



**ANNUAL REPORT
2014-15**

Australian Electoral
Commission

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This report may contain the names and images of Aboriginal and Torres Strait Islander people now deceased.

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Letter of transmittal



23 October 2015

The Hon Mal Brough MP
Special Minister of State
Parliament House
CANBERRA ACT 2600

Dear Minister

I have pleasure in presenting the Annual Report of the Australian Electoral Commission (AEC) for the year ending 30 June 2015.

The report has been prepared in accordance with section 17 of the *Commonwealth Electoral Act 1918* and the requirements of subsection 70(1) of the *Public Service Act 1999*.

As required by the Commonwealth Fraud Control Guidelines, I also certify that the AEC has:

- prepared fraud risk assessments and fraud control plans
- in place appropriate fraud prevention, detection, investigation, reporting and data collection procedures and processes that meet the specific needs of the AEC
- taken all reasonable measures to minimise the incidence of fraud and to investigate and recover the proceeds of fraud against the AEC.

Yours sincerely

SIGNED

Tom Rogers
Electoral Commissioner

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About this report

This report outlines the performance of the Australian Electoral Commission (AEC) for the financial year ending 30 June 2015. It informs all Australians – including members of parliament, political parties, interest groups, candidates, electoral authorities, government departments and agencies, students, teachers and the media – about AEC activities and services and describes the AEC's performance against its outcome, programs, deliverables and key performance indicators in the Portfolio Budget Statements 2014–15.

The report accords with the requirements of the *Commonwealth Electoral Act 1918* (Electoral Act), the *Public Service Act 1999* and the Department of the Prime Minister and Cabinet *Requirements for Annual Reports*.

There are seven sections:

1. **Year in review** – summary of key developments and trends, including a review by Electoral Commissioner, Mr Tom Rogers.
2. **About the AEC** – role, values, structure, outcome and programs.
3. **Performance reporting** – work and achievements for each AEC program with key performance indicators over three years.
4. **Governance and compliance** – internal and external measures of management, accountability and governance.
5. **Managing resources and assets** – the AEC workforce, information technology, asset and contract management.
6. **Financial reporting** – financial performance for 2014–15 including audited financial statements.
7. **Appendixes and references.**

Case studies throughout the report highlight details of particular developments, activities and outcomes for the year.

Tools to assist readers

This publication has a table of contents, lists of figures and tables, an alphabetical index, a list of requirements, cross-references and a glossary.

Visit annualreport.aec.gov.au/2015 to view this report online. A PDF version is also available.

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1

YEAR IN REVIEW

Commissioner's review



Electoral Commissioner, Tom Rogers

The 2014–15 financial year was characterised by recovery and stabilisation after one of the most tumultuous periods in the history of the AEC. I was privileged to have been appointed to the position of Electoral Commissioner in December 2014, which provided the opportunity to continue driving forward a wide range of long-term projects that were already underway. Despite significant pressure on the agency, we have made enormous strides forward in our change journey, focusing on how we can improve the long-term planning, preparation and delivery of federal elections at every level of the AEC.

In recognition of the importance of this change journey and the role of our local leaders, we gathered our senior executive and executive level staff for a leadership conference in May 2015. This conference provided our leaders with the opportunity to step back and consider our change journey as a whole and assisted them in identifying the individual and collective actions, skills and behaviours needed to support this journey.

The change journey is designed to deliver long-term improvements to:

- election planning and preparation
- election delivery in the areas of ballot paper handling and security, visual identification of AEC staff, visitors and scrutineers in polling places, use of out-posted centres and the management of election waste
- recruitment, training and development of permanent and temporary staff
- compliance and quality assurance in procurement processes
- compliance and assurance in funding and disclosure processes
- changes in the AEC culture.

Over the past 12 months, the AEC has been engaged in significant planning and preparatory work for a range of projects scheduled for progressive delivery throughout the coming years. These projects are absolutely fundamental to the AEC's future success and the work involved to get these projects to this point has been significant.

While some of the more significant changes may not be in full operation at the next federal election, each will contribute to the AEC's long-term goal of re-establishing its reputation for delivering trusted, consistently reliable, high quality and high integrity electoral events and services. The AEC's Corporate Plan, prepared during the 2014–15 financial year and published in August 2015, sets out how we will achieve this long-term goal and the strategies we are implementing to get us there.

AEC values and commitments

A fundamental element of the AEC's change journey is the ongoing commitment to the core AEC values: electoral integrity through quality, agility and professionalism. These values are supported by the organisational commitment to the ballot paper principles and the every task matters principle. The AEC is referring to the values, principles and the every task matters principle collectively as 'values and commitments', as illustrated in [Figure 1](#).

The AEC has implemented a number of changes to reinforce these values and commitments, particularly in the areas of governance and oversight. We are committed to the continuous improvement of our governance arrangements so that I and the rest of the Executive Leadership Team (ELT) have an appropriate level of visibility across the agency, to ensure operational compliance and to enhance oversight of election planning and preparation. We are now building on these improvements by creating a governance structure centred on a suite of decision-making committees that have more formalised and focused roles, along with discussion forums to encourage open communication across the agency.

The agency has also continued to improve its strategic and corporate planning, increasing our ability to be agile in an environment characterised by the need for adaptability and responsiveness.

Election readiness

During 2014–15, the AEC developed and continued to actively implement a unified election readiness framework that drives quality election planning and ensures that preparations are comprehensive and professional. This framework will enhance our ability to deliver nationally consistent, high integrity elections.

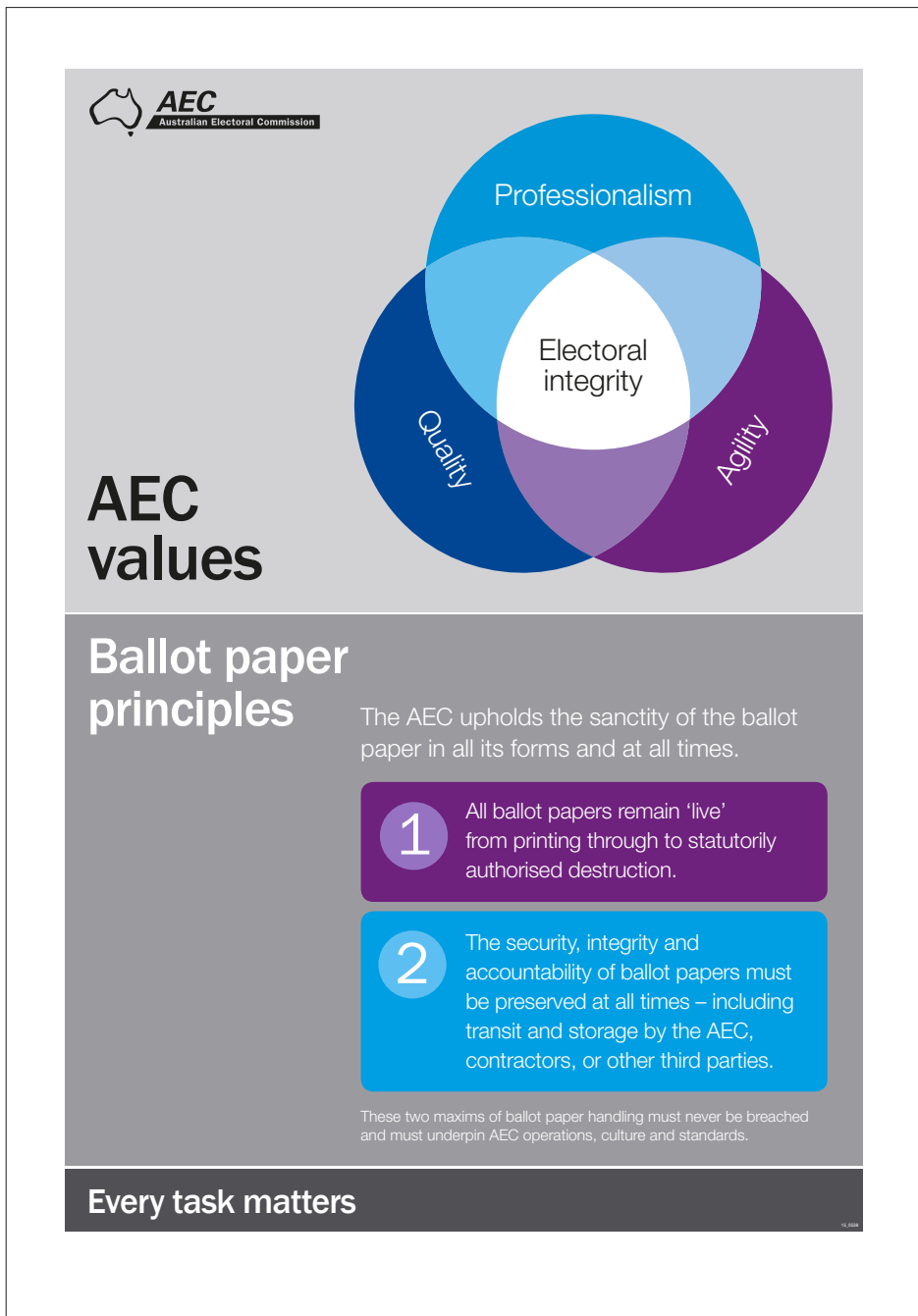
We also continued a significant review of internal procedures and service delivery, with a focus on electoral policy and procedures, the development of new materials and forms, applying assurance mechanisms and implementing compliance processes.

Financial and resource management

In 2014–15 the AEC recorded an operating deficit of \$0.4 million including depreciation. This represents an underspend of \$7.2 million when compared to our estimated actual result in the 2015–16 Portfolio Budget Statement and is attributable to both higher than forecast revenue and lower employee numbers due to restrictions on recruitment.

During 2014–15 our internal budgeting model and methodology was updated to ensure the AEC Corporate Plan drives resourcing decisions. Efficient and effective resource allocation, along with financial management reporting, is a key contributor to the success of the agency's change journey.

Figure 1: AEC values and commitments



2016 and beyond

Despite this unprecedented era of change, the AEC continues to assess and monitor its responsibilities in the key areas of active electoral roll management, efficient polling services and targeted education and public awareness programmes, as well as working to meet the expectations of the Australian Parliament and the public.

During the coming year, as we move towards the next federal election and our first opportunity to publicly demonstrate the progress we have made in our change journey, we will continue to focus on improving the processes that guide our service delivery, monitoring our performance, ensuring accountability and steering our agency towards the delivery of trusted, consistently reliable electoral events.

CASE STUDY

Establishment of the Electoral Integrity Unit

An important aspect of the AEC's work in contributing to impartial, accurate and transparent electoral outcomes is the principle of electoral integrity. As noted in the AEC's 2013–14 Annual Report, one aspect of the agency's renewed commitment to high standards of electoral integrity involved establishing the Electoral Integrity Unit (EIU) in July 2014.

The EIU works to ensure the Australian community has confidence in the integrity of the practices, processes and policies underpinning the electoral system.

The scope of the EIU is to examine both enrolment and elections, with enrolment being the primary focus over the course of the 2014–15 financial year. Working with the Roll Management Branch and other AEC business areas, the EIU:

- reviewed the Federal Direct Enrolment and Update (FDEU) program
- reviewed the integrity of the Online Enrolment Service (OES)
- examined a range of apparent anomalies and matters relating to allegedly fraudulent enrolments and liaised with internal and external stakeholders as necessary
- examined the characteristics of electors with divergent Commonwealth/state enrolment as part of developing strategies to minimise current and future roll divergence
- undertook assurance checks during the close of rolls period for several electoral events
- conducted the 2015 Sample Audit Fieldwork event.

The Electoral Integrity Framework

The EIU developed the [Electoral Integrity Framework](#), which is published on the AEC website. A key document for the AEC, the framework was developed to inform program and operational policy development, support policy assessment and enable the systematic and consistent measurement of electoral integrity.

The Framework is guided by the AEC's values of electoral integrity through professionalism, quality and agility. It is a way for the AEC staff working on elections and enrolment activities to ensure every task is consistent with electoral integrity, as every task matters.

The Framework explicitly acknowledges that the AEC must not only be capable and operate with quality and agility but it must also demonstrate that it is operating with high integrity and continuous improvement in indicators of electoral integrity.

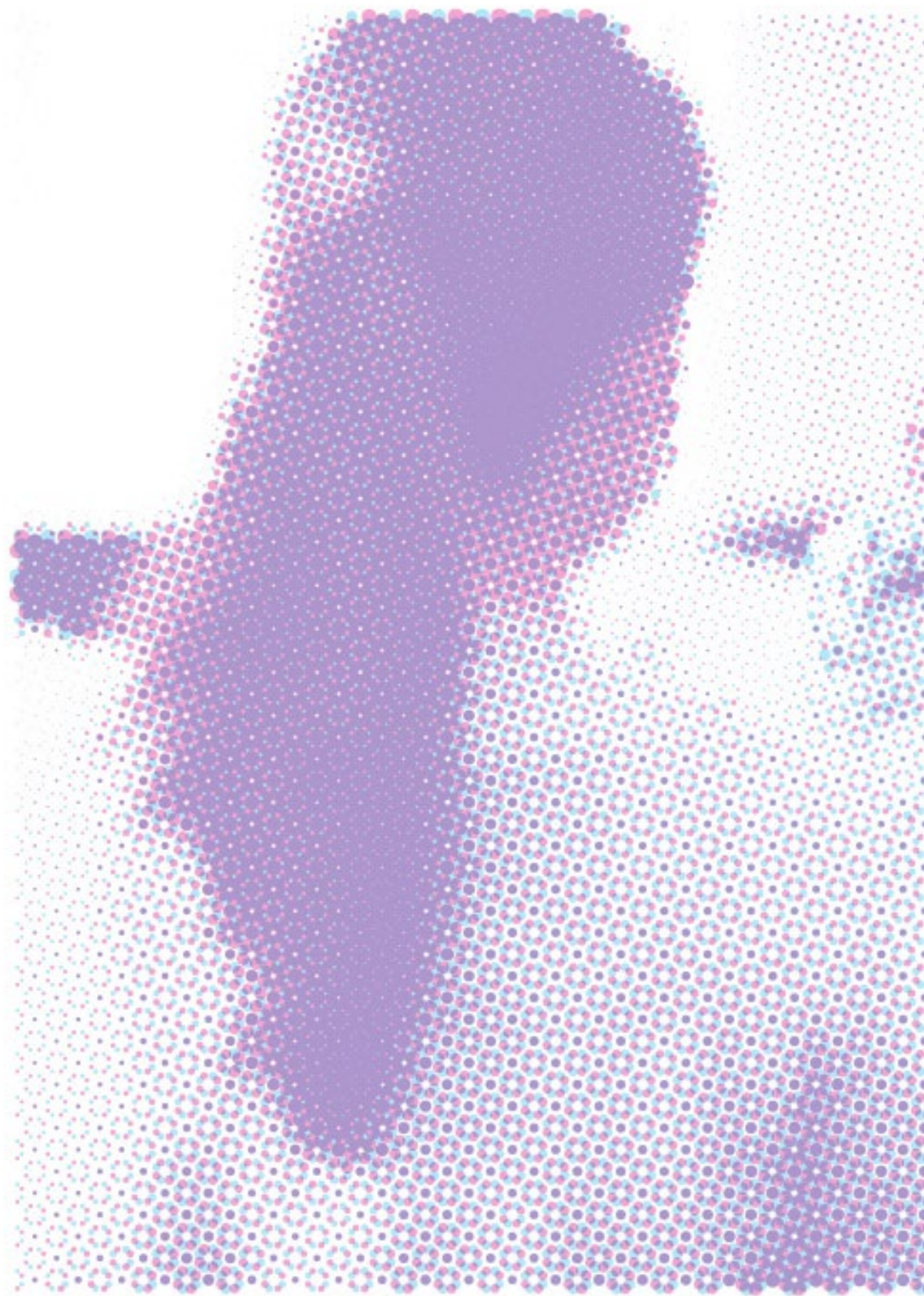
Focusing on enrolment and elections, the Electoral Integrity Framework has three components:

1. four elements of electoral integrity (accuracy, completeness, entitlement and capability)
2. principles that give effect to the elements in two of the AEC's program outcomes – enrolment and elections
3. indicators that serve as a way of measuring how well the AEC meets each of the principles.

