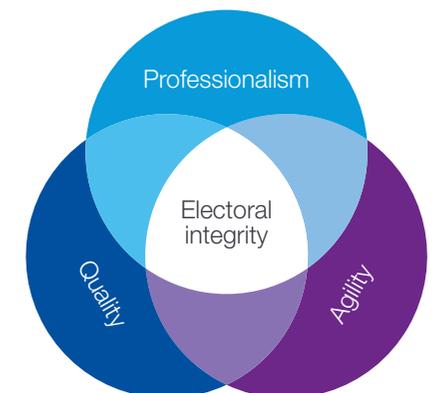
Implementation of the 36 mandatory requirements of the Protective Security Policy Framework (PSPF) frames the way we manage challenges to our governance, personnel, physical and information security.

In addition, we continue to work closely with government, security and policing agencies in response to events in the external environment.

## Our strategic human resource management

The AEC's workforce is integral to the delivery of successful electoral events. With an office network of APS officers across Australia and a 'surge' workforce of around 80,000 at a federal election, the AEC is focused on ensuring that staff are appropriately trained and supported.

Following implementation of an organisational design review, our new structure allows us to continue delivering high quality electoral services, while ensuring we have the required capability to address future objectives. As part of the review, a national training and education unit was established to ensure we deliver on our strategic priority to professionalise our workforce.





## Our risks

### Our approach to risk

Risk management is an important part of the work we do. We are committed to effective governance that recognises potential threats and opportunities, while managing strategic and enterprise risks in line with our risk appetite.

Our risk management policy outlines how we identify and manage risks, including roles and responsibilities. Regular reporting and analysis, and the escalation of risk exposures, help to build a culture where risk conversations are part of our everyday decision making.

### Our strategic risks

#### Potential threats

1. Inability to meet increasing community expectations for voter-centric electoral services leads to **decreased engagement in elections**.

#### Opportunities

2. Opportunities exist to **modernise the Australian electoral service model** through learning and collaboration across jurisdictions.

## Our enterprise risks

Agency direction	Identified risks
<b>1. Deliver high quality electoral services</b>	<ul style="list-style-type: none"> <li>■ Insufficient fiscal and human resources.</li> <li>■ Failure to maintain integrity in electoral roll information.</li> <li>■ Failure to maintain integrity in election results through a loss of ballot papers or other means.</li> <li>■ Failure to adequately educate voters may contribute to a decline in voting participation and/or formality.</li> </ul>
<b>2. Continue to improve and modernise the delivery model for electoral events</b>	<ul style="list-style-type: none"> <li>■ Failure to seize opportunities to modernise future models of election delivery due to resource constraints.</li> <li>■ Failure to build new technology applications with sufficient agility to respond to future changes in electoral legislation and policy.</li> </ul>
<b>3. Govern the organisation for quality and assurance</b>	<ul style="list-style-type: none"> <li>■ Failure to detect and prevent cyber and/or physical security threats.</li> <li>■ Failure to align funding and resource allocation against AEC priorities.</li> </ul>
<b>4. Professionalise our workforce</b>	<ul style="list-style-type: none"> <li>■ Inability to maintain and/or obtain a capable and trained APS and surge temporary workforce.</li> </ul>
<b>5. Uphold the reputation of the AEC</b>	<ul style="list-style-type: none"> <li>■ Failure to engage effectively with key stakeholders on critical issues that affect the reputation of the AEC.</li> <li>■ Unsuccessful in managing stakeholder expectations leading to adverse outcomes.</li> </ul>
<b>6. Build an agile and responsive organisation</b>	<ul style="list-style-type: none"> <li>■ Inability to effectively implement change.</li> <li>■ Inability to meet voter expectations within the Electoral Act.</li> </ul>



## Our performance

### The AEC performance framework

Since the 2017–2021 corporate plan, we have reviewed and redeveloped an AEC Performance Reporting Framework. This guides our approach to developing, managing and reporting on our performance information. Our performance framework is reviewed each year in line with the *Public Governance, Performance and Accountability Act 2013* (PGPA) reporting cycle.

Our performance framework links to internal planning and reporting to ensure performance priorities are agreed and reported on, both internally and externally.

