AEC
Australian Electoral Commission

2019–2023
CORPORATE PLAN

Welcome to our corporate plan

Welcome to the Australian Electoral Commission (AEC) *2019–2023 Corporate Plan*, which sets our strategic direction for the next four years.

The successful delivery of the 2019 federal election is evidence of our commitment to ongoing improvement. However, we must continue to innovate to meet the challenges of our complex operating environment. To do this, the AEC's values of professionalism, agility, quality and electoral integrity remain highly relevant as we continue to progress.

One of our flagship initiatives is the modernisation of our two main election systems. These systems 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 which have sufficient agility to respond to future changes in legislation and policy.

Our commitment to modernisation extends further than our IT systems. Our workforce is a vital component of the electoral process and our people are critical to delivering our purpose. Investing heavily in training and support for both our regular APS employees and our large temporary election workforce, will continue. We will also enhance our business processes and election delivery model.

Our *2019–2023 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, our six agency directions and intended results stay the same, while our performance criteria have been further refined to ensure we are focused on achieving our outcomes.

Our corporate plan is designed to guide us further on our modernisation journey and is an integral part of our performance and reporting framework.

Tom Rogers

Electoral Commissioner

Compliance statement

I, as the accountable authority of the Australian Electoral Commission, present the *2019–2023 Corporate Plan*, which covers the period 2019–2023, 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 2019–2023. 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.

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.

Vision

Our vision outlines our aspirations for the future and guides our internal decision making.

Environment, risk and capability

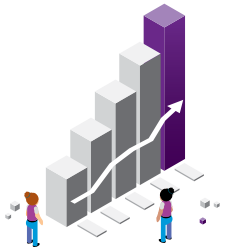
Our environment outlines the factors or influences that may impact the operation of our agency and how we deliver our purpose.

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, and who we cooperate with to do this.

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.



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 vision

We are a leader in refining and delivering best practice in election management.

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.

Our directions remain the same as the previous corporate plan, and are explained in more detail on pages 10 to 16.

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 Portfolio Budget Statements

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 (PBS) which define our purpose and the proposed funding allocation to achieve this.

In the PBS, the AEC has one outcome: Program 1.1 — To deliver electoral events.

We report on our performance through our agency directions. The table following maps the performance criteria in the PBS against the AEC's agency directions. Our performance against each agency direction is detailed in pages 10 to 16.

Our Portfolio Budget Statements (PBS)

Performance criteria	Agency directions					
	1	2	3	4	5	6
Elections, by-elections and referendums ■ Federal electoral events are successfully delivered. ■ Maintain ability to conduct a federal electoral event within a timeframe. ■ Timely conduct of redistribution activities. ■ Industrial elections, protected action ballots, and Torres Strait Regional Authority elections are delivered in accordance with the relevant legislation and rules.	✓	✓	✓	✓	✓	✓
Electoral roll management ■ High level of confidence in the electoral roll.	✓	✓	✓	✓	✓	✓
Party registrations and financial disclosure ■ Party registration processed in accordance with the Electoral Act. ■ Financial disclosures obtained and placed on the public record in accordance with the Electoral Act.	✓		✓	✓	✓	
Public awareness ■ Deliver communication, education and public awareness activities to inform all Australians of electoral matters.	✓				✓	✓

Our environment, risk and capability

Our environment

The 2019 federal election was an opportunity to demonstrate our ongoing efforts to modernise. Increased use of electronic certified lists and improvements to our supply chain management are examples of the modernisation we have achieved.

However, the way we conduct elections must continue to evolve to meet increasing public and stakeholder expectations. We must remain vigilant about physical and online security, as well as information privacy. We continue to grow our efforts to ensure safe and secure elections, while prescriptive and ageing legislation presents some challenges. These factors continue to create 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 risks and cost.