Future work of the Electoral Integrity Unit

In addition to progressing a range of enrolment-related projects, the EIU will continue to identify areas for review and assessment, and respond to organisational priorities as they arise.







2

ABOUT THE AEC

About the AEC

The Australian Electoral Commission (AEC) operates as an independent statutory authority, responsible for maintaining 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 programmes.

Role and functions

The AEC's role is to deliver the franchise, being an Australian citizen's right to vote, as established by the *Commonwealth Electoral Act 1918*.

The functions of the AEC are to:

- maintain the electoral roll
- manage federal elections and referendums
- conduct ballots for industrial and commercial organisations
- conduct public awareness and education activities
- undertake electoral research
- support electoral redistributions
- administer election funding, financial disclosure and party registration requirements
- assist with overseas elections and referendums.

Values and principles

The AEC's values of electoral integrity through quality, agility and professionalism inform the agency's strategic planning and day-to-day operations.

The AEC is also guided by the Australian Public Service ICARE values of impartiality, committed to service, accountable, respectful and ethical. These values are applied by:

- conducting business with fairness
- maintaining high standards of integrity and ethical behaviour
- respecting and upholding the law
- embracing difference and being sensitive to the special needs of staff and voters
- being open, transparent and accountable
- showing respect to clients, stakeholders and colleagues.

The agency continues to strengthen its focus on electoral integrity. Over the last 12 months the agency has continued to concentrate on understanding and responding to the expectations of the public and the Parliament.

More information on the AEC's ethics and values is provided in the chapter titled Governance and Compliance.

Outcome and programme structure

AEC performance reporting

The AEC has one outcome: 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 programmes**. This outcome is delivered via three programmes:

Programme 1.1 Electoral roll management

OBJECTIVE

Provide Australian voters with access to their entitlement to vote and support for electoral events and redistributions through maintaining an accurate and up-to-date electoral roll.

DELIVERABLES

- Electoral roll management.
- Support services for electoral redistributions.

Programme 1.2 Election management and support services

OBJECTIVE

Access to an impartial and independent electoral system through the provision of electoral services, assistance and advice.

DELIVERABLES

- Election management: delivery of federal elections, by-elections and referendums.
- Election support services: party registrations, funding and disclosure services, industrial elections and protected action ballots, Torres Strait Regional Authority elections, fee-for-service elections and ballots, advice and assistance for overseas elections and referendums.

Programme 1.3 Education and communication

OBJECTIVE

Informed Australians through the provision of information services on electoral matters.

DELIVERABLES

- Electoral education.
- Communication strategies and services.
- Community strategies.

Organisational structure

Structure

National office

At 30 June 2015, the National Office, located in Canberra, consisted of nine key functional areas:

- Education and Communications
- Election Planning, Systems and Services
- Election Reform Programme
- Finance and Business Services
- Funding and Disclosure
- Information Technology
- Legal and Procurement
- People Services
- Roll Management.

State/territory offices

The AEC's state offices are located in each state capital city of Australia. The Northern Territory office is in Darwin. Divisional offices in the Australian Capital Territory office are managed by the New South Wales State Manager except during election periods, when an Australian Electoral Officer for the ACT is appointed.

Divisional offices and electoral divisions

Divisional offices of the AEC are responsible for electoral administration within each of the 150 electoral divisions. Each division is represented by a member of the House of Representatives. Divisional offices administer the conduct of electoral events, manage the electoral roll and carry out public awareness activities. Some divisional offices stand alone, while others are co-located in the same site. [Figure 2](#) illustrates Australia's electoral divisions as at 30 June 2015.

Leadership

The Commission

The AEC has a three-person Commission comprising the Chairperson, who must be an active or retired judge of the Federal Court of Australia, the Electoral Commissioner and a non-judicial member.

As at 30 June 2015, the members of the Commission were:

- Chairperson: the Hon. Dennis Cowdroy OAM QC
- Electoral Commissioner: Tom Rogers
- Non-judicial member: David Kalisch.

Executive management

Assisting the Electoral Commissioner are the Deputy Electoral Commissioner, two First Assistant Commissioners, six Assistant Commissioners, the Chief Finance Officer and the Chief Legal Officer. The First Assistant Commissioners are each responsible for a division. These are:

- the Election Operations and Reform Division, consisting of three key functional areas (in addition, the First Assistant Commissioner, Election Operations and Reform Division, performs the role of National Election Manager (NEM))
- the Capability Division consisting of five key functional areas.



Senior Executive Group 2014–15. Back row left to right: Jeff Pope, Emma Mason, Stephen Blackburn, Doug Orr, Claire Witham, Robert Pugsley, Mick Sherry, Marie Neilson, Anna Robinson, Sandra Riordan, Gabrielle Paten. Front row left to right: Andrew Gately, Lynn White, Stuart Oreo, Pablo Carpay, Kevin Kitson, Tom Rogers, Tim Courtney, Paul Pirani.

State managers, who also hold a statutory appointment as Australian Electoral Officer, for the respective state or territory, are responsible for electoral activities within their state or territory. Figure 3 shows the AEC organisational structure and leadership.

Figure 2: Australia's 150 electoral divisions

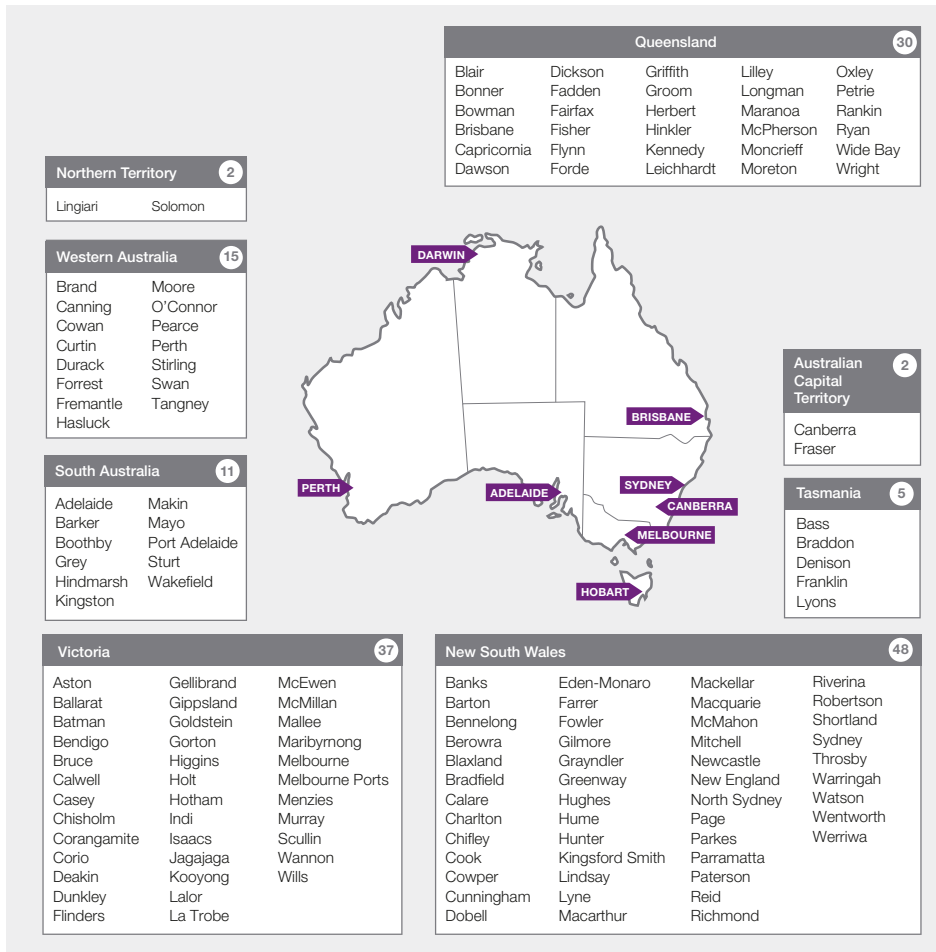
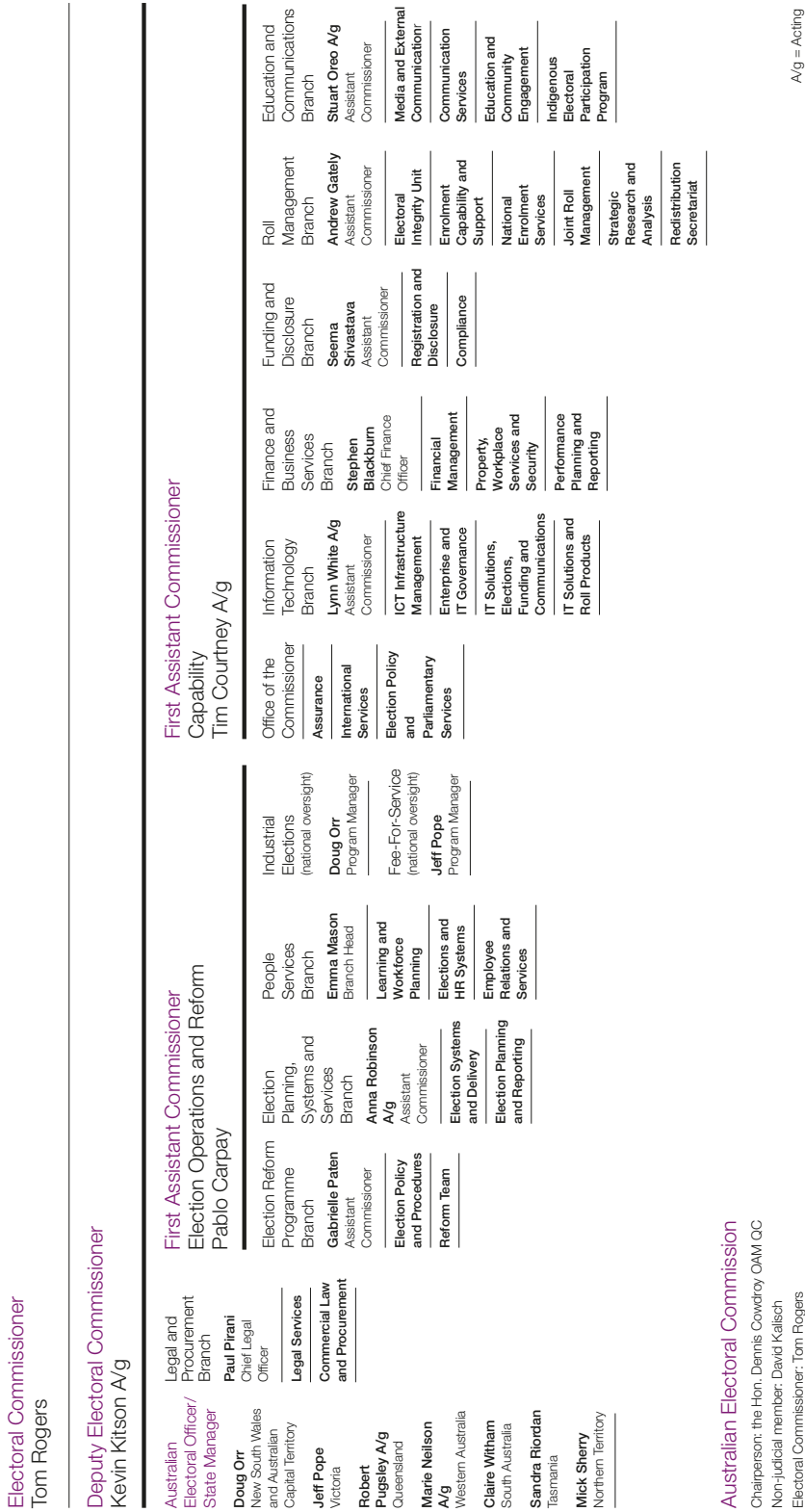


Figure 3: Organisation chart and leadership structure as at 30 June 2015



A/g = Acting

Guiding legislation

The Electoral Act establishes the roles and responsibilities of the AEC as an independent statutory authority. [Table 1](#) sets out the legislative instruments which guide the functions of the AEC.

Table 1: Legislative framework

Legislative instrument	AEC function
<i>Aboriginal and Torres Strait Islander Act 2005</i>	Conduct Torres Strait Regional Authority elections
<i>Commonwealth Electoral Act 1918</i>	Conduct federal elections
	Maintain and update the Commonwealth electoral roll
	Promote public awareness of electoral and parliamentary matters through information and education programs
	Provide international electoral assistance in cases approved by the Minister for Foreign Affairs
	Conduct and promote research into electoral matters and other matters that relate to AEC functions
	Register political parties
	Pay public funding to election candidates and parties and publish financial disclosure returns of political parties and others
<i>Electoral and Referendum Regulations 1940</i>	Provide support to the independent redistribution process that determines representation entitlements.
	Conduct federal elections and referendums and provide voter information
<i>Fair Work Act 2009</i>	Conduct protected action ballots
<i>Fair Work (Registered Organisations) Act 2009</i>	Conduct industrial elections
<i>Public Governance, Performance and Accountability Act 2013</i>	Manage public money and property
<i>Freedom of Information Act 1982</i>	Hold and release documents
<i>Privacy Act 1988</i>	Store, use and disclose personal information
<i>Public Service Act 1999</i>	Ensure the effective and fair employment, management and leadership of AEC employees
<i>Referendum (Machinery Provisions) Act 1984</i>	Conduct federal referendums
<i>Representation Act 1983</i>	Set numbers for Senate elections

CASE STUDY

Strengthening election planning

In April 2015, the AEC introduced the Election Ready Road Map (ERRM), a key component of the election readiness framework. The ERRM is a highly visible planning tool intended to drive the effective management of key election inputs.

The ERRM sets out the sequence of actions over three phases that need to be completed between the return of the writs from the previous election and the issue of the writs for the next election. It also connects the lessons learned from the last electoral event with the actions the AEC needs to take in preparing for, and delivering, the next electoral event. The ERRM influences all layers of the AEC.

The elements (or 'inputs') that must be ready before the AEC as a whole can be 'election ready' have been categorised on the ERRM under the following headings (summarised by the AEC as POLITE): Personnel, Organisation, Legislation, Information, Training and Equipment, support and facilities. The POLITE inputs provide a foundation to adapt to changing circumstances, to guide the conduct of the right tasks at the right time and to coordinate work across the different (but interconnected) areas of the AEC. The three phases of the ERRM are:

Phase 1: Evaluate and learn – in this phase the focus is on reviewing the conduct of the last electoral event to gather observations on performance, identifying lessons to be learned and defining how these learnings can be best implemented. This phase also co-ordinates agreement on changes to policies, procedures and training that are necessary for the next electoral event.