The AEC manages two reporting cycles: the electoral cycle and the PGPA Act reporting cycle. Our corporate plan addresses both of these through our agency directions. Externally we report on a four-year cycle through the PGPA Act. Internally, we are focused on a three-year electoral cycle

encompassing the three phases of election readiness used in our election readiness framework:

1. evaluate and learn
2. implement change
3. mobilisation.

Each phase of the election readiness framework directs the activities to be undertaken, and the performance measures for the year. While we must always be ready to deliver an electoral event, 2017–18 was an ‘implement change’ year. In 2018–19, we will move into the ‘mobilisation’ phase towards the delivery of the next federal election. Post this event we will move into the ‘evaluate and learn’ phase.

Our performance framework links to internal planning and reporting to ensure performance priorities are agreed and reported on, both internally and externally.

# 1 AGENCY DIRECTION ONE

## Deliver high quality electoral services



### Our intentions

#### Our intended state looks like this:

- We provide the public and our stakeholders with the best possible electoral services including, enrolment, election delivery, political party registration, and funding and disclosure.
- We maintain public awareness of electoral matters and voting obligations through effective communication and targeted education and community engagement activities.

### Our environment risk and capability

#### Our environment is characterised by:

- Delivering electoral services is a key democratic process which must comply with the Electoral Act and relevant legislation.
- Electoral services must have integrity. They must be fair, impartial and apolitical, consistent with the AEC Service Charter and election service plans.
- An increasing and more mobile population with changing expectations of how and where they vote; different voting methods support accessibility.
- The need for electoral information and the obligation to enrol and vote to be understood in the Australian community, including communities and groups that may face barriers to participation.
- Information and services to political parties and candidates must comply with the Electoral Act.

#### We will build capability by:

- Maintaining nationally consistent service delivery in line with the AEC Service Charter.
- Being responsive to public scrutiny and the evolving external environment.
- Delivering services that are responsive to modernisation and change.
- Supporting effective stakeholder engagement.
- Increasing our ability to use evidence and data to guide and improve service delivery.

### Our activities 2018–19 and beyond

#### The activities we will undertake are:

- Delivering electoral events in accordance with legislation, the AEC's event strategy and the election service plan.
- Actively managing the electoral roll throughout the electoral cycle.
- Supporting the timely conduct of electoral redistributions.
- Delivering joint roll services to state and territory electoral commissions in accordance with memorandums of understanding.
- Delivering impartial public information to inform eligible voters of their obligation to enrol, vote and how to cast a formal ballot.
- Using an evidence based approach, develop strategies for engaging with communities and groups that may face barriers to enrolment and electoral participation.
- Developing a digital portal to more efficiently engage with political parties as they carry out their legislative responsibilities and obligations.
- Delivering industrial elections, protected action ballots and fee for service elections in accordance with relevant legislation and rules.

*Agency Direction One continued on next page ►*

# 1 AGENCY DIRECTION ONE

## Deliver high quality electoral services



**Intended result:** successfully deliver federal electoral events\*

**Performance criteria**

2018–19    2019–20    2020–21    2021–22

- Election writs returned within the timeframe specified in the writ
- Election result delivered with integrity and withstands scrutiny

✓                    —                    —                    ✓  
 ✓                    —                    —                    ✓

**Intended result:** high level of confidence in the electoral roll

**Performance criteria**

2018–19    2019–20    2020–21    2021–22

- Completeness, accuracy and integrity of the electoral roll
- Accessible enrolment and updates for eligible electors
- Timeliness and accuracy of enrolment processing

✓                    ✓                    ✓                    ✓  
 ✓                    ✓                    ✓                    ✓  
 ✓                    ✓                    ✓                    ✓

**Intended result:** support electoral participation and voting formality through targeted education and public awareness activities that inform all Australians of electoral matters

**Performance criteria**

2018–19    2019–20    2020–21    2021–22

- Accessible public information and communication that is benchmarked and measured for effectiveness
- Accessible, relevant and appropriate electoral education services and materials
- Delivered targeted community engagement, based on data and evidence

✓                    ✓                    ✓                    ✓  
 ✓                    ✓                    ✓                    ✓  
 ✓                    ✓                    ✓                    ✓

**Intended result:** make available timely and accurate information and services to stakeholders when carrying out their legislative responsibilities and obligations

**Performance criteria**

2018–19    2019–20    2020–21    2021–22

- Maintain and publish a list of current registered political parties in accordance with the Electoral Act
- Compliance reviews of political parties and entities with disclosure obligations completed and published
- Number of industrial and commercial election events supported annually and compliant with relevant legislation and rules