As evidenced by high levels of voting before polling day in the 2019 federal election, we are 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 within the remit of our legislation. Comprehensive preparations and planning, and key partnerships with various service providers 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 offer opportunities for the AEC to reinvent and evolve the way we conduct our business. While acknowledging and managing the changing cyber security environment, the AEC continues to seize opportunities to incorporate technological solutions to deliver more efficient electoral events and internal processes, train and support our staff, and provide a voting experience in-line with stakeholder expectations—all while managing the associated challenges and risks.

The Electoral Act outlines a highly prescriptive process for conducting 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 risks

Our operating environment is more complex and unpredictable than ever before. We must be able to adapt and respond to new challenges to effectively engage with and manage risk. It is also crucial that we meet Australian Government and community expectations.

The AEC's commitment to maturing our risk management framework and strengthening organisational capability continues. This means we will:

- legitimise risk taking within our appetite
- strengthen strategic alignment and risk communication
- promote learning opportunities that reinforce positive risk behaviour
- share good practice and lessons
- bolster collaboration in managing shared risks.

An important component of the AEC's governance framework is the risk management policy, which applies to all employees, contractors and the temporary workforce. This policy defines:

- the AEC's approach to the management of risk and articulates how this approach supports the agency objective and directions
- the principles of the agency's risk appetite and risk tolerance
- key accountabilities and responsibilities for managing and implementing the risk framework.

Our risk appetite statement specifies that the AEC accepts low and medium levels of risk and prefers not to accept high and extreme risks. As guided by our purpose, the following table lists our strategic and enterprise risks and impacts.

Our strategic and enterprise risk statement

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.

Risks	Risk Impact
The Commonwealth Electoral Act and the AEC's current operating model loses relevance to the modern day service delivery experience and expectation of electors and stakeholders.	■ Disengagement from external and internal stakeholders, employees and temporary election workforce ■ More electors vote informally or not at all ■ Reduced ability to positively influence electoral policy and legislation
The AEC is unable to uphold electoral integrity and transparency against a changing environment of domestic and global threats.	■ Electors are disenfranchised ■ Election delivery outcomes adversely affected ■ Increased external scrutiny ■ Privacy or confidentiality breach
AEC fails to build trusting relationships with electors, political stakeholders and the government.	■ More electors vote informally or not at all ■ Reduced ability to positively influence electoral policy and legislation
The AEC cannot source and maintain a capable and trained APS and temporary workforce.	■ Impact on election readiness and change effectiveness
The AEC is not properly positioned for the future and is unable to deliver its core business and services as its systems and processes are not sustainable, relevant and modern.	■ Reduced ability to effectively deliver core business

Our capability

To ensure we can continue to deliver effective and secure elections into the future, we must modernise the way we do business and adapt to change. We work with a range of Commonwealth Government agencies to protect our electoral integrity.

We remain focused on modernising our processes, delivery model, IT systems and approach to workforce management, and cooperate with others to maximise sustainability.

Our strategic planning and day-to-day operations are guided by the AEC's values of electoral integrity through quality, agility and professionalism. 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. To leverage advancements in technology, we must re-develop our IT election systems to better respond to contemporary election and security risks, improve practices, and create process efficiencies.

Our core election and enrolment systems are ageing and costly to maintain. We continue to progress a business case to replace these systems so:

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

The AEC's information communication technology (ICT) strategy helps to plan IT investment and aligns capability with the AEC's long-term corporate planning. The ICT strategy aims to provide resilient, modern and secure systems informed by data and insights, and to upskill teams to develop innovative new products and services.

Cyber security

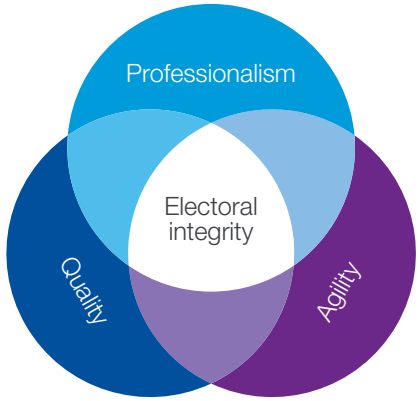
The AEC is fully committed to its cyber security program to manage the threat of cyber-attacks. It works closely with partner Australian Government security agencies to maintain compliance and to better understand the cyber security threat environment. Cooperation with electoral management bodies around the world, including the Electoral Council of Australia and New Zealand, coupled with cyber security training, work to mitigate the risk of cyber security incidents.