Phase 2: Implement change – this phase involves the implementation of the learnings identified in phase one. This can include activities such as reviewing and updating procedure manuals and training packages or changes to the information and communications technology (ICT) infrastructure that require longer lead times to prepare.

The Election Ready Road Map at a glance

- A business planning tool which sets out more than 100 key inputs, to be completed between the conclusion of an electoral event and the issue of writs for the next electoral event.
- Designed to be adaptable and responsive to a number of variables, including the uncertain timing of an election date.
- Available to staff as a web-based timeline which is able to present tasks according to time allocated, due date, business area and stakeholders involved.
- Comprised of three simple, distinct phases.

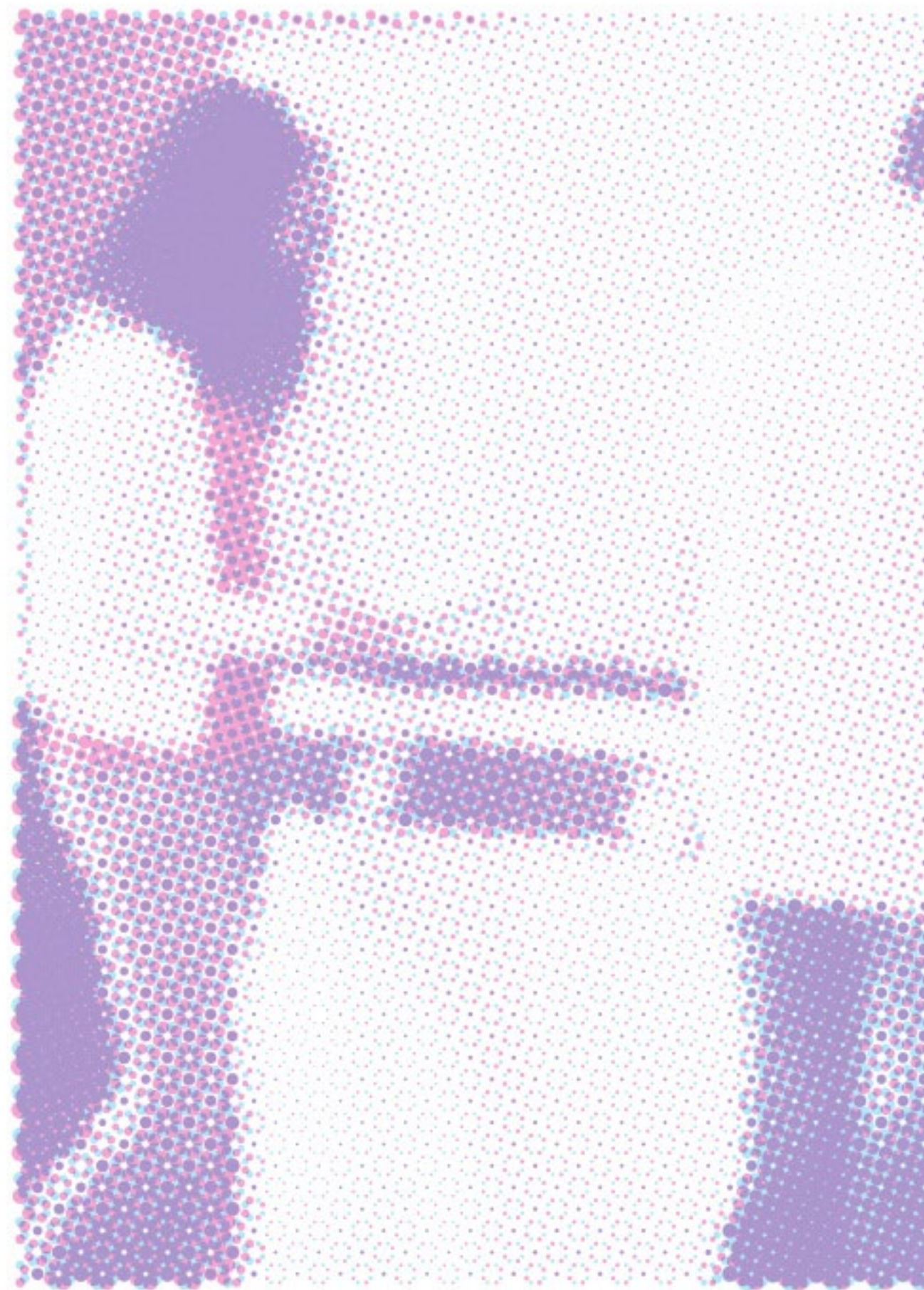
Phase 3: Mobilisation – in this phase the AEC conducts a phased mobilisation in anticipation of the next electoral event. This includes the induction of additional election staff, executing rehearsals and exercises to confirm that changes have been implemented and to evaluate the readiness of the AEC as a whole.

While the ERRM focuses on three phases over three years, this does not presume that the AEC requires a full three-year period to prepare for a federal election. The ERRM can be adjusted to a specific directed level of election readiness (DLER), determined by the Electoral Commissioner.

The ERRM is updated and assessed regularly to ensure that milestones are being met, and progress is reported to the National Election Manager (NEM) on a monthly basis.

Implementation of the ERRM is an important first step in providing an agile planning framework, and increasing the AEC's capability to be ready to deliver trusted, reliable, high quality and high integrity electoral events and services into the future.







3

PERFORMANCE
REPORTING

Performance reporting

AEC performance report

This section provides performance reporting on the AEC's activities against the agency outcome and three programmes set out in the 2014–15 Portfolio Budget Statements.

In alignment with the National Office structure, this consists of four reporting areas. The specific deliverables and key performance indicators in the Portfolio Budget Statements are the basis for assessing achievement in each area.

Electoral roll management

This section reports on the AEC's performance in monitoring and maintaining the electoral roll, including changes in the enrolment rate and the strength of related business processes and integrity measures.

Managing elections

This section provides an update on the ongoing management of work associated with the delivery of federal elections, by-elections and referendums. This includes the AEC's ongoing work as part of its Electoral Reform Programme.

Election support services

This section reports on the AEC's performance in providing a range of election support services, both nationally and internationally. They range from conducting workplace elections throughout Australia to supporting electoral programs and activities in countries such as Nepal and Myanmar.

Education and communications

This section covers the diverse range of communication, education and public awareness programmes the AEC undertakes to support eligible Australians to exercise their democratic rights and responsibilities.

Electoral Roll Management

AEC OUTCOME

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.

1.1: Electoral Roll Management

1.2: Election Management and Support Services

1.3: Education and Communication

Programme objective

Provide Australian voters with access to their entitlement to vote and support for electoral events and redistributions through maintaining an accurate and up-to-date electoral roll.

Under federal electoral law, it is compulsory for eligible Australians to enrol and vote in federal elections, by-elections and referendums. Maintaining an accurate and complete electoral roll is vital to the integrity of Australia's electoral system.

Overview

This section reports on the AEC's performance in:

- monitoring and maintaining the electoral roll to ensure its integrity and accuracy
- continually updating the electoral roll to include all eligible Australians
- providing electoral roll services that support state and territory electoral authorities
- providing support to electoral redistribution processes.

Performance highlights for 2014–15 include:

- an increase in the enrolment rate of 0.9 percentage points, to 93.2 per cent of eligible voters
- strengthened enrolment business processes and integrity measures
- delivery of three state election close of rolls
- commencement of electoral redistributions in two states and one territory.

Included in this section are the results achieved against the key performance indicators across a three-year period.

The state of the electoral roll

The Commonwealth electoral roll is the list of voters eligible to vote at federal elections. The completeness of the electoral roll is measured by the enrolment rate (previously referred to as the participation rate), which is the percentage of eligible Australian voters who are enrolled.

The AEC supports electoral roll completeness by maintaining multiple streams of contact with eligible voters to encourage them to enrol and keep their enrolment up to date. This includes the Federal Direct Enrolment and Update Program (FDEU), the Online Enrolment Service (OES) and the New Citizens Enrolment Program.

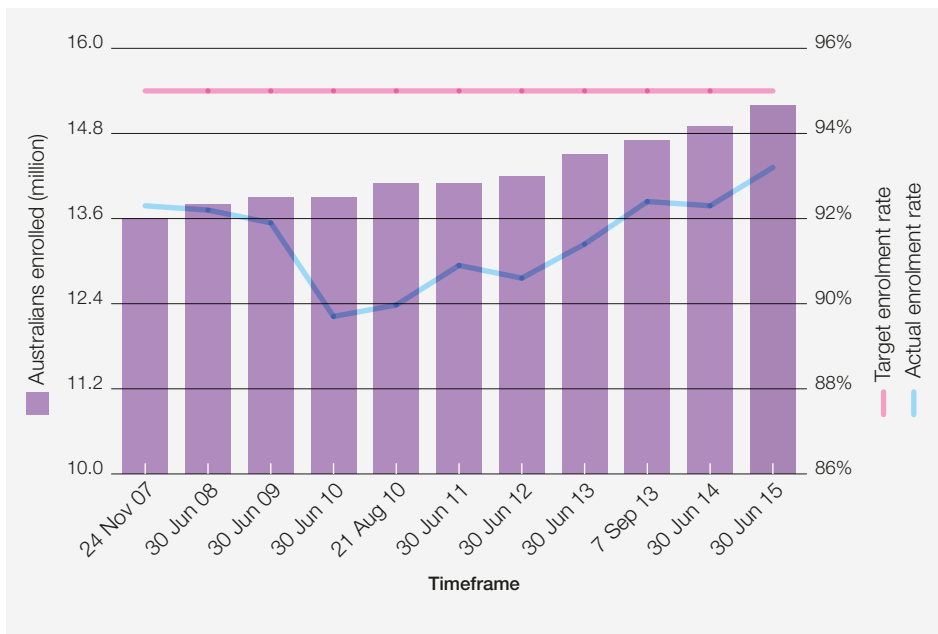
In 2014–15, the enrolment rate increased by 0.9 percentage points – from 92.3 per cent at 30 June 2014 to 93.2 per cent at 30 June 2015. This represents an increase of 336 233 Australians now enrolled. Over the same period there was a corresponding decline in the number of eligible Australians who were not enrolled – from 1.2 to 1.1 million. These figures represent a reverse in the long-term trend of declining enrolment.

Table 2 shows the number of voters enrolled at 30 June 2015 and the estimated number of Australians who were eligible to enrol. Figure 4 shows the enrolment rate and the growth of the electoral roll since 2007. The AEC’s target is to increase enrolment towards 95 per cent of eligible Australians. More detailed data on enrolment is provided in Appendix E. The AEC also publishes monthly and quarterly enrolment statistics on the AEC website.

Table 2: Electoral roll and enrolment rate as at 30 June 2015

Australians enrolled	Estimated eligible Australians	Enrolment rate (percentage of eligible Australians enrolled)	Estimated ‘missing’ from the electoral roll
15 195 017	16 295 463	93.2%	1 100 446

Figure 4: Enrolment rate and enrolled population 24 November 2007 to 30 June 2015



Maintaining the electoral roll

Active electoral roll management is one of the AEC’s primary objectives. The AEC delivers an electoral roll management program which maintains the accuracy and integrity of the electoral roll. The AEC’s key priorities within roll management are to uphold integrity, build the enrolment rate, improve administration, enhance stakeholder relations and deliver services in a timely and efficient manner.

Electoral roll integrity

In 2014 the AEC established the Electoral Integrity Unit (EIU) as a section within the Roll Management Branch dedicated to assessing and driving electoral integrity through program design and examining the AEC’s policies and procedures to identify opportunities for enhanced integrity measures.

A key component of the EIU’s work in 2014–15 was the development of the [Electoral Integrity Framework](#). This framework, illustrated in [Figure 5](#), is a key document for the AEC and is intended to guide operations by bringing a practical focus to the AEC’s core values of electoral integrity through agility, professionalism and quality. It consists of a three-layered structure of elements, principles and indicators. [Table 3](#) lists the AEC’s electoral integrity indicators.

Figure 5: The Electoral Integrity Framework

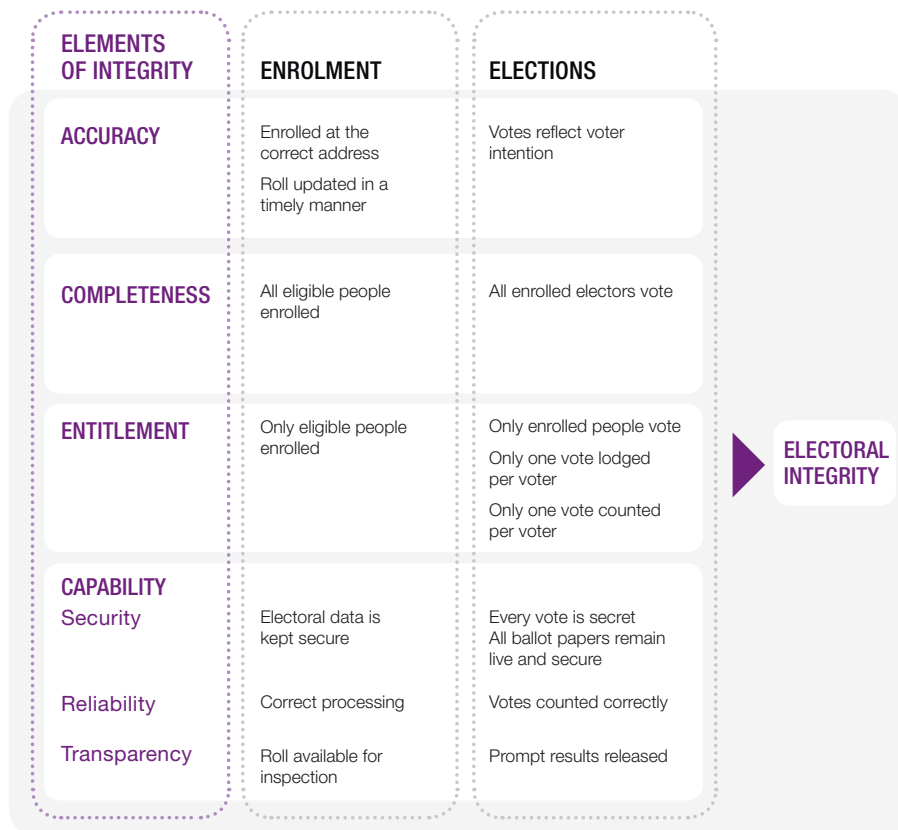


Table 3: Electoral integrity indicators

Business area	Element	Principle	Indicators
Enrolment	Accuracy	<ul style="list-style-type: none"> Enrolled at the correct address Roll updated in a timely manner 	<ul style="list-style-type: none"> Enrolment accuracy (Sample Audit Fieldwork) ABS population movements to Roll update rates
	Completeness	<ul style="list-style-type: none"> All eligible electors enrolled 	<ul style="list-style-type: none"> Enrolment rate^a
	Entitlement	<ul style="list-style-type: none"> Only eligible people enrolled 	<ul style="list-style-type: none"> Entitlement objections Evidence of identity and citizenship checks passed
	Security	<ul style="list-style-type: none"> Data is kept secure 	<ul style="list-style-type: none"> Incidents of breaches Silent elector security Appropriate policies in place
	Reliability	<ul style="list-style-type: none"> Correct processing 	<ul style="list-style-type: none"> Enrolment Quality Assurance Program
	Transparency	<ul style="list-style-type: none"> Roll available for inspection 	<ul style="list-style-type: none"> Compliance with the Electoral Act Roll access complaints eRoll usage statistics Decision reviews upheld
	Elections	Completeness	<ul style="list-style-type: none"> All enrolled electors vote
Accuracy		<ul style="list-style-type: none"> Votes reflect voter intention 	<ul style="list-style-type: none"> Informality rate^a Informal Ballot Paper Survey results
Entitlement		<ul style="list-style-type: none"> Only enrolled people vote Only one vote counted per voter 	<ul style="list-style-type: none"> Unaccounted for multiple marks Multi-voter AFP referrals
Security		<ul style="list-style-type: none"> Every vote is secret All ballot papers remain live and secure 	<ul style="list-style-type: none"> Number of confirmed security incidents Ballot paper reconciliation records
Reliability		<ul style="list-style-type: none"> Votes counted correctly 	<ul style="list-style-type: none"> Outcomes of recounts Counting errors identified Stakeholder perceptions of count reliability
Transparency		<ul style="list-style-type: none"> All election processes open for scrutiny Integrity issues publicly reported 	<ul style="list-style-type: none"> Number/impact of integrity issues reported

a. Internal KPIs

In 2014–15 the EIU undertook a range of assessments in relation to electoral roll integrity. These included reviews of the FEDU program and OES.