✓                    ✓                    ✓                    ✓  
 ✓                    ✓                    ✓                    ✓  
 ✓                    ✓                    ✓                    ✓

\* Based on a federal election being held every three years

## 2 AGENCY DIRECTION TWO

### Continue to improve and modernise the delivery model for electoral events



Our intentions	Our environment risk and capability	Our activities 2018–19 and beyond
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<p><b>Our intended state looks like this:</b></p> <ul style="list-style-type: none"> <li>■ The model for delivering electoral events is robust, nationally consistent and built for continual evolution through all phases of the electoral cycle – maintaining the electoral roll, election planning, readiness and delivery.</li> <li>■ We are always driving efforts to improve our enrolment and election management systems. This is designed to ensure we are planning for, and delivering, modern and secure enrolment and polling services into the future.</li> </ul>	<p><b>Our environment is characterised by:</b></p> <ul style="list-style-type: none"> <li>■ Prescriptive legislation.</li> <li>■ Ageing technology that has limited capacity to adapt.</li> <li>■ A dispersed network for delivery of elections.</li> <li>■ An electoral cycle where timing can change.</li> </ul> <p><b>We will build capability by:</b></p> <ul style="list-style-type: none"> <li>■ Supporting continual improvement through the AEC’s election readiness framework.</li> <li>■ Using lessons learned to inform future election planning and delivery.</li> <li>■ Implementing enhanced planning, training, organisational change and an ICT strategy.</li> <li>■ Designing elections for the future that are governed by lessons learned, national standards and doctrine.</li> </ul>	<p><b>The activities we will undertake are:</b></p> <ul style="list-style-type: none"> <li>■ Implementing work priorities identified following the 2016 election at the next federal election.</li> <li>■ Determine the lessons learned methodology for the 2018–19 federal election.</li> <li>■ Identifying priorities for the next electoral cycle.</li> <li>■ Developing a business case to modernise core AEC election and roll management systems.</li> <li>■ Developing a future election design (2022 and beyond) for election preparation and delivery.</li> </ul>
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**Intended result:** maintain a cycle of continual improvement through the election readiness framework

Performance criteria	2018–19	2019–20	2020–21	2021–22
■ Lessons from the 2016 election that constitute work priorities are implemented	✓	—	—	—
■ Lessons from the 2018–19 federal election are identified, resourced and implemented	—	✓	✓	✓

**Intended result:** continued investment and momentum in the modernisation agenda

Performance criteria	2018–19	2019–20	2020–21	2021–22
■ Business case for election and enrolment systems progressed	✓	—	—	—
■ Election design in place to guide modernisation of election systems and processes	—	✓	✓	—

# 3 AGENCY DIRECTION THREE

## Govern the organisation for quality and assurance



Our intentions	Our environment risk and capability	Our activities 2018–19 and beyond
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| <p><b>Our intended state looks like this:</b></p> <ul style="list-style-type: none"> <li>■ Effective, efficient and mature agency-wide governance arrangements are in place with assurance processes.</li> <li>■ We are strategically focused and organisationally aligned to deliver our expected outcomes.</li> </ul> | <p><b>Our environment is characterised by:</b></p> <ul style="list-style-type: none"> <li>■ A requirement for quality, efficiency, accountability and transparency.</li> <li>■ Compliance with the <i>PGPA Act 2013</i>, <i>Privacy Act 1988</i> and <i>Protective Security Policy Framework</i>.</li> <li>■ A dynamic and complex operating environment, where strategic priorities can change quickly through an electoral cycle, yet a strategic vision for the future state of electoral administration is also required.</li> <li>■ Governance and performance expectations from the Parliament, key agencies and stakeholders must be upheld.</li> </ul> <p><b>We will build capability by:</b></p> <ul style="list-style-type: none"> <li>■ Continuing to mature and streamline our governance arrangements, and further align governance to achieve objectives.</li> <li>■ Improving our project and program management to better work across functions.</li> <li>■ Promoting and embedding risk management and quality assurance in everything we do.</li> </ul> | <p><b>The activities we will undertake are:</b></p> <ul style="list-style-type: none"> <li>■ Supporting a funding review of the AEC and implementing the outcomes.</li> <li>■ Completing an ICT strategic plan which aligns technology with the AEC’s business vision and supports modernisation and change.</li> <li>■ Implementing an agency risk appetite statement to define ‘acceptable risk taking’ in both day-to-day work and achieving strategic objectives.</li> <li>■ Investing in a business intelligence capability to support evidence-based decision making and electoral operations.</li> </ul> |
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**Intended result:** the governance framework is effective in supporting business outcomes