Our strategic human resource management

The AEC's workforce is integral to delivering successful electoral events, and must be underpinned by an organisational structure that supports modernisation and workforce planning.

Our evolving organisational design allows us to continue delivering high quality electoral services, while ensuring we have the required capability to address future objectives, and to guide our approach and future investment.

With a network of APS officers across Australia and a temporary election workforce of around 90,000 at a federal election, the AEC continues to focus on ensuring that both temporary and permanent staff are appropriately trained and supported. A national training and education unit ensures we deliver on our strategic priority to professionalise our workforce.



Our performance

The AEC performance framework

The AEC Performance Reporting Framework guides our approach to developing, managing and reporting our performance information. It is reviewed each year in line with the *Public Governance, Performance and Accountability Act 2013*.

This year, our six agency directions and intended results stay the same, while our performance criteria and methods of measurement have been further refined to ensure we are focused on achieving our outcomes.

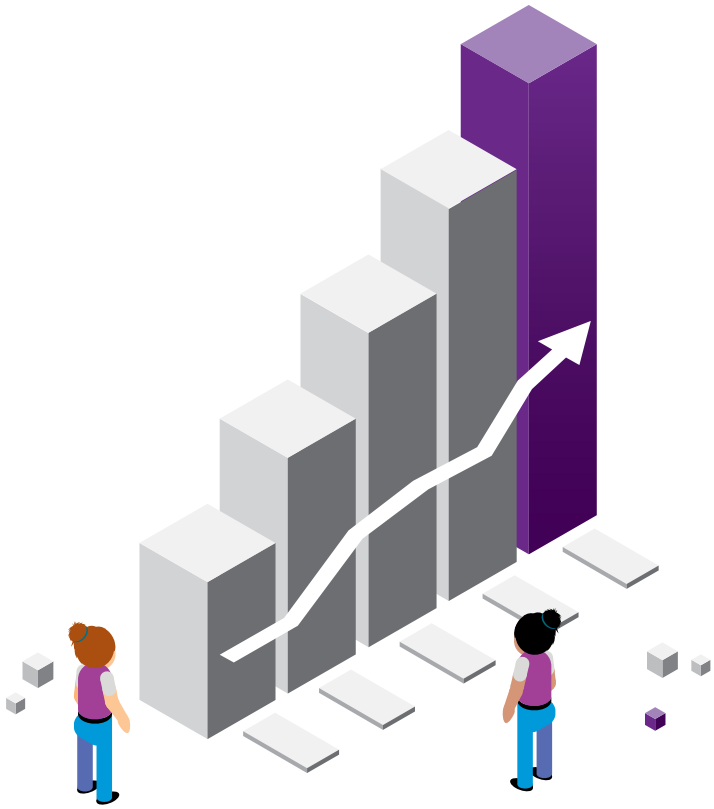
In 2018–19 we combined our two reporting cycles: the electoral cycle and the PGPA Act reporting cycle. Our corporate plan addresses both of these through our agency directions. Externally we report on a four-year cycle through the PGPA Act. Internally, we are focused on a three-year electoral cycle encompassing the three phases of election readiness used in our election readiness framework:

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

While we must always be ready to deliver an electoral event, each phase of the election readiness framework directs the activities to be undertaken, and the performance measures for the year. We moved into the 'mobilisation' phase in 2018–19 to deliver the federal election in May. We will move through 'evaluate and learn' in 2019–20.

The 2019 federal election provided an opportunity to further improve our performance framework through our approach to lessons management. Through this cycle of improvement, we continue to link internal planning and reporting to ensure performance priorities are agreed and reported on, both internally and externally.

The 2019 federal election provided an opportunity to further improve our performance framework through our approach to lessons management.