The EIU also assisted in the examination of a number of allegations of enrolment fraud, and worked towards better systemic detection of enrolment fraud.

Enrolment processing integrity checks

During the close of rolls process for major electoral events, the AEC conducts a series of checks to ensure the integrity of claims for enrolment.

These integrity checks on claims for enrolment include:

- verifying evidence of identity documents in instances where the document is used for more than one claim for enrolment
- confirming the number of voters enrolled at a residential address
- scrutinising unusual patterns of enrolment.

Enrolment quality assurance

The Enrolment Quality Assurance Program (EQAP) is designed to improve the accuracy of the electoral roll by measuring the ongoing integrity of the AEC's enrolment transactions.

EQAP involves scrutinising a sample of enrolment transactions from every electoral division on a monthly basis to measure their accuracy, completeness and timeliness. Any errors found are reported and corrected, and appropriate actions taken to address any systemic issue identified. Introduced in August 2008, the program is an important component of the AEC's drive to achieving electoral integrity through an accurate electoral roll.

EQAP results up to May 2015 indicate that 99.7 per cent of essential data fields (relating directly to voter entitlements) were processed without error, 96.8 per cent of non-essential fields were processed without error and 88.2 per cent of claims for enrolment were processed within three business days.

A full description of these results is available at [Table 35](#) in [Appendix E](#).

Sample Audit Fieldwork

Sample Audit Fieldwork (SAF) is a component of the AEC's roll integrity program that audits the enrolments of voters at a random sample of addresses. It measures the accuracy and completeness of the electoral roll, and enables an appraisal of the effectiveness of the AEC's program of continuously updating the electoral roll.

A random sample of approximately 30 000 addresses across Australia were selected for doorknocking in May 2015. This sample spanned 74 electoral divisions and included approximately 48 000 voters.

The results of SAF are used to measure:

- enrolment rate – the percentage of eligible voters currently enrolled in the sampled group
- enrolment completeness – the percentage of electors who were enrolled in the correct electoral division, but not at the correct address within that electoral division
- enrolment accuracy – the percentage of electors who were enrolled for the address at which they are living; that is, their enrolment details required no amendment.

Enrolment program activities

The AEC maintains ongoing contact with eligible voters by employing a variety of initiatives throughout the electoral cycle to ensure the electoral roll is accurate and complete.

The most significant enrolment activities are:

- FDEU and mail review programs
- the OES
- targeted enrolment programs (to reach specific groups such as youth and new citizens).

As a result of these enrolment activities, an estimated 93.2 per cent of all eligible Australians were enrolled as at 30 June 2015. These enrolment transactions are depicted in [Figure 6](#).

Direct enrolment and mail review

Throughout 2014–15 the AEC sent approximately 3.2 million letters to Australians who were not on the electoral roll or appeared to be enrolled for the incorrect address. Of those letters, approximately 1.2 million were sent as part of the FDEU program and resulted in over 1.1 million enrolment transactions.

In April 2015 the AEC began using email in place of postal mail to distribute notices when claims for enrolment are approved and a voter has provided a valid email address. Since the introduction of this email distribution method, 40 per cent of all acknowledgement notices have been sent via email, resulting in significant cost savings and better outcomes for electors.

Online enrolment

The OES allows voters to complete a claim for enrolment or update their enrolment details entirely online. Since its inception the OES has grown in popularity with voters and subsequent enhancements, such as the online signature capture that allows voters to enrol and change their details entirely online using the AEC website, have further improved the service. The AEC expects the usage of the OES to continue to increase in the future.

The OES forms a key element in the AEC's activities within the government's digital transformation strategy. The OES is well established and delivers a contemporary, convenient and secure way for eligible Australians to enrol and maintain their enrolment.

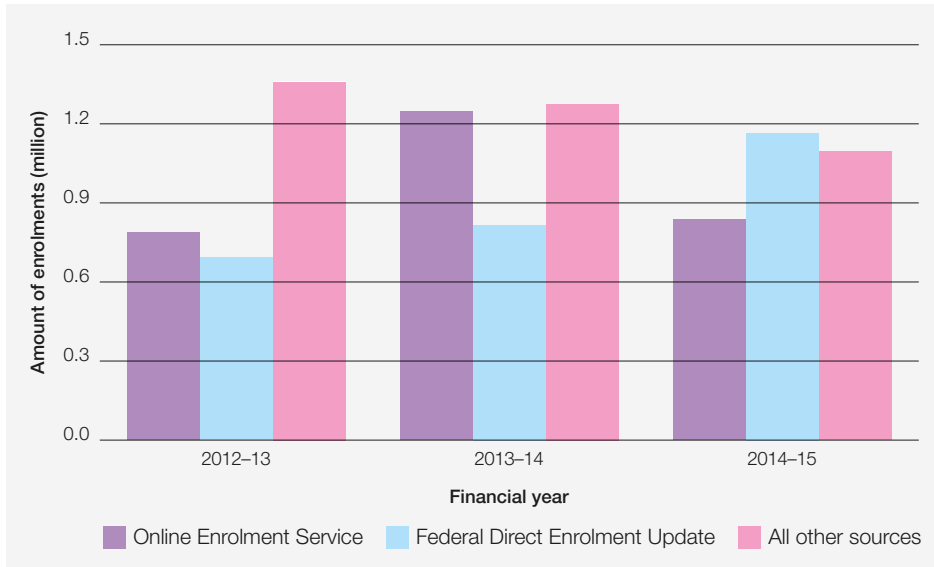
Targeted enrolment programs

To ensure the completeness of the electoral roll the AEC uses targeted enrolment programs to reach specific groups identified as having an enrolment rate below the national average. The most significant groups are those newly eligible to enrol in Australia – namely young Australians between 18 and 25 years of age and new citizens.

Youth enrolment

Youth enrolment remains a challenge for the AEC as Australians aged 18 to 25 years have lower levels of enrolment than that of the general population. Despite this trend the AEC has achieved increased enrolment rates for this demographic, year-on-year, since 2012.

Figure 6: Enrolment transactions processed



In 2014–15 the youth enrolment rate increased from 78.5 per cent at 30 June 2014 to 80.4 per cent at 30 June 2015, just above the target rate of 80 per cent. The FDEU program and the OES have contributed significantly to this increase, due to their user-friendly and interactive nature which meets community expectations for a contemporary enrolment program. [Figure 7](#) shows trends in the youth enrolment rate since 2009–10.

New citizen enrolment

Another important target group for AEC enrolment activity is new Australian citizens. In 2014–15, AEC officers attended 1 562 citizenship ceremonies and collected 105 984 enrolment applications from new citizens enrolling for the first time.

[Figure 8](#) illustrates the trend in new citizen enrolment activity, within three and six months of attendance at a citizenship ceremony.

Electoral roll products and services

The AEC provides a wide range of roll products and services to state and territory electoral authorities, other government departments and agencies, federal parliamentarians, political parties and researchers. These services are provided in accordance with the Electoral Act, under agreement and for an authorised purpose.

In 2014–15, the AEC provided a variety of roll services and products including support for three state elections and 1 834 extracts of roll information.

[Table 4](#) compares the number of voters enrolled in each jurisdiction at 30 June 2014 and 30 June 2015.

Figure 7: Youth (18–25 years) enrolment rate 2009–10 to 2014–15

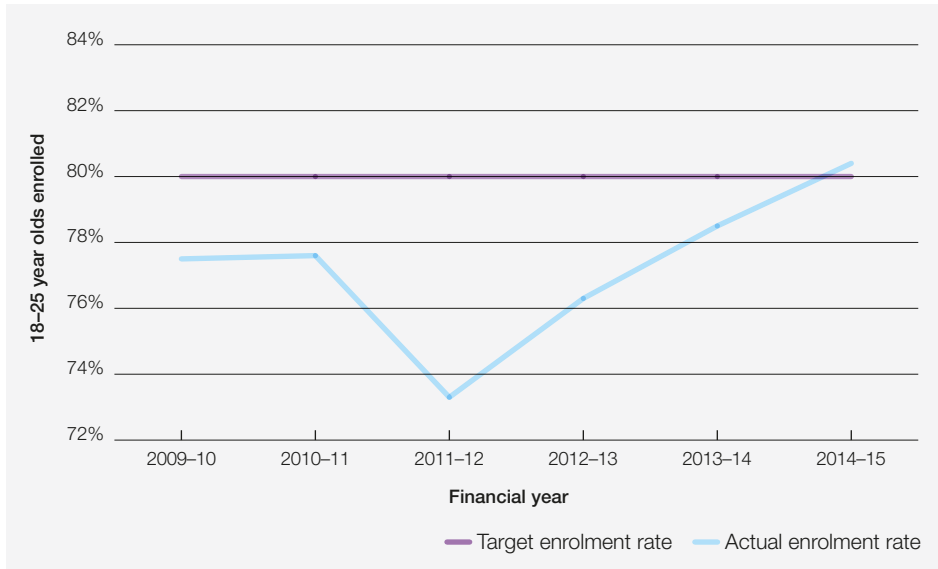
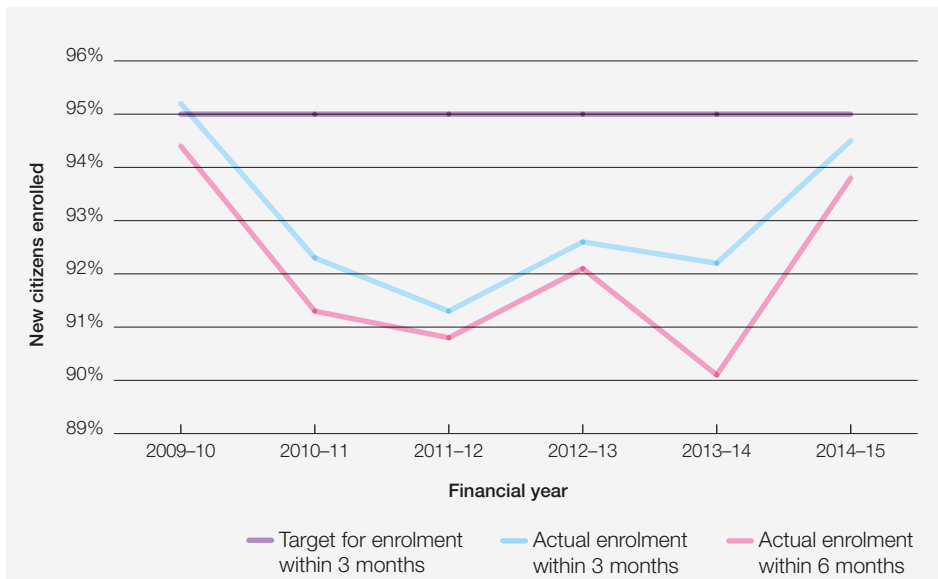


Figure 8: Target and rate of new citizen enrolment within three and six months of attending citizenship ceremonies 2009–10 to 2014–15



Figures include enrolment applications processed to 30 June 2015, but do not take into account applications collected at citizenship ceremonies held at the end of the 2014–15 financial year.

Table 4: Trends in the number of voters enrolled in each state and territory 2014–15

Jurisdiction	Size of the electoral roll ^a		Estimated enrolment participation ^b	
	30 June 2014	30 June 2015	30 June 2014	30 June 2015
NSW	4 829 713	4 909 611	93.1%	93.6%
Vic.	3 755 132	3 846 097	93.5%	94.5%
Qld	2 883 153	2 987 406	90.2%	92.2%
WA	1 487 402	1 525 424	89.6%	90.5%
SA	1 139 104	1 156 817	94.0%	94.5%
Tas.	365 641	367 044	95.5%	95.1%
ACT	267 782	273 485	95.9%	98.1%
NT	130 857	129 133	80.8%	79.3%

a. Eligible Australians included in this table at least 18 years of age and are enrolled at federal elections.

b. Calculated based on the 2011 Census – using revised 30 June 2013 and preliminary 30 June 2014 ABS Estimated Eligible Population data.

State and territory electoral roll products and services

The AEC manages and maintains the electoral roll on behalf of states and territories under agreements referred to as joint roll arrangements. The AEC provides various roll products and services under these agreements. In 2014–15 the AEC provided states and territories with 559 roll information products, known as extracts, supporting 71 state, territory and local government elections. The AEC also provided a range of roll services in each jurisdiction in 2014–15, including:

- close of rolls for state and local government elections
- processing of claims for enrolment
- assisting with redistributions of electoral boundaries
- enrolment stimulation events
- liquor licencing polls
- investigation and actioning of information reports.

The close of rolls for each state electoral event, while smaller than a federal election, presented a significant workload for local and national office staff. The AEC employed a range of strategies to coordinate and manage the close of roll processes, such as shared workload pooling across the network.

A detailed breakdown of all roll products and services provided to state and territory electoral authorities for 2014–15 is provided in [Appendix F](#).

Other electoral roll products and services

Under section 90B of the Electoral Act the AEC is permitted to provide certain roll information to various legislated recipients for authorised purposes.

Members and Senators

Subsection 90B(1) of the Electoral Act allows Members of Parliament, Senators and House of Representatives candidates to receive electoral roll information. The AEC provided 427 roll extracts in 2014–15. A full breakdown of roll information provided to Members and Senators is available in [Appendix B](#).

Political parties

Federally registered political parties are entitled to receive electoral roll information in accordance with subsection 90B(1) of the Electoral Act. In 2014–15, the AEC provided 314 roll extracts to registered political parties. A full breakdown of roll information provided to registered political parties is available in [Appendix C](#).

Government departments and agencies

Government departments and agencies are entitled to receive electoral roll information if they are a 'prescribed authority', under item 4 of subsection 90B(4) of the Electoral Act.