Performance criteria	2018–19	2019–20	2020–21	2021–22
■ Achievement of agency performance criteria for the relevant reporting period	✓	✓	✓	✓
■ AEC governance committees have terms of reference and work plans that direct business improvement and enable assurance over agency operations	✓	✓	✓	✓

# 4 AGENCY DIRECTION FOUR

## Professionalise our workforce



Our intentions	Our environment risk and capability	Our activities 2018–19 and beyond
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| <p><b>Our intended state looks like this:</b></p> <ul style="list-style-type: none"> <li>■ We further professionalise electoral management and delivery. We do this through attracting, developing and retaining a professional and agile workforce.</li> <li>■ Our approach to training is centrally-led and nationally consistent. Staff at all levels have clear learning pathways.</li> <li>■ We engage with our temporary staff through the electoral cycle, continually improving and optimising recruitment and training for the temporary election workforce.</li> </ul> | <p><b>Our environment is characterised by:</b></p> <ul style="list-style-type: none"> <li>■ Work which is driven by legislation and processes that require a high degree of precision.</li> <li>■ A regular workforce across a range of electoral activities, that surges to around 80,000 on polling day.</li> <li>■ The requirement for a professional workforce to deliver public facing electoral services.</li> <li>■ A significant investment in operational and election-related training and rehearsing for AEC staff.</li> </ul> <p><b>We will build capability by:</b></p> <ul style="list-style-type: none"> <li>■ Attracting, recruiting and retaining a professional workforce.</li> <li>■ Investing in our human resource and IT capabilities so we understand our current and future workforce planning requirements.</li> <li>■ Increasing the role capability of staff, allowing effective movement of staff across functions.</li> <li>■ Evolving the learning culture to provide clear learning pathways for staff.</li> <li>■ Engaging with key cohorts within our temporary election workforce to build capability and understanding beyond a single election event.</li> </ul> | <p><b>The activities we will undertake are:</b></p> <ul style="list-style-type: none"> <li>■ Delivering an AEC Human Resource Strategy covering the complete HR management cycle and embedding organisational design principles.</li> <li>■ Continuing to develop, deliver and evaluate training and development opportunities for our permanent and temporary workforce to build critical operational and professional capabilities that are appropriate to roles and levels.</li> <li>■ Developing a capability framework, and training and development strategy, to guide our approach and future investment.</li> </ul> |
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**Intended result:** staff are role capable and have a clear understanding of expectations and accountabilities

Performance criteria	2018–19	2019–20	2020–21	2021–22
■ Effective lifecycle management of the AEC workforce is embedded in human resource systems and guided by strategy	✓	✓	✓	✓
■ Percentage of AEC staff who have completed mandatory corporate training	✓	✓	✓	✓
■ Percentage of AEC staff (permanent and temporary) who have completed election-specific training relevant to their role	✓	—	—	✓*
■ Training and development activities evaluated and lessons to be learned are identified	✓	✓	✓	✓
■ The capability framework defines learning pathways for AEC staff at all levels	—	—	✓	✓

\* Aligned to expected federal election events.