1 AGENCY DIRECTION **ONE**

Deliver high quality electoral services

Our intentions	Our environment and capability	Our activities 2019–20 and beyond
Our intended state	The characteristics of our environment and how we will build capability	The activities we will undertake to deliver our purpose

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.

Characteristics of our environment:

- 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.
- 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.

How we build capability:

- Maintaining nationally consistent service delivery.
- 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.

Progress election readiness for 2021–22 federal election.

Deliver electoral events in accordance with legislation, and the AEC's strategies, policies and procedures.

Actively manage the electoral roll throughout the electoral cycle.

Support the timely conduct of electoral redistributions.

Deliver joint roll services to state and territory electoral commissions.

Provide the Australian public with targeted, accurate and impartial information and education on electoral matters.

Develop a self-service platform to more efficiently enable political parties to engage with the AEC as they carry out their legislative responsibilities and obligations.

Deliver industrial elections and protected action ballots in accordance with relevant legislation and rules.

***Agency Direction One** continued on next page ▶*

1 AGENCY DIRECTION **ONE**

Deliver high quality electoral services

1.1	**Intended result:** successfully deliver federal electoral events			
Performance criteria		**2019–20**	**2020–21**	**2021–22***	**2022–23**
■	Election writs returned within the timeframe specified in the writ	—	—	✓	—
■	Election result delivered with integrity and withstands scrutiny	—	—	✓	—
1.2	**Intended result:** high level of confidence in the electoral roll				
Performance criteria		**2019–20**	**2020–21**	**2021–22**	**2022–23**
■	Completeness, accuracy and integrity of the electoral roll	✓	✓	✓	✓
■	Accessible enrolment and updates for eligible electors	✓	✓	✓	✓
■	Timeliness and accuracy of enrolment processing	✓	✓	✓	✓
1.3	**Intended result:** support electoral participation and voting formality through targeted education and public awareness activities that inform all Australians of electoral matters				
Performance criteria		**2019–20**	**2020–21**	**2021–22***	**2022–23**
■	Accessible public information and communication that is benchmarked** and measured for effectiveness	✓	✓	✓	✓
■	Accessible and appropriate electoral education services and materials	✓	✓	✓	✓
■	Support electoral participation of Australians within identified communities*** using data and evidence	✓	✓	✓	✓
1.4	**Intended result:** make available timely and accurate information and services to stakeholders when carrying out their legislative responsibilities and obligations				
Performance criteria		**2019–20**	**2020–21**	**2021–22**	**2022–23**
■	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 election events supported annually and compliance with relevant legislation and rules	✓	✓	✓	✓

* Based on a federal election being held every three years. The AEC also supports referendums, plebiscites and by-elections as required.

** Benchmarking follows federal election only.

***Aboriginal and Torres Strait Islander people, young people, people with disability, people experiencing homelessness, people from culturally and linguistically diverse backgrounds and prisoners.

2 AGENCY DIRECTION **TWO**

Continue to improve and modernise the delivery model for electoral events

Our intentions	Our environment and capability	Our activities 2019–20 and beyond
Our intended state	The characteristics of our environment and how we will build capability	The activities we will undertake to deliver our purpose
The model for delivering electoral events and services 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. 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 safe enrolment and polling services into the future.	Characteristics of our environment: ■ Prescriptive legislation. ■ Ageing technology that has limited capacity to adapt. ■ A dispersed network for delivery of elections. ■ An electoral cycle where timing can change. How we build capability: ■ Supporting continual improvement through the AEC's election readiness framework. ■ Using lessons learned to inform future election planning and delivery. ■ Implementing enhanced planning, training, organisational change and an ICT strategy. ■ Designing elections for the future that are governed by lessons learned, national standards and doctrine.	Further embed lessons management capability within the AEC. Progress modernisation of core AEC election and roll management systems. Further mature the AEC's Election Ready Road Map. Mature the supply chain for future election delivery.