The AEC provided 46 roll extracts to 13 government departments and agencies in 2014–15. Each department and agency provided justification for access by reference to its statutory functions and the *Privacy Act 1988*. A full breakdown of roll information provided to government departments and agencies is available in [Table 28](#) in [Appendix D](#).

Researchers

Medical and electoral researchers are permitted access to electoral roll information under item 2 of subsection 90B(4) of the Electoral Act. This information is commonly used to identify participants for research projects and mail surveys. Before they can access roll data, researchers must undergo an approval process, including scrutiny by a human research ethics committee and agreement on how the data will be used and protected.

In 2014–15 seven medical researchers and one electoral researcher received electoral roll information. A full breakdown of roll information provided to researchers is provided in [Table 29](#) in [Appendix D](#).

Private sector organisations

Under items 5, 6 and 7 of subsection 90B(4) of the Electoral Act, private sector organisations may receive roll information for identity verification processes related to the *Financial Transactions Reports Act 1988* and the *Anti-Money Laundering and Counter-Terrorism Financing Act 2006*. The AEC provided 14 roll extracts to private sector organisations. A full break down is available in [Table 30](#) in [Appendix D](#).

Redistributions

Electoral boundaries are periodically 'redistributed' (that is, redrawn) in accordance with Part IV of the Electoral Act. The purpose of an electoral redistribution is to ensure that, as nearly as practicable, there are an equal number of voters in each electoral division for a given state or territory.

Determining the number of members in the House of Representatives

The number of members to be elected to the House of Representatives for each state and territory is usually determined after each federal election. During the 13 month after the first meeting of the newly elected House of Representatives the Electoral Commissioner is required to ascertain the population of the Commonwealth (excluding the territories) according to the latest official statistics available from the Australian Statistician.

This is then used to determine how many members of the House of Representatives (electoral divisions) each state is entitled to. A similar exercise is conducted to calculate the number of members each territory is entitled to.

This determination may result in a change in the number of members in the House of Representatives to which a state or territory is entitled, which will lead to a redistribution in that state or territory.

A redistribution is also required when:

- the number of voters in more than one third of the electoral divisions of a state (or one of the electoral divisions in the ACT or NT) deviates from the average divisional enrolment by over ten per cent for a period of more than two months
- a period of seven years has elapsed since the last redistribution.

On 13 November 2014, the then acting Electoral Commissioner determined that the number of members to be elected to the House of Representatives at the next federal election would remain at 150 members but the entitlement for New South Wales would decrease from 48 to 47 members and the entitlement for Western Australia would increase from 15 to 16 members.

This decision was made in accordance with the requirements of the Electoral Act and was announced in the *Commonwealth Government Notices Gazette*.

Redistributions underway in 2014–15

Redistributions commenced in New South Wales, Western Australia and the Australian Capital Territory in 2014–15, as illustrated in [Table 5](#).

The Redistribution Committees and the augmented Electoral Commissions will release their proposals and finalise the electoral boundaries during 2015–16.

Table 5: Summary of electoral redistributions commenced in 2014–15

	New South Wales	Western Australia	Australian Capital Territory
Basis for Electoral Commissioner's determination triggering a redistribution	Decreased entitlement to House of Representatives electoral divisions (from 48 to 47)	Increased entitlement to House of Representatives electoral divisions (from 15 to 16)	More than seven years had elapsed since the last redistribution was determined. The ACT retained its entitlement to two members of the House of Representatives
Direction to commence redistribution	1 December 2014	1 December 2014	1 December 2014
Public input relating to the redistribution	23 written suggestions were received between 22 April and 22 May 2015	27 written suggestions were received between 11 March and 10 April 2015	Eight written suggestions were received between 29 April and 29 May 2015
	157 written comments on suggestions were received between 25 May and 5 June 2015	16 written comments on suggestions were received between 13 April and 24 April 2015	Two written comments on suggestions were received between 1 June and 12 June 2015

Assistance provided by the AEC

The AEC provides administrative assistance to the two bodies established to conduct each redistribution.

- The Redistribution Committee which is responsible for making a proposed redistribution. It is comprised of the Electoral Commissioner, the relevant Australian Electoral Officer (for the ACT this is the senior Divisional Returning Officer for the ACT) the Surveyor-General (or equivalent officer) and the Auditor-General of the relevant state or territory.
- The augmented Electoral Commission considers any objections to a proposed redistribution and makes a final determination of the names and boundaries of the redistributed electoral divisions. It is comprised of the Chairperson of the Electoral Commission, the non-judicial member of the Electoral Commission and the members of the Redistribution Committee.

The AEC assisted the Redistribution Committees for New South Wales, Western Australia and the Australian Capital Territory by:

- analysing demographic and enrolment data
- facilitating the public consultation process
- providing support for committee meetings
- producing and publishing (including on the AEC website) information about the redistribution process
- preparing legal instruments, background research papers, analysis of public submissions and material for publication in the *Commonwealth Government Notices Gazette*.

Members of the Redistribution Committees for New South Wales, Western Australia and the Australian Capital Territory reported a high level of satisfaction with the services provided by the AEC.

Programme 1.1 Electoral Roll Management – key performance indicators

Key performance indicators	2012–13	2013–14	2014–15
Increase enrolment towards 95% of eligible people on the electoral roll. ^a	Not achieved 91.4%	Not achieved 92.3%	Achieved 93.2%
99.5% of enrolment transactions are correctly processed.	Achieved 99.6%	Achieved 99.6%	Achieved 99.8%
At least 98% of roll products are accurate.	Achieved 98.8%	Achieved 100%	Achieved 100%
At least 98% of roll products delivered by agreed deadline.	Achieved 100%	Achieved 100%	Achieved 100%
Those eligible to enrol have enhanced capacity to access certain enrolment services electronically where legislative authority exists.	Achieved Enhanced online enrolment service capturing online electronic signatures and continued collaboration with Australia Post.	Achieved Increased use of online enrolment service for transactions.	Achieved Increasing use of online enrolment service for transactions.
Support services provided by the AEC are appropriate and allow for the effective and timely conduct of redistribution activities.	Achieved Support services provided in a timely manner, in accordance with legislative requirements and to the satisfaction of redistributions committees.	Not applicable No redistributions were conducted.	Achieved Support services provided in a timely manner, in accordance with legislative requirements and to the satisfaction of redistribution committees.
Redistribution support services comply with legislative requirements and are to the satisfaction of redistribution committees.	Achieved Support services provided in a timely manner, in accordance with legislative requirements and to the satisfaction of redistributions committees.	Not applicable No redistributions were conducted.	Achieved Support services provided in a timely manner, in accordance with legislative requirements and to the satisfaction of redistribution committees.

a. The Department of Finance Portfolio Budget Statement 2014–15 changed this KPI from '95% of eligible people' to 'towards 95% of eligible people'.

Managing Elections

AEC OUTCOME

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.

1.1: Electoral Roll Management

1.2: Election Management and Support Services

1.3: Education and Communication

Programme objective

Access to an impartial and independent electoral system through the provision of election services, assistance and advice.

Under the Electoral Act and the *Referendum (Machinery Provisions) Act 1984* the AEC delivers federal elections, by-elections and referendums. In 2014–15, the Elections branch in national office underwent significant restructuring as part of the review of the broad range of responsibilities in the branch's work program and to ensure that quality outcomes would be effectively delivered.

Overview

This section reports on the AEC's performance in:

- election management – consisting of ongoing management of the post-election work from the 2013 federal election, 2014 Griffith by-election and 2014 Western Australian Senate election
- reform and improvement – consisting of ongoing work in election preparation, planning and delivery.

Election management

In 2014–15, the AEC did not deliver any federal electoral events, however post-election activities continued for the three events held in 2013–14:

- 2013 federal election
- 2014 Griffith by-election
- 2014 Western Australian Senate election.

Apparent non-voting and multiple voting

The Electoral Act provides that it is an offence to fail to vote without a valid and sufficient reason for the failure to vote.

In late August and early September 2014, summonses were issued against more than 3 000 apparent non-voters at the 2013 federal election. This number was one of the highest on record. Most of these cases proceeded to court and most non-voters were fined and convictions recorded.

In relation to the 2014 Griffith by-election held on 8 February 2014, 59 cases of apparent non-voting proceeded to prosecution and in relation to the 2014 Western Australian Senate election, 1006 cases of apparent non-voting proceeded to prosecution.

The Electoral Act also provides that a person is guilty of an offence if the person votes more than once in the same election. The follow up of apparent multiple voting is an important electoral integrity measure. As noted in the 2013–14 annual report, the AEC referred 7 743 cases of apparent multiple voting at the 2013 federal election to the Australian Federal Police (AFP) for investigation. These represented cases where a voter had been marked against more than one voting list and where the mark could not be positively confirmed as an official error.

The AFP investigated 65 of these cases which were in New South Wales, Victoria, Queensland, Western Australia and South Australia. In December 2014, the AFP advised it had completed its investigation and none had been referred to the Commonwealth Director of Public Prosecutions (CDPP) for consideration of prosecution. The AFP concluded that based on the responses received from apparent multiple voters, it could not be established that there was a deliberate intention to cast multiple votes and therefore the offence contained in subsection 339(1C) of the Electoral Act could not be proved.

Following the conduct of the 2014 Griffith by-election, 19 cases of apparent multiple voting arising from the by-election were referred to the AFP on 4 November 2014 for investigation. The AFP advised the AEC of the results of the referrals on 24 November 2014. The AFP assessed each matter and advised the AEC that it would not be taking any further action.

A total of 719 cases of apparent multiple voting in relation to the 2014 Western Australian Senate election were referred to the AFP for consideration within AFP prioritisation and referral guidelines.

Electoral reform programme

In 2014–15, an essential part of election planning and preparations included the implementation of a significant range of reforms arising from the Inquiry into the 2013 Western Australian Senate election (the Keelty Report) and reports by the Australian National Audit Office (ANAO).

The reforms cover five major areas where deficiencies were identified:

- logistics and materials management
- contract management
- ballot paper security
- compliance with established processes and procedures
- AEC culture.

During 2014–15, the interim policies, procedures, operating practices and supporting materials implemented at the 2014 Griffith by-election and 2014 Western Australian Senate election were evaluated and the AEC commenced planning for full implementation where appropriate.

To engage AEC staff in the changes occurring within the agency, a number of forums were conducted in each state and territory between December 2014 and June 2015. Designed to provide progress updates on the implementation of reforms and the development of new election policies and procedures, they were well attended by AEC executive staff, state managers, divisional office managers and other staff as appropriate.

Ballot paper handling policy

The ballot paper handling policy will govern the handling of ballot papers from printing through to statutorily authorised destruction. It will address security, packaging, labelling, transport, storage and tracking of ballot papers to ensure all ballot papers in the care of AEC are safe, secure and accounted for at all times. It will also consolidate many of the enhancements implemented at both the 2014 Griffith by-election and the 2014 Western Australian Senate election.

On 30 April 2015, a staff workshop was conducted in response to procedural changes to the parcelling and packaging of ballot papers to inform the implementation of the ballot paper handling policy. The workshop tested new election materials and processes and also helped to inform workforce planning considerations in preparation for the next federal election.

The AEC will also conduct a full test of ballot paper handling procedures with temporary election staff, including those with little or no previous election experience, in the 2015–16 financial year to compare the results from the previous workshop and to further inform future planning that will embed the new processes in the parcelling and packaging of ballot papers.

The ballot paper handling policy was scheduled for release to staff in July 2015.

Election readiness

Election planning and preparation is a continuous process that extends throughout the electoral cycle. During 2014–15, the AEC fundamentally reshaped its election planning and preparation processes to improve its long term planning and preparation for electoral events.

In October 2014, an external consultant was engaged to work with the agency to develop an election preparation blueprint that would provide a unifying set of principles for how the agency plans and prepares for electoral events.

Since introducing the framework, the AEC's planning efforts have been synchronised across all levels of the agency for the first time. In addition, progress against the framework is reported each month and co-ordinated nationally, with clear roles and accountability assigned for completing planning and preparation tasks. As part of the framework, revised governance arrangements have been implemented. The National Election Manager (NEM) and the National Election Delivery Committee provide national oversight of key election planning and delivery activities across the agency.

Introducing the election readiness framework

The outcome of this review has been the implementation of a new election readiness framework, an important step in driving quality election planning and readiness across the agency. The key elements of the framework are shown in [Figure 9](#).

The election readiness framework allows the AEC to prepare for the delivery of an electoral event seamlessly and comprehensively. It provides assurance to the Electoral Commissioner that the entire agency is at a level of election readiness to conduct a successful electoral event.

The election readiness framework improves the integration of the AEC's functions by:

- supporting a shared understanding of election readiness
- providing better visibility of the actual state of election readiness
- increasing recognition of the interdependencies between election readiness activities undertaken across the agency
- aligning all of the AEC's business processes against the compelling need to deliver successful elections.

As part of the framework, revised governance arrangements have been implemented. Election readiness is led by the First Assistant Commissioner, Election Operations and Reform. One of the key responsibilities of the First Assistant Commissioner is to be the NEM. The NEM is responsible for managing electoral events on behalf of the Electoral Commissioner. This role includes responsibility for both election preparation and election delivery.

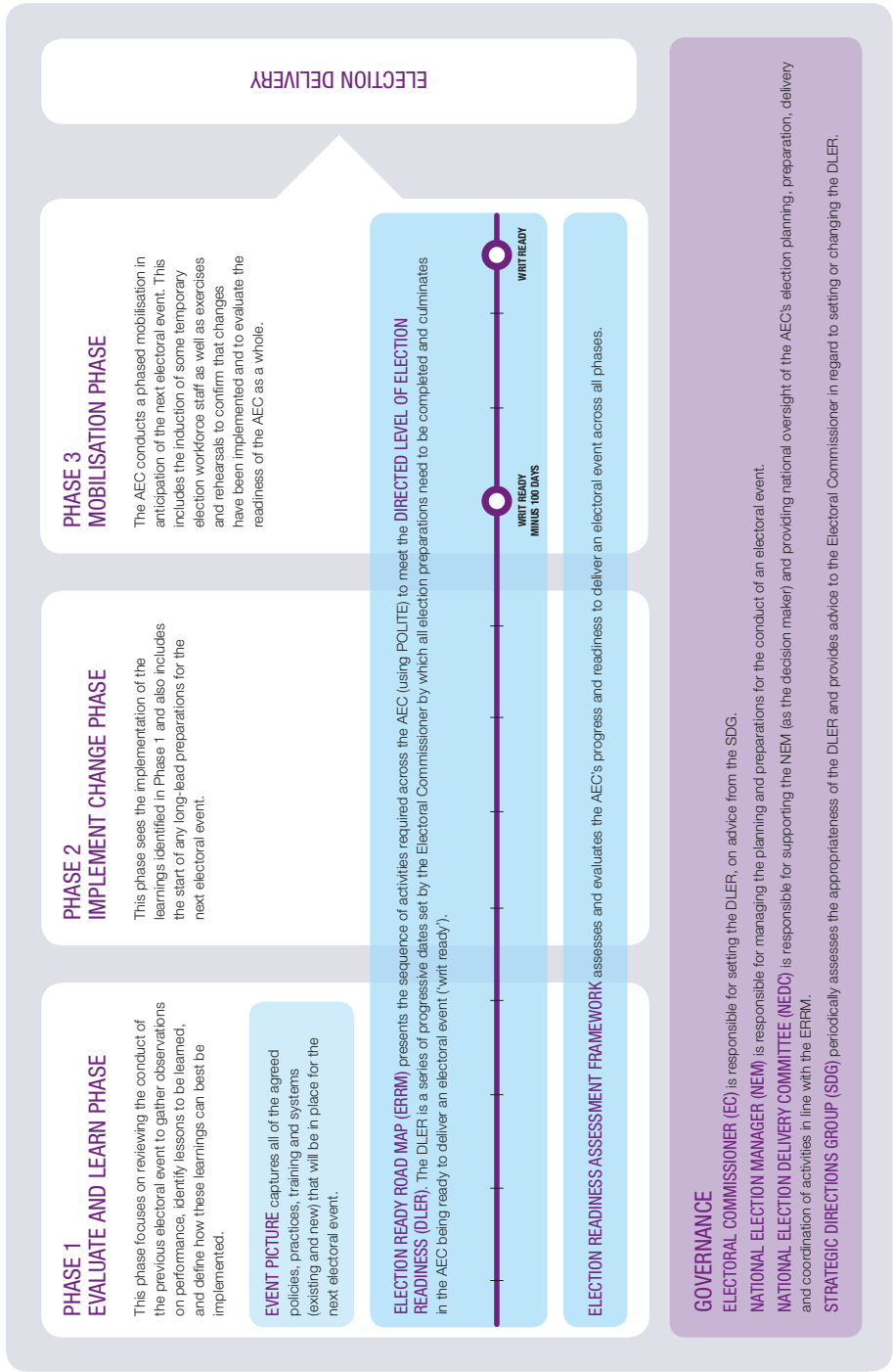
The National Election Delivery Committee has also been established and provides national oversight of the AEC's election planning, preparation, delivery and the coordination of activities in line with the Election Ready Road Map (ERRM).