# 5 AGENCY DIRECTION FIVE

## Uphold the reputation of the AEC



Our intentions	Our environment risk and capability	Our activities 2018–19 and beyond
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| <p><b>Our intended state looks like this:</b></p> <ul style="list-style-type: none"> <li>■ We have productive and valued relationships with our stakeholders. They understand our role and our values, and uphold our reputation as an electoral management body.</li> <li>■ Our relationships with the Minister, Parliament and key agencies help us shape expectations and increase understanding of our operating environment—both our opportunities and risks.</li> </ul> | <p><b>Our environment is characterised by:</b></p> <ul style="list-style-type: none"> <li>■ Australian democracy depends on an electoral system which operates with a high level of integrity.</li> <li>■ Policies and processes must be consistent with legislation to ensure electors, Members of Parliament, candidates and other stakeholders maintain confidence in the AEC.</li> <li>■ A complex and evolving operating environment for elections internationally.</li> <li>■ As an independent statutory authority we must provide apolitical information and advice on the operational aspects of electoral administration.</li> </ul> <p><b>We will build capability by:</b></p> <ul style="list-style-type: none"> <li>■ Maintaining electoral integrity through legislative compliance, effective processes and successful delivery.</li> <li>■ Continuing to build our core electoral and operational expertise.</li> <li>■ Maintaining our strategic partnerships to further understand and monitor the electoral environment in Australia and internationally.</li> </ul> | <p><b>The activities we will undertake are:</b></p> <ul style="list-style-type: none"> <li>■ Providing information and advice to the Minister, Parliament and key agencies on electoral administration and operations.</li> <li>■ Engaging and collaborating with electoral management bodies to improve systems, services and learning through knowledge sharing.</li> <li>■ Undertaking strategic engagement with developing countries and emerging democracies on electoral administration, consistent with the Australian Government’s national interest and foreign policy objectives.</li> </ul> |
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**Intended result:** timely, accurate information and advice on electoral administration that supports the direction of the AEC

Performance criteria	2018–19	2019–20	2020–21	2021–22
■ Timely, quality information and advice is provided to relevant Ministers, Secretaries, Senate Estimates, the Joint Standing Committee on Electoral Matters and other Parliamentary committees and key agencies	✓	✓	✓	✓

## 6 AGENCY DIRECTION SIX Build an agile and responsive organisation



Our intentions	Our environment risk and capability	Our activities 2018–19 and beyond
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**Our intended state looks like this:**

- Our organisation quickly adapts and responds with agility and flexibility.
- We have the people, processes and systems to respond to changes in the electoral cycle and stakeholder and community expectations while continuing to improve our election delivery and systems.

**Our environment is characterised by:**

- The timing of federal elections, by-elections, and Senate special counts are unknown and we must be ready to conduct these events.
- Balancing readiness alongside responding to other needs such as electoral roll closures for other jurisdictions.
- The requirement to maintain an appropriate level of election readiness and planning, balanced against other agency priorities. Extended periods of readiness are costly and resource intensive.
- The need to understand and operationalise changes in legislation, systems and processes on short notice and within limited timeframes.
- As an organisation, we expand and contract significantly throughout an electoral cycle.

**We will build capability by:**

- Continuing to build an organisational design and culture that is:
  - agile, adapting to scale up and scale down.
  - predictive of our environment and challenges.
  - always evolving to be responsive and election ready.

**The activities we will undertake are:**

- Transitioning from the ‘implement change’ to ‘mobilisation’ phase of election readiness.
- Maintaining readiness to deliver a federal election event.
- Further refining our election readiness framework through lessons learned.
- Continue to evolve our organisational design, structure, and governance to allow increased agility in response to changes in risks and the environment.

**Intended result:** maintain an appropriate level of readiness to conduct a federal election event

**Performance criteria**

- Directed Level of Electoral Readiness determined by the Electoral Commissioner is met
- Assessment of progress against the Election Ready Road Map

	2018–19	2019–20	2020–21	2021–22
■ Directed Level of Electoral Readiness determined by the Electoral Commissioner is met	✓	✓	✓	✓
■ Assessment of progress against the Election Ready Road Map	✓	✓	✓	✓

**Intended result:** invest in and deliver strategies that increase organisational capability

**Performance criteria**

- Ability to effectively implement change in the electoral cycle to make improvements to the AEC’s organisational capability

	2018–19	2019–20	2020–21	2021–22
■ Ability to effectively implement change in the electoral cycle to make improvements to the AEC’s organisational capability	✓	✓	—	—

# Other performance measures

## The regulator performance framework

As a regulatory body we aim to reduce the regulatory burden imposed on electors through enrolment and voting services.

In line with the Australian Government's commitment to reducing the cost of unnecessary and inefficient regulation imposed on individuals, business and community organisations, we measure our performance against the regulator performance framework.

This measures our performance against six mandatory key performance indicators set by the Australian Government.

The following table outlines our performance against our measures of success.

### Our performance against the regulator performance framework

#### Mandatory key performance indicators under the regulator performance framework

- Regulators do not unnecessarily impede the efficient operation of regulated entities.
- Communication with regulated entities is clear, targeted and effective.
- Actions undertaken by regulators are proportionate to the regulatory risk being managed.
- Compliance and monitoring approaches are streamlined and coordinated.
- Regulators are open and transparent in their dealings with regulated entities.
- Regulators actively contribute to the continuous improvement of regulatory frameworks.