2.1 Intended result: maintain a cycle of continual improvement through the election readiness framework

Performance criteria	2019–20	2020–21	2021–22*	2022–23
■ Lessons and actions flowing from 2018–19 election delivery are identified, resourced and implemented	✓	✓	✓	✓
■ Lessons management approach implemented across election and non-election activities	—	✓	✓	✓

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

Performance criteria	2019–20	2020–21	2021–22	2022–23
■ Progress modernisation of election and enrolment systems	✓	✓	✓	✓
■ Further mature our election ready road map and associated planning and assurance processes	✓	✓	✓	✓

* Based on a federal election being held every three years. The AEC also supports referendums and plebiscites.

3 AGENCY DIRECTION **THREE**

Govern the organisation for quality and assurance

Our intentions	Our environment and capability	Our activities 2019–20 and beyond
Our intended state	The characteristics of our environment and how we will build capability	The activities we will undertake to deliver our purpose
Effective, efficient and mature agency-wide governance arrangements are in place with assurance processes. We are strategically focused and organisationally aligned to deliver our expected outcomes.	Characteristics of our environment: ■ A requirement for quality, efficiency, accountability and transparency. ■ Compliance with legislation such as the *PGPA Act 2013*, *Privacy Act 1988* and *Protective Security Policy Framework*. ■ Increased focus on cyber and physical security and information privacy. ■ 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. ■ Governance and performance expectations from the Parliament, key agencies and stakeholders must be upheld. How we build capability: ■ Continuing to mature and streamline our governance arrangements, and further align governance to achieve objectives. ■ Improving our project and program management to better work across functions. ■ Promoting and embedding risk management and quality assurance in everything we do.	Support a funding review of the AEC and implement outcomes. Implement the AEC's ICT Strategic Plan which aligns technology with the AEC's corporate plan priorities to support modernisation and change. Agency operations and decision-making are informed by accurate and timely business intelligence.

3.1 Intended result: the governance framework is effective in supporting business outcomes

Performance criteria	2019–20	2020–21	2021–22	2022–23
■ Achievement of agency performance criteria for the relevant reporting period	✓	✓	✓	✓
■ Increased maturity of agency approaches to governance and assurance	✓	✓	✓	✓

4 AGENCY DIRECTION **FOUR**
Professionalise our workforce

Our intentions	Our environment and capability	Our activities 2019–20 and beyond
Our intended state	The characteristics of our environment and how we will build capability	The activities we will undertake to deliver our purpose
We further professionalise electoral management and delivery. We do this through attracting, developing and retaining a professional and agile workforce. Our approach to training is centrally-led and nationally consistent. Staff at all levels have clear learning pathways. We engage with our temporary staff through the electoral cycle, continually improving and optimising recruitment and training for the temporary election workforce.	Characteristics of our environment: ■ Work which is driven by legislation and processes that require a high degree of precision. ■ A regular workforce across a range of electoral activities, that surges to around 90,000 on polling day. ■ The requirement for a professional workforce to deliver public facing electoral services. ■ A significant investment in operational and election-related training and rehearsing for AEC staff. How we build capability: ■ Attracting, recruiting and retaining a professional workforce. ■ Investing in our human resource and IT capabilities so we understand our current and future workforce planning requirements. ■ Increasing role capability, allowing effective movement of staff across functions. ■ Evolving the learning culture to provide clear learning pathways for staff. ■ Engaging with key cohorts within our temporary election workforce to build capability and understanding beyond a single election event.	Further develop the AEC's HR strategy to manage our workforce. Continue to develop, deliver and evaluate training and development opportunities for our permanent and temporary workforce that build critical operational and professional capabilities appropriate to their role and level. Develop a capability framework and training and development strategy to guide our approach and future investment.