Progress against the framework is reported each month and co-ordinated nationally, with clear roles and accountability assigned for completing planning and preparation tasks.

The Election Ready Road Map

At the core of the election readiness framework is the ERRM. The ERRM is a highly visible planning tool that presents the sequence of actions required across the agency to ensure the AEC reaches the desired state of election readiness.

Figure 9: Election Readiness Framework



Restructure of the Elections Branch

In early 2015, the Executive Leadership Team consulted with senior executive staff to determine what structure in national office would help the agency focus its resources on the change journey and ensure the agency was ready for the next federal election.

The split of the existing Elections Branch into two branches was one of the more significant changes to the national office structure. This split was in recognition of the expanded role of the branch in reforming electoral processes and the work being undertaken to implement the new election readiness framework. The two new 'elections' focused branches were the:

- Election Reform Programme Branch, focused on the development of election policy, procedures, training and forms required to conduct federal electoral events as well as oversight of the electoral reform programme
- Election Planning, Systems and Services Branch, focused on the implementation of the new election readiness framework along with a number of core inputs including the delivery of national election systems, election materials and national logistics activities.

Election Support Services

AEC OUTCOME

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.

1.1: Electoral Roll Management

1.2: Election Management and Support Services

1.3: Education and Communication

Programme objective

Access to an impartial and independent electoral system through the provision of election services, assistance and advice.

The AEC provides a range of election services, both nationally and internationally. Domestically, these range from maintaining the Register of Political Parties and administering the Commonwealth funding and financial disclosure scheme, to the conduct of Australian workplace elections. Internationally, this includes the provision of electoral support programs in countries such as, Papua New Guinea and Nepal.

Overview

This second part of the AEC's reporting on Election Management and Support Services performance outlines activities that:

- maintain the Register of Political Parties
- support transparency in political funding
- provide workplace ballot and election services
- provide assistance to other electoral authorities (nationally and internationally).

Maintaining the Register of Political Parties

The AEC maintains the Register of Political Parties as required under Part XI of the Electoral Act and provides political parties with advice on how to apply for and maintain registration.

It also receives and processes applications for party registration, reviews political parties' eligibility to remain on the Register and updates contact details for party officials. During 2014–15, the AEC continued work to strengthen compliance and assurance in funding and disclosure processes.

Political parties are not required to register with the AEC. For those that register there are benefits and obligations. These are outlined in the Party Registration Guide available on the [AEC website](#).

The AEC provides updated party registration information on its website including:

- the current Register of Political Parties (including registered party names, optional abbreviations, registered officer details and whether the party wishes to receive election funding)
- notices regarding party registration required under the Electoral Act
- historical information
- the Party Registration Guide
- statements of reasons for decisions on particular applications
- forms and explanations to help parties making applications.

Party registration applications

In 2014–15, the AEC received 13 applications to register a political party and three applications to voluntarily deregister a political party. These numbers are slightly higher than 2013–14 and are in keeping with the historical pattern of fluctuations in registrations over the course of an electoral cycle.

The AEC also received three applications to change a party name and one application to change a party abbreviation – these numbers are slightly lower than 2013–14.

Applications to update party office holder information

In 2014–15, the AEC received:

- 33 applications to change the details of the registered officer of a party
- 98 applications to change details of other party officials (deputy registered officers, party agents and party secretaries)
- nine applications to change other party details.

Requests for review of party registration decisions

Section 141 of the Electoral Act provides for a review of certain party registration decisions made by the Electoral Commissioner or the Commissioner's delegate.

In 2014–15, the AEC received three applications for review of the decisions of a Commissioner's delegate. These requests for review comprised:

- a refusal to change a registered officer
- the deregistration of two parties during the review process.

The (three-person) Electoral Commission affirmed the decision of the Commission's delegate in the first case; the two applications requesting a review of the delegate's decision to deregister the parties were still under consideration as at 30 June 2015.

Further details are available on the [AEC website](#).

Transparency of political funding

The Commonwealth funding and financial disclosure scheme, established under Part XX of the Electoral Act, outlines the requirements in relation to the disclosure of detailed financial information regarding donations to political parties and election campaigns.

The disclosure scheme requires that the following groups and individuals lodge annual or election period financial disclosure returns with the AEC:

- political candidates
- political parties and their associated entities
- donors
- other participants in the electoral process.

Financial disclosure returns

During 2014–15, the AEC received 756 annual financial disclosure returns and amendments. This included:

- 715 returns for 2013–14
- 14 returns and 11 amendments for 2012–13
- seven returns and nine amendments relating to returns received for years prior to 2012–13.

Political party and associated entity financial disclosure returns for 2014–15 are due on 20 October 2015. Donor and third party returns for 2014–15 are due on 17 November 2015. These returns will be published on the [AEC website](#) on the first working day in February 2016. [Table 6](#) shows the number of returns lodged for the three previous financial years.

Online lodgement of returns is available through the [AEC's eReturns system](#), which is a secure portal on the AEC website. The uptake of online lodgement has continued to increase. In 2014–15, 64 per cent of returns were completed online, compared with 62 per cent in 2013–14 and 56 per cent in 2012–13.

Table 6: Financial disclosure returns lodged and published in previous financial years

Return type	2012–13	2013–14	2014–15
Political party	69	73	92
Political party – amendment	16	29	35
Associated entity	191	185	189
Associated entity – amendment	12	16	8
Donor	220	295	360
Donor – amendment	23	35	34
Political expenditure	41	45	35
Political expenditure – amendment	0	3	3
Total financial disclosure returns – lodged	572	681	756

Compliance reviews

The AEC undertakes compliance reviews of disclosure returns lodged by political parties and associated entities under section 316(2A) of the Electoral Act. These are undertaken on an annual basis focusing on the most recent returns lodged. In 2014–15, the AEC completed 16 compliance reviews of disclosure returns lodged by political parties and associated entities.

Election funding

The AEC calculates the election funding rate for each vote received by candidates and Senate groups that reached a threshold of four per cent of the formal first preference vote. Every six months the election funding rate is adjusted in line with the consumer price index and published on the AEC website.

If an election had been held in 2014–15, the election funding rates for 2014–15 would have been:

- 256.067 cents per first preference vote for 1 July to 31 December 2014
- 258.372 cents per first preference vote for 1 January to 30 June 2015.

As no federal electoral events, were conducted during 2014–15, no election funding was paid to registered political parties and candidates.

Support for Australian workplaces

In 2014–15, the AEC conducted 1 553 workplace elections and ballots, consisting of the following (Table 7 provides a full breakdown):

- [industrial elections](#) in accordance with the requirements of the *Fair Work (Registered Organisations) Act 2009* and the relevant organisation's rules
- [protected action ballots](#) in accordance with the *Fair Work Act 2009* and Fair Work Commission orders
- [fee-for-service elections and ballots](#) at full cost recovery.

Industrial elections

In 2014–15, the AEC conducted 329 industrial elections to fill offices in employee (unions) and employer organisations registered under the *Fair Work (Registered Organisations) Act 2009*. In accordance with the *Fair Work (Registered Organisations) Act 2009*, all elections were secret ballots and were conducted in accordance with the rules of the relevant organisation.

Postal voting was the most common voting method. After each election, the AEC reported to the Fair Work Commission and the organisations involved, including comments on rules that were difficult to interpret or problematic to apply.

Protected action ballots

Protected action ballots allow working Australians to choose, by secret ballot, whether they agree with proposed industrial action such as strikes, bans or work stoppages. The Fair Work Commission may appoint the AEC to conduct a protected action ballot under the provisions of the *Fair Work Act 2009* after a bargaining representative for an employee has lodged a request for such a ballot during negotiations for an enterprise agreement.

Table 7: Industrial elections, protected action ballots and fee-for-service elections/ballots statistics 2014–15

	NSW/ACT	Vic.	Qld	WA	SA	Tas.	NT	Total
Elections and ballots								
Number of contested industrial elections	42	36	8	13	10	9	4	122
Number of uncontested industrial elections	45	37	25	37	36	16	11	207
Enterprise agreement ballots	33	57	16	11	7	9	1	134
Protected action ballots	654	227	58	36	41	20	1	1 037
Other commercial elections and ballots	9	15	15	2	11	0	1	53
Total number of elections and ballots completed	783	372	122	99	105	54	18	1 553
Positions								
Number of positions available (industrial)	3 519	4 007	680	930	789	305	82	10 312
Number of unfilled positions (industrial)	786	2 504	62	479	215	73	21	4 140
Candidates								
Number of candidates for uncontested offices (industrial)	2 578	1 412	587	474	554	247	57	5 909
Total number of candidates	3 064	1 836	700	560	647	293	86	7 186
Ballot papers								
Number of ballot papers issued (industrial)	502 896	670 017	21 921	35 276	42 360	9 589	5 193	1 287 252
Number of ballot papers returned (industrial)	103 523	136 825	7 530	8 223	6 445	2 625	1 598	266 769
Number of ballot papers issued (enterprise agreements)	4 330	24 081	3 739	5 196	2 170	5 876	123	45 515
Number of ballot papers returned (enterprise agreements)	3 705	14 858	3 062	3 494	1 139	3 394	87	29 739
Number of ballot papers issued (protected action)	25 409	19 896	10 653	2 012	1 489	1 695	105	61 259
Number of ballot papers returned (protected action)	17 158	14 102	6 352	1 385	987	1 146	55	41 185
Number of ballot papers issued (other commercial)	2 501	64 503	14 276	654	2 577	–	68	84 579
Number of ballot papers returned (other commercial)	766	5 336	6 800	654	1 472	–	68	15 096
Total number of ballot papers issued	535 136	778 497	50 589	43 138	48 596	17 160	5 489	1 478 605
Total number of ballot papers returned	125 152	171 121	23 744	13 756	10 043	7 165	1 808	352 789

In 2014–15, the AEC conducted 1 037 protected action ballots for employee organisations across a range of industries.

Those ballots were conducted by post or at worksites and usually took around three weeks to complete. Following the declaration of the result, the AEC provided the results to the Fair Work Commission, the bargaining representative of the employees and the organisation itself. Post-ballot reports were sent to the Fair Work Commission where necessary.

Fee-for-service elections and ballots

The AEC conducts fee-for-service elections and ballots for public and private sector organisations that require assistance with elections to office, workplace agreement ballots and other voting processes (such as polls). Authority for the delivery of these fee-for-service elections and ballots is contained in Section 7A of the Electoral Act.

The AEC has minimum standards for the conduct of fee-for-service elections and works closely with organisations to deliver elections and ballots to ensure all voters have a reasonable opportunity to vote via postal voting, attendance voting (conducted on site by AEC staff members) or a combination of both.

In 2014–15, the AEC delivered 187 fee-for-service elections and ballots for public and private sector organisations, consisting of:

- 134 enterprise agreement ballots (the majority of which were for organisations in the manufacturing, retail, transport, mining and finance sectors)
- 42 elections to office
- 11 yes/no ballots.

Of the 116 online enquiries that the AEC received via the AEC's [fee-for-service web page](#), 32 per cent resulted in AEC-managed elections or ballots.

Reform

As an adjunct to the agency-wide electoral reform programme for federal elections, the AEC has commenced a review of the processes and systems currently used to conduct industrial and fee-for-service elections and ballots. Modifications similar to those applied to federal elections will be implemented to reinforce existing processes and systems. These reforms will include ballot paper production controls, ballot paper handling principles, an election personnel identification policy and an election waste control policy.

Supporting state and territory electoral authorities

The AEC works closely with other electoral authorities throughout Australia to provide a range of services for state, territory and local government elections, including roll maintenance, staffing, facilities and resources.

Electoral Council of Australia and New Zealand

The Electoral Council of Australia and New Zealand (ECANZ) is a consultative council of electoral commissioners from the electoral management bodies of Australia and New Zealand. The AEC chairs and provides secretariat services for the ECANZ meetings. Activities in 2014–15 included:

- four meetings, coinciding with electoral events enabling members to observe elections in other jurisdictions
- detailed reporting of the state of the electoral roll and enrolment activities
- discussions on issues relevant to a range of jurisdictions, such as postal services, direct enrolment, security and increasing trends of early voting.

At 30 June 2015, the members of ECANZ were:

- Tom Rogers, Electoral Commissioner, Australian Electoral Commission (Chair)
- Colin Barry, Electoral Commissioner, New South Wales Electoral Commission
- Warwick Gately, Electoral Commissioner, Victorian Electoral Commission
- Walter van der Merwe, Electoral Commissioner, Electoral Commission of Queensland
- David Kerslake, Electoral Commissioner, Western Australian Electoral Commission
- Kay Mousley, Electoral Commissioner, Electoral Commission of South Australia
- Julian Type, Electoral Commissioner, Tasmanian Electoral Commission
- Phil Green, Electoral Commissioner, Elections ACT
- Iain Loganathan, Electoral Commissioner, Northern Territory Electoral Commission
- Robert Peden, Chief Electoral Officer, New Zealand Electoral Commission.

Joint roll arrangements

The AEC provides enrolment-related products and services to state and territory electoral commissions under agreements known as joint roll arrangements. The AEC works together with these partner agencies to deliver a range of activities in each jurisdiction, including joint enrolment stimulation events that assist in maintaining and growing the electoral roll.

Further information on joint roll arrangements is available at Section 3: Performance reporting, Electoral roll management.