#### Our measures of success – what we do to ensure we meet these performance indicators

- Support electoral participation and voting formality through communication, education and public awareness activities that inform all Australians of electoral matters.
- Make available timely and accurate information and services to stakeholders when carrying out their legislative responsibilities and obligations.
- Maintain an appropriate level of readiness to conduct a federal election event.
- The governance framework is effective in supporting business outcomes.
- Timely and accurate information and advice on electoral administration that supports the direction of the AEC.
- Maintain a cycle of continual improvement through the election readiness framework.
- Invest in and deliver strategies that increase organisational capability.

# The big picture

Our corporate plan fits within the broader APS Performance Management Framework required under the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)*.

Our corporate plan informs and draws from the Portfolio Budget Statements which define our purpose and the proposed funding allocation to achieve this.

How the corporate plan fits within the broader APS performance management framework is shown in this table.

Our Portfolio Budget Statement (PBS)	Our corporate plan
<p><b>Outlines the AEC’s proposed allocation of resources for delivering government outcomes</b></p>	<p><b>Sets the AEC’s strategic direction over a four-year period</b></p>
<p>Our outcome is the same as our purpose. In the PBS we have one program to deliver one outcome:</p> <p><b>1.1 – Deliver Electoral Events</b></p>	<p> <b>Our purpose</b> is to maintain an impartial and independent electoral system for eligible voters through active electoral roll management, efficient delivery of polling services, and targeted education and public awareness programs.</p>
<p>We report on our performance through our agency directions, outlined in our corporate plan.</p>	<p> <b>Our directions</b> are our medium to long-term objectives. They guide what we do, how we prioritise and how we promote continuous improvement.</p>
<p>Our corporate plan, updated annually, includes an assessment of our operating environment, our risks, and our capability.</p>	<p> <b>Our environment</b> outlines the factors or influences that impact the operating of our agency and how we deliver our purpose.</p> <p><b>Our risks</b> outlines potential issues or threats we need to mitigate to ensure we deliver our purpose.</p> <p><b>Our capability</b> includes our people, processes and the systems we need to deliver our purpose.</p>
<p>Our PBS performance criteria align with our functions in the corporate plan. See the matrix that maps this relationship on page 17.</p>	<p> <b>Our functions</b> enable us to deliver our purpose.</p> <p><b>Our activities</b> enable us to deliver our functions and are guided by our agency directions.</p>
<p>Our PBS performance targets align with our performance in the corporate plan.</p>	<p> <b>Our performance</b> outlines the results and level of performance expected in meeting our agency directions, and through them, our purpose.</p>

# Our Portfolio Budget Statement

Our Portfolio Budget Statement (PBS) outlines the AEC's proposed allocation of resources for delivering government outcomes.

In the PBS, the AEC has one outcome:

## Program 1.1 – To deliver electoral events.

The PBS performance criteria to deliver this program are similar to the functions in the corporate plan.

How the PBS performance criteria are aligned with the agency directions is shown in this matrix.

## Our Portfolio Budget Statement (PBS)

Performance criteria	Agency directions					
	1	2	3	4	5	6
<b>Elections, by-elections and referendums</b>						
<ul style="list-style-type: none"> <li>Federal electoral events are successfully delivered.</li> <li>Maintain ability to conduct a federal electoral event within a timeframe.</li> <li>Timely conduct of redistribution activities.</li> <li>Industrial elections, protected action ballots, and Torres Strait Regional Authority elections are delivered in accordance with the relevant legislation and rules.</li> </ul>	✓	✓	✓	✓	✓	✓
<b>Electoral roll management</b>						
High level of confidence in the electoral roll.	✓	✓	✓	✓	✓	✓
<b>Party registrations and financial disclosure</b>						
<ul style="list-style-type: none"> <li>Party registration processed in accordance with the Electoral Act.</li> <li>Financial disclosures obtained and placed on the public record in accordance with the Electoral Act.</li> </ul>	✓		✓	✓	✓	
<b>Public awareness</b>						
<ul style="list-style-type: none"> <li>Deliver communication, education and public awareness activities to inform all Australians of electoral matters.</li> </ul>	✓				✓	✓



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