4.1 Intended result: staff are role capable and have a clear understanding of expectations and accountabilities

Performance criteria	2019–20	2020–21	2021–22	2022–23
■ Effective lifecycle management of the AEC workforce is embedded in human resource systems and guided by strategy	✓	✓	✓	✓
■ Training and development activities evaluated and lessons from the 2019 federal election are implemented	✓	✓	✓	✓
■ A capability framework defines learning pathways for AEC staff at all levels	✓	✓	✓	✓

5 AGENCY DIRECTION **FIVE**
Uphold the reputation of the AEC

Our intentions	Our environment and capability	Our activities 2019–20 and beyond
Our intended state	The characteristics of our environment and how we will build capability	The activities we will undertake to deliver our purpose
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. 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.	Characteristics of our environment: ■ Australian democracy depends on an electoral system which operates with a high level of integrity. ■ Policies and processes must be consistent with legislation to ensure electors, Members of Parliament, candidates and other stakeholders maintain confidence in the AEC. ■ A complex and evolving operating environment for elections internationally. ■ As an independent statutory authority we must provide apolitical information and advice on the operational aspects of electoral administration. How we build capability: ■ Maintaining electoral integrity through legislative compliance, effective processes and successful delivery. ■ Continuing to build our core electoral and operational expertise. ■ Maintaining our strategic partnerships to further understand and monitor the electoral environment in Australia and internationally.	Provide information and advice to the Minister, Parliament and key agencies on electoral administration and operations. Work to maintain electoral integrity from electoral fraud or non-compliance with the Electoral Act. Work with relevant Commonwealth agencies and stakeholders to mitigate threats to electoral integrity from malicious cyber activity, physical means, foreign interference or disinformation. Engage and collaborate with other electoral management bodies to improve systems, services and learning through knowledge sharing. Undertake strategic engagement with developing countries and emerging democracies on electoral administration, consistent with the Australian Government's national interest and foreign policy objectives.

5.1 Intended result: timely, accurate information and advice on electoral administration that supports the purpose and directions of the AEC

Performance criteria	2019–20	2020–21	2021–22	2022–23
■ Assessment of timeliness and quality of information and advice provided to relevant Ministers, Secretaries, Senate Estimates, the Joint Standing Committee on Electoral Matters, other Parliamentary committees and key agencies	✓	✓	✓	✓
■ Engage and coordinate with relevant agencies and stakeholders to monitor and mitigate threats to electoral integrity	✓	✓	✓	✓
■ Maintain and increase engagement with other electoral management bodies	✓	✓	✓	✓

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

Our intentions	Our environment and capability	Our activities 2019–20 and beyond
Our intended state	The characteristics of our environment and how we will build capability	The activities we will undertake to deliver our purpose
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.	Characteristics of our environment: ■ 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. How we build capability: ■ 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.	Maintain robust processes embedded in the AEC's Election Readiness Framework to regularly monitor and determine election readiness. Continue to evolve our organisational design, structure and governance to allow increased agility in response to changes in risk and the environment.

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

Performance criteria	2019–20	2020–21	2021–22	2022–23
■ Directed Level of Electoral Readiness (DLER) determined by the Electoral Commissioner	✓	✓	✓	✓
■ Assessment of progress against the Election Ready Road Map	✓	✓	✓	✓

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

Performance criteria	2019–20	2020–21	2021–22	2022–23
■ Maintain an organisational structure that supports modernisation	✓	✓	✓	✓
■ Continue to leverage new approaches, technology and data to increase 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 includes 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	Our measures of success – what we do to ensure we meet these performance indicators
■ Regulators do not unnecessarily impede the efficient operation of regulated entities.	■ Support electoral participation and voting formality through communication, education and public awareness activities that inform all Australians of electoral matters.
■ Communication with regulated entities is clear, targeted and effective.	■ Make available timely and accurate information and services to stakeholders when carrying out their legislative responsibilities and obligations.
■ Actions undertaken by regulators are proportionate to the regulatory risk being managed.	■ Maintain an appropriate level of readiness to conduct a federal election event.
■ Compliance and monitoring approaches are streamlined and coordinated.	■ The governance framework is effective in supporting business outcomes.
■ Regulators are open and transparent in their dealings with regulated entities.	■ Timely and accurate information and advice on electoral administration that supports the direction of the AEC.
■ Regulators actively contribute to the continuous improvement of regulatory frameworks.	■ Maintain a cycle of continual improvement through the election readiness framework. ■ Invest in and deliver strategies that increase organisational capability.

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