Torres Strait Regional Authority elections

The Torres Strait Regional Authority is an Australian Government authority. Its governing board consists of at least 20 elected members living in the Torres Strait region and board elections take place once every four years.

The AEC delivers a range of products and services to support the conduct of these elections in line with the *Aboriginal and Torres Strait Islander Act 2005*. There was no board election in 2014–15. The next election is due in 2016.

Supporting overseas electoral authorities

The AEC maintains cooperative working relationships with other electoral authorities in a range of countries and delivers electoral support through a range of programs and partnerships. These initiatives support democracy and electoral administration internationally.

Providing advice and assistance

The AEC undertakes international electoral work in accordance with section 7(1)(fa) of the Electoral Act, in close cooperation with the Department of Foreign Affairs and Trade (DFAT).

While the majority of funding for the AEC's international work is provided by DFAT, the AEC also works closely with counterparts in the Asian, Pacific and Southern African regions, and with other providers of international electoral assistance, including:

- International Foundation for Electoral Systems (IFES)
- United Nations Electoral Assistance Division (UNEAD)
- United Nations Development Programme (UNDP)
- International Institute for Democracy and Electoral Assistance (International IDEA)
- Commonwealth Secretariat (an intergovernmental organisation of which Australia is a member).

Australia is also a partner of the Building Resources in Democracy, Governance and Elections (BRIDGE) program, along with International IDEA, IFES, UNDP and UNEAD. BRIDGE first met in December 1999 and focuses on the professional development of those involved in electoral processes and administration.

Regional support

Asia-Pacific

The AEC engages with electoral management bodies in the Asia-Pacific region through the Pacific Islands, Australia and New Zealand Electoral Administrators network (PIANZEA).

In 2014–15, the AEC provided secretariat services to PIANZEA and provided DFAT-funded electoral support programs in Indonesia, Papua New Guinea, Timor-Leste, Nepal, Myanmar and a number of Pacific Island countries.

Indonesia

In 2014–15, the AEC worked with Indonesia's three election management bodies – the General Elections Commission (KPU), the Elections Supervisory Board (Bawaslu) and the Indonesian Elections Ethics Council (DKPP) – and with academics and local organisations to strengthen electoral capacity and improve regional democracy and governance.

During 2014–15, the AEC delivered support through its Jakarta office, which had an in-country director and two locally engaged staff. In 2014–15 it delivered DFAT funded programs throughout Indonesia at the national and provincial levels, addressing:

- the exchange of knowledge and experiences related to the study, reform and management of election administration systems
- education and capacity development programs on election management and administration
- research programs to support election management and administration.

Activities included:

- the establishment of an Electoral Research Institute in Indonesia that produced research into the 2014 national elections and a policy paper on design options for the 2019 simultaneous elections
- the establishment of a postgraduate-level electoral management course for Indonesian electoral management officials
- handover activities of the BRIDGE Indonesia program to the KPU
- a series of knowledge sharing sessions between Indonesian electoral management bodies and the AEC on communication (external and internal), electoral education and human resource management.

As at June 2015, the AEC had trained 1 558 public servants (1 075 male and 483 female). The AEC trained 762 non-public servants (459 male and 303 female) under the Australia Indonesia Electoral Support Program. The AEC estimates a total of 1 261 600 people were indirectly exposed to AEC initiatives.

Timor-Leste

The AEC worked with the election management bodies in Timor-Leste, the Secretariado Técnico de Administração Eleitoral (STAE) and the Comissão Nacional de Eleições (CNE), to continue to strengthen electoral capacity.

In 2014–15, the AEC worked with STAE and CNE to develop and deliver a pilot electoral education program. The pilot included a series of voter information and civic education sessions for senior students in selected schools in Dili who were about to become first time voters. Additional activities included:

- an ongoing mentoring and coaching program for STAE and CNE staff in the field, led by the AEC's Timor-Leste program officer
- delivery of two modified BRIDGE strategic and financial planning modules in Dili in June 2015
- accreditation of BRIDGE facilitators in both STAE and CNE
- attendance by selected leaders from STAE and CNE at two PIANZEA network meetings and BRIDGE workshops.

Papua New Guinea

The AEC's work with the Papua New Guinea Electoral Commission (PNGEC) through the AEC PNGEC Twinning Program is funded by DFAT until the end of 2015. Under the program, the AEC provides targeted, short-term technical expertise.

Assistance provided in 2014–15 included:

- two staff seconded to assist the PNGEC with updating manuals and training modules in preparation for the 2017 General Election
- additional short-term expertise from five staff in the areas of training and enrolment
- attendance at electoral support program board meetings.

Autonomous Bougainville Government

The Autonomous Region of Bougainville, previously known as the North Solomons Province, is an autonomous region in Papua New Guinea. In 2014–15, the AEC, as part of a broader international group including the PNGEC and the New Zealand Electoral Commission, provided advice and support to the Office of the Bougainville Electoral Commissioner (OBEC) during the delivery of the 2015 Autonomous Bougainville Government Elections.

Assistance provided by the AEC included:

- an operations advisor to provide support in managing the overall planning and implementation of the election
- a procurement and logistics advisor to assist in shaping the focus of the electoral logistics office
- an awareness advisor to assist with the strategic planning, implementation and evaluation of a community focused electoral awareness program
- arranging for a PNG-based IT expert to assist the OBEC with technical expertise relating to the electoral roll.

The program was funded by DFAT, as part of the broader Australian electoral assistance program in Papua New Guinea.

Pacific Islands

In 2014–15, the AEC provided support to Pacific Island electoral management bodies both through bilateral assistance programs and through provision of support through the PIANZEA network. Activities included:

- supporting Fiji in its conduct of national elections, hosting a study program and deploying two AEC advisors to the Fijian Elections Office, to assist with ballot paper printing and logistics
- providing operational support to the Tonga Electoral Commission in its delivery of its national elections
- providing expertise in procurement and logistics to assist the Solomon Islands Electoral Commission in its conduct of national elections
- facilitating the sharing of best practices and common challenges for Pacific electoral officials through the coordination of two PIANZEA network meetings and BRIDGE workshops on election operations
- conducting a learning clinic on the AEC's generic voter registration system, software and hardware for 16 Pacific Island electoral officials and providing ongoing technical support for users
- delivering BRIDGE workshops on civic education and media and elections to over 40 participants from the PIANZEA network.

Myanmar

In January 2015, the AEC commenced targeted peer-to-peer electoral support to Myanmar's Union Election Commission (UEC) in preparation for Myanmar's national elections in November 2015. This assistance is funded by DFAT.

This support is focused on building upon the UEC's internal capacity to conduct poll worker training. The AEC's assistance complements activities implemented by the International Foundation for Electoral Systems (IFES).

Nepal

The AEC assisted the Election Commission of Nepal (ECN) and its Nepalese Electoral Education and Information Centre (EEIC) staff to continue to strengthen its electoral capacity in 2014–15.

In March 2015, two AEC staff assisted the ECN in its delivery of a modified BRIDGE strategic and financial planning module and a civic education module in Kathmandu which also provided for the accreditation of additional ECN and EEIC BRIDGE facilitators.

Other international partnerships and programs

Meetings with international counterparts

In 2014–15, senior AEC staff met with a range of international counterpart organisations. These included the:

- Commonwealth Electoral Network Steering Committee
- Four Countries Conference (United Kingdom, Canada, New Zealand and Australia)
- Working Group on Accountability of Electoral Management Bodies
- Malaysian Commonwealth Studies Centre.¹

Hosting international visitors

In 2014–15 the AEC hosted international study programs, delegations and visitors from a number of countries including Afghanistan, Botswana, China, Fiji, Indonesia, Japan, Malaysia, Mongolia, Papua New Guinea, the Philippines, South Africa, Thailand, Trinidad and Tobago, United Kingdom, United States of America and Vietnam, as well as from the Association of Southeast Asian Nations (ASEAN).

¹ Association of World Electoral Bodies.

Programme 1.2 Election Support Services – key performance results

	2012–13	2013–14	2014–15
Register of Political Parties			
Party registration processed in accordance with relevant legislation and the Register of Political Parties updated in a timely manner.	Achieved Met requirements of the Electoral Act. Received and processed unusually large numbers of applications to register new political parties (33). Party Registration Guide and related forms updated on AEC website. Reasons for AEC decisions about party registration applications published on the AEC website.	Achieved Processed all applications in accordance with the provisions of the Electoral Act and in a timely manner. Formed a new Funding and Disclosure Branch in January 2014, which is responsible for party registration functions in response to 2012 McLeod Inquiry recommendations. ^a	Achieved Processed all applications in accordance with the provisions of the Electoral Act. The Register of Political Parties was maintained with all new applications and officer changes processed according to the legislative requirements.
Funding and disclosure services			
Election and administrative funding calculated and paid in accordance with relevant legislation.	Not applicable No federal elections.	Achieved See above for details of payments for each event.	Not applicable No federal elections.
Financial disclosures obtained and placed on the public record in accordance with legislated timeframes.	Achieved 2011–12 annual returns received and processed in time for publication on 1 February 2013. Received all 2011–12 annual returns, so no prosecutions necessary.	Achieved Received and processed 681 out of 682 annual returns expected for 2012–13 in time for publication on 3 February 2014. No cases referred to the Commonwealth Director of Public Prosecution (CDPP) for non-lodgement. Received and processed 1 726 out of 1 736 candidate and Senate group returns for 2013 federal election. Referred 10 candidates to CDPP for non-lodgement of a candidate return. Received all 11 candidates returns for the Griffith by-election.	Achieved The AEC received 756 annual financial disclosure returns which included 715 returns for 2013–14, 14 returns and 11 amendments for 2012–13 plus seven returns and nine amendments relating to returns received for years prior to 2012–13. Cases of non-lodgement of 2013–14 annual returns are being considered for referral to the CDPP.

	2012–13	2013–14	2014–15
Industrial elections and protected action ballots			
Industrial elections delivered in accordance with relevant legislation and each organisation's rules.	Achieved All industrial elections are delivered in accordance with the <i>Fair Work (Registered Organisations) Act 2009</i> and the rules of relevant organisations and legislated timeframes.	Achieved All industrial elections are delivered in accordance with the <i>Fair Work (Registered Organisations) Act 2009</i> and the rules of relevant organisations and legislated timeframes.	Achieved Industrial elections delivered in accordance with the <i>Fair Work (Registered Organisations) Act 2009</i> and the rules of relevant organisations and legislated timeframes.
Protected action ballots delivered in accordance with relevant legislation and Fair Work Commission orders. ^b	Achieved All protected action ballots completed in accordance with the <i>Fair Work Act 2009</i> and Fair Work Commission orders.	Achieved All protected action ballots completed in accordance with the <i>Fair Work Act 2009</i> and Fair Work Commission orders.	Achieved Protected action ballots completed in accordance with the <i>Fair Work Act 2009</i> and Fair Work Commission orders.
All election tasks carried out in accordance with legislated timeframes.	Achieved All industrial election tasks delivered in accordance with legislated timeframes and timetables.	Achieved All industrial election tasks delivered in accordance with legislated timeframes and timetables.	Achieved Industrial election tasks delivered in accordance with legislated timeframes.
Fee-for-service elections			
Fee-for-service elections successfully delivered, as required, on a full cost recovery basis.	Achieved Complied with all relevant legislative requirements, internal policies and organisational rules to conduct fee-for-service elections on a full cost recovery basis.	Achieved Complied with all relevant legislative requirements and organisational rules to conduct fee-for-service elections on a full cost recovery basis. Updated relevant internal policies.	Achieved Complied with all relevant legislative requirements, internal policies and organisational rules to conduct fee-for-service elections on a full cost recovery basis.
Effective assistance is provided with the conduct of state, territory and local government elections where requested by the relevant electoral body.	Achieved Continued to provide skilled and trained staff and resources to successfully conduct or assist with parliamentary elections. Provided assistance to state and territory electoral bodies.	Achieved Continued to provide skilled and trained staff and resources to successfully conduct or assist with parliamentary elections. Provided assistance to state and territory electoral bodies.	Achieved Continued to provide skilled and trained staff and resources to successfully conduct or assist with parliamentary elections. Provided assistance to state and territory electoral bodies.

	2012–13	2013–14	2014–15
State/local government stakeholders and fee-for-service clients are fully satisfied with the services provided.	Achieved Received positive feedback on the conduct of fee-for-service elections from stakeholders and clients, with 100% of respondents surveyed indicating that they were 'satisfied' or 'very satisfied' with the service provided.	Achieved Received positive feedback on the conduct of fee-for-service elections; 60% of elections delivered were 'repeat business' for previous clients.	Achieved Received positive feedback on the conduct of fee-for-service elections, with 93% of respondents to client survey indicating they were 'very satisfied'; 60% of elections delivered were 'repeat business' for previous clients.
Torres Strait Regional Authority elections			
Elections delivered in accordance with relevant legislation on a full cost recovery basis.	Achieved Conducted successful elections on 15 September and 8 December 2012.	Not applicable No elections held.	Not applicable No elections held.
International advice and assistance			
International assistance by the AEC meets the goals specified for individual projects undertaken, with stakeholders fully satisfied with the services provided.	Achieved All specified goals met.	Achieved All specified goals met. Feedback from stakeholders on how the AEC met commitments was overwhelmingly positive.	Achieved All specified goals met. Feedback from stakeholders on how the AEC met commitments was overwhelmingly positive.

a. R McLeod 2012, *Review of the Australian Electoral Commission's disclosure compliance function under Part XX of the Commonwealth Electoral Act 1918*, PricewaterhouseCoopers.

b. On 1 January 2013, Fair Work Australia became the Fair Work Commission. The previous name is maintained for the relevant KPI.

Education and Communications

AEC OUTCOME

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.

1.1: Electoral Roll Management

1.2: Election Management and Support Services

1.3: Education and Communication

Programme objective

Informed Australians through the provision of information services on electoral matters.

The AEC conducts a range of education and public awareness campaigns to promote knowledge of, and participation in, the electoral process. This includes information and services that address the needs of Indigenous Australians and those with diverse needs.

Overview

This section reports on the AEC's performance in:

- providing electoral education services to schools, students, teachers and the general public
- delivering public awareness programs to help Australians understand and fulfil their electoral obligations
- delivering targeted programs so that all eligible voters can participate in Australian democracy regardless of individual background or circumstances.

Education

In 2014–15 the AEC provided education services to teachers and students in schools through a variety of channels and programs.

National Electoral Education Centre

The AEC's National Electoral Education Centre (NEEC) at Old Parliament House in Canberra provides electoral education on Australian government and democracy, federal electoral processes and the democratic responsibilities of all citizens. While the majority of visitors are school students, the centre also conducts sessions for adults. For visitors aged 16 or older, the sessions include the opportunity to enrol.

In 2014–15 the NEEC hosted visitors from 149 electoral divisions and delivered 2 592 education sessions to 90 982 participants. This is a record number of visitors to the NEEC and can be attributed in part to the special events in the capital for the commemorations of the Centenary of ANZAC.

During 2014–15 three reviews were conducted involving the NEEC. Two of the reviews evaluated the goals and outcomes of programs delivered at the NEEC and one reviewed the use and design of the centre foyer space. All final reports and recommendations have now been received.

The NEEC also participated in a longitudinal study conducted by the University of Queensland. The aim of this study was to measure the impact of a 'Canberra visit' on students' knowledge of the federal electoral system. Findings of this study will be returned to the AEC and will feed into the ongoing evaluation of the program.

Get Voting

The AEC's national school education programme, [Get Voting](#), helps primary and secondary schools to conduct in-school elections for real positions, such as representatives on student councils. These authentic election experiences help students to understand the federal electoral system and prepare them to fulfil their democratic responsibilities as adults.

Get Voting provides self-serve, online resources and planning tools for teachers. Free election resources, including ballot boxes, posters and other equipment, are also distributed on request to schools. AEC education staff support the program, providing advice on good electoral practice through an online enquiry tool.

In 2014–15 the Get Voting website:

- received 22 088 visitors
- logged 465 requests for election equipment packs
- was used to deliver school elections for 57 462 students.

During 2014–15, the AEC developed and launched a feedback process in the form of a teacher survey. This web-based survey is forwarded directly to teachers who have registered their school on the Get Voting website. The online survey is sent to the teacher a week after the nominated election date. This process began in November 2014 and as at 30 June 2015, a total of 306 schools had received surveys – 38 of which had been returned.

The survey responses received from teachers will assist the AEC to better understand how Get Voting resources are used in schools and to identify ways to expand the reach of the program.

Assisting teachers

Professional learning

The 2014–15 financial year was a time of re-focus for the AEC's professional learning programme. Work aligning the AEC professional learning programme with the National Teaching Standards enabled official accreditation with the teacher registration bodies of two jurisdictions. The newly developed session, 'Voting in the classroom' is a two-hour interactive workshop presented by AEC staff to in-service teachers. The programme aims to develop the knowledge and skills needed to teach electoral education in primary and secondary schools.

Between the programme's accreditation in February 2015 and 30 June 2015, more than 60 in-service teachers participated in the 'Voting in the classroom' workshop. Investigations to identify other delivery methods to reach a wider education sector will continue in 2015–16.

Civics education

In 2014–15, the AEC also contributed to:

- the Australian Government's National and ACT Schools Constitutional Conventions
- the National Capital Civics Education Group – the peak forum for Canberra-based civics and citizenship institutions.

Online education resources

The AEC provides a range of education resources to schools and information to the general public through its [website](#). In an effort to make these education resources more accessible and attractive to teachers, work was undertaken to develop a new visual identity and design for the AEC's education website. The new website design allows users to easily discover the large variety of classroom resources that are available.

The AEC's education section also offers a dedicated email service for teachers. This service has enabled the AEC to provide timely information and advice for school election activities. A subscriber list for teachers and educators is used to distribute updates and additional information about resources and services.

Public awareness

The AEC engages with the Australian public across a range of platforms as it manages enquiries, feedback, complaints and information dissemination.

AEC website

The AEC website, www.aec.gov.au, continues to be the main external communication platform of the agency. Since 2012, the website has employed a responsive design to ensure it is usable on any device (e.g. desktop computer, tablet and mobile phone).

In 2014–15 it serviced 2.5 million users and the most popular content concerned enrolling or updating enrolment details (i.e. updating an address) on the electoral roll.

Web accessibility

In 2015, the AEC developed a web accessibility action plan to set out the mandated activities to be undertaken to ensure its existing and future websites and web systems are appropriately accessible by people with disability.

AEC social media

In 2014–15 the AEC's social media presence included Twitter, Facebook and YouTube.

Social media played a role in the AEC's external communication activities, allowing the agency to distribute messages and respond to enquiries in a timely manner.

Twitter

On 30 June 2015 the AEC Twitter account (@AusElectoralCom) had over 8 500 followers. Followers of the AEC on Twitter include media organisations, journalists, electoral enthusiasts and members of the general public. The AEC Twitter account was used throughout 2014–15 to communicate with this audience regarding newsworthy federal electoral matters including party registration, redistribution processes, electoral enrolment and financial disclosure.

A total of 85 proactive tweets were sent from the AEC Twitter account during 2014–15, receiving a total of 957 retweets.

Facebook

Throughout 2014–15 the AEC Facebook page received 47 direct enquiries and as at 30 June 2015 had a total of 20 141 page likes.

YouTube

Launched in December 2013, the AEC YouTube account features video content such as television advertisements from public information campaigns (e.g. how to make your vote count). The most popular content on the channel in the past 12 months included television advertisements encouraging the involvement of Indigenous Australians and the participation of all Australians in the electoral process.

National enquiry service

The agency's online enquiry platform allows members of the public to directly contact the AEC via the [website](#).

National telephone service

The AEC's national telephone service provides information and receives queries from Monday to Friday, 9am to 5pm on 13 23 26. The international call number is +61 2 6160 2600. Those with hearing or speech impairment can contact the AEC via the National Relay Service, Text Telephone (TTY), Speak and Listen and Internet relay.

Publications and resources

A range of publications and resources are available at state, territory and local AEC offices. Those available online at the AEC website include corporate publications, handbooks, information reference publications, reports on federal electoral events, public policy, research and evaluation reports.

Media relations

In 2014–15 the AEC distributed [17 media releases](#), of which more than half concerned the redistribution of federal electoral boundaries.

Internal communication

The AEC's network of national, state, territory and divisional offices requires the agency to operate a comprehensive and efficient suite of internal communication channels. Since the establishment of the communication framework in 2011, the AEC's internal communication has been carefully aligned with its strategic direction to support the delivery of business outcomes. The agency's intranet system provides information to staff across the national network of AEC offices, providing platforms for discussion, collaboration and information sharing.

The AEC's intranet, as a primary communication channel for all staff provides information as part of the AEC's change journey. In June 2015, the *Getting ready for 2016* brand was launched on the AEC intranet to provide staff with consolidated details about the key projects being implemented ahead of the anticipated 2016 federal election.

Move of the national office

In 2014–15, a key aspect of internal communication for the AEC was the move of the national office involving 320 staff members. As an exercise in active change management, this project was successful for the AEC and received positive staff feedback.

In the lead-up to the move in May 2015, staff based in the national office were provided with extensive information, resources, tips and guidance via the intranet.

Staff throughout the national network were encouraged to participate in an online discussion forum and to submit queries to a dedicated email address.

Assisting Australians with diverse needs

Social inclusion

As voting is compulsory in Australia, the AEC addresses the needs of a diverse range of people when managing electoral events and preparing information for the public. As a result, the AEC utilises a range of education and communication initiatives that address the needs of Australians from culturally and linguistically diverse backgrounds; those suffering disadvantage (such as homelessness); those who have difficulty communicating; and those with hearing, sight or other physical impairments.

In addition to supporting the National Disability Strategy 2010–2020, the agency utilises a number of initiatives and outreach activities to improve awareness of, and access to, electoral services. The AEC provides a service for voters who are deaf or who have a hearing or speech impairment. The service is operated by the National Relay Service, which is managed through the Australian Communications and Media Authority.

Translation services

The AEC provides a translation service, which is outsourced to the Victorian Interpreting and Translating Service (VITS). This service can also be accessed through the Department of Immigration and Border Protection's Translating and Interpreting Service.

VITS operated 16 dedicated language specific telephone interpreter information lines and a multi-language information line. It handled 3 033 calls in 2014–15. A total of 2 073 callers used the translator service to speak directly to AEC staff. The top three languages used were Mandarin (825 calls), Arabic (420 calls) and Korean (367 calls).

For new citizens who speak a language other than English, the AEC also provides translated information about enrolment and voting in 26 languages available on the AEC website.

Services for Indigenous Australians

Indigenous Australians are less likely to enrol, less likely to vote and less likely to vote formally than any other Australians. The AEC's Indigenous Electoral Participation Program (IEPP) aims to close this gap. Under the programme, AEC staff at national, state and local levels work directly with Aboriginal and Torres Strait Islander people in their local communities or in partnership with other organisations to deliver services in ways that meet cultural and regional needs.

In 2014–15, the core IEPP objectives were to:

- develop and maintain relationships with Indigenous organisations and other government agencies providing services to Indigenous Australians
- improve the AEC's capability to deliver effective, culturally appropriate services to Indigenous Australians
- prepare for the next federal election.

Strategic partnerships to engage Indigenous audiences

Partnerships allow the AEC to extend the reach and increase the impact of communication to Indigenous audiences. Throughout the year the AEC worked in partnership with government and non-government agencies to widen the delivery of services to Aboriginal and Torres Strait Islander people. This was particularly important in remote locations with the additional barriers of distance and access.

These activities included sponsorship of key Indigenous cultural and sporting events to disseminate messages about enrolment, voting and electoral processes.

A Community and Stakeholder Engagement (CASE) system is being developed to improve the AEC's ability to engage and maintain relationships with Indigenous organisations and other government agencies providing services to Indigenous Australians.

Indigenous service delivery is everyone's business

Capability to deliver effective, culturally appropriate services to Indigenous Australians is important across the AEC. Key activities designed to build capability in this area include:

- celebrating Reconciliation Week, NAIDOC Week and similar events
- the AEC's Reconciliation Action Plan which sets out how the agency will contribute to the reconciliation with our Indigenous employees and other Indigenous Australians
- making cultural appreciation training available to all AEC staff.



Strategic partnerships allow the AEC to provide culturally appropriate services to Indigenous Australians.

Reconciliation action plan

The AEC's Reconciliation Action Plan (RAP) works with stakeholders across the AEC network to transform good intentions into genuine action for reconciliation in Australia, by acknowledging areas of influence that can actively contribute to reconciliation in Australia, in the AEC and in our everyday working lives.

The AEC's RAP 2012–14 expired in December 2014. A dedicated RAP Working Group was assembled to develop a new RAP with Indigenous representatives from every state and territory. Having reflected on the outcomes of the previous RAP, the Working Group is developing a range of strategies to embed the 2016–19 RAP into the AEC's core business planning and processes. The key objective of the 2016–19 RAP is to promote an agency culture that acknowledges the achievements and contributions of Aboriginal and Torres Strait Islander peoples – particularly the AEC's Aboriginal and Torres Strait Islander employees.

Services for the next federal election

Evaluation showed increased electoral knowledge, enrolment and turnout by Indigenous Australians at the 2013 federal election.

Activities to build on this success include:

- communication and media plans tailored for an Indigenous audience
- assessing culturally appropriate polling venues for areas with significant Indigenous populations
- reviewing polling official recruitment and training strategies to increase employment of Indigenous Australians in polling places.

Programme 1.3 Targeted Education and Public Awareness Programmes – key performance results

	2012–13	2013–14	2014–15
Electoral education			
78 000 visitors to the National Electoral Education Centre (NEEC) per annum.	Achieved 90 400	Achieved 87 065	Achieved 90 982
2 000 NEEC sessions delivered per annum.	Achieved 2 600	Achieved 2 542	Achieved 2 592
100 000 participants in AEC education outreach services.	Achieved 100 717	Not achieved 83 025 Reduced number is due to the diversion of AEC operational capacity to election delivery throughout 2013–14.	Not achieved 57 462 students reached by Get Voting website. The School and Community Visits programme has ceased and outreach activities are in transition to develop greater online delivery.
1 200 participants in teacher professional development sessions.	Achieved 3 184 students from 18 universities.	Achieved 2 079 students from eight universities.	Not achieved 65 teachers nationally. Delivery of the Professional Learning programme ceased, to allow for redevelopment, including a pilot programme concentrating on fully-qualified teachers working in schools (rather than students studying teaching).
Contemporary service delivery options, including partnerships that promote public awareness of electoral matters.	Achieved Get Voting operating in all states.	Achieved Get Voting take-up in 127 electoral divisions.	Achieved Accreditation of Teacher Professional Learning Programme in two education jurisdictions. Get Voting programme implemented a feedback survey for teachers.

	2012–13	2013–14	2014–15
Contemporary online education resource material that responds to curriculum needs.	Achieved Delivered education modules linked to national history curriculum.	Achieved Education modules available through the national teacher resource portal.	Achieved New visual identity created for education website.
Participant feedback indicates 90% satisfaction with AEC education services.	Achieved Over 90% satisfaction rate with AEC education programmes.	Achieved Over 90% satisfaction rate with AEC education programmes.	Achieved Over 90% satisfaction rate with AEC education programmes.
Communication strategies and services			
AEC communication strategies and services developed, implemented and reviewed as appropriate.	Achieved Developed communication strategies for 2013 federal election including enrolment, pre-election, referendum and special audience strategies.	Achieved Implemented communication strategies for 2013 federal election, 2014 Griffith by-election and 2014 WA Senate election, including tailored delivery to special audiences.	Achieved Communication strategies reviewed for next federal election and preparation in-progress.
Positive audience feedback on effectiveness of advertising and public awareness activities through surveys, market research and stakeholder consultation.	Achieved Market research supports effectiveness of Count Me In campaign enrolment publicity materials.	Achieved Market research supports effectiveness of election campaigns in raising public awareness.	Not applicable Relevant in years where federal elections or electoral communications campaigns implemented.
Published information is timely and accurate, makes appropriate use of available technology and meets online accessibility standards.	Achieved Public information and key services (e.g. enrolment) delivered using online technology, including AEC website and social media. Social media fully integrated into communication campaigns. Website meets AGIMO National Transition Strategy accessibility standards.	Achieved Timely and accurate public information delivered through AEC website and social media for 2013 federal election, 2014 Griffith by-election and 2014 WA Senate election.	Achieved Timely and accurate public information delivered through AEC website and social media.

	2012–13	2013–14	2014–15
Community strategies			
Evaluation shows the Indigenous Elector Participation Program, is meeting its objectives.	Achieved Implemented findings of program review (evaluation) to meet program objectives. Applied more strategic approach; reduced focus on community engagement staff delivered services in remote areas balanced by increased emphasis on urban and regional locations, and partnerships with government and non-government agencies. IEPP objectives were mainstreamed into core AEC business.	Achieved Mainstream and targeted services for Indigenous Australians during the 2013 federal election were delivered and evaluated. A focus in 2013–14 was the increase in electoral knowledge, enrolment and participation by Indigenous Australians through strategic partnerships and employment opportunities.	Achieved Increased emphasis on engaging with Indigenous Australians through stakeholders and partnership arrangements. Culturally appropriate service delivery supported by training and guidance from Indigenous AEC staff.
Feedback from target audience on the Indigenous Electoral Participation Program shows the program is well received.	Achieved Developed tailored and customised community education services and national communications strategy include new visual identity and suite of information products. Implemented redesigned program based on feedback from program review. Developed business rules for national actions to increase Indigenous electoral participation ahead of an election and referendum. Feedback positive.	Achieved Feedback by Indigenous Australians during federal election was positive. Attitudes to enrolment and voting improved, particularly in communities surveyed in the Northern Territory and Queensland and through online mediums such as Facebook and the AEC's website.	Achieved Positive feedback from Indigenous Australians for AEC engagement and awareness of electoral processes.

CASE STUDY

AEC develops new election materials and operating procedures

A federal election involves a vast array of complex and interdependent activities to ensure that more than 15 million Australians throughout 150 electoral divisions have the opportunity to vote. One of the AEC's responsibilities in managing election services is the provision of election staff, materials and related procedures.

The range and scale of materials required and the related security and logistic arrangements is significant. During the 2013 federal election, more than 43 million ballot papers were printed, more than 50 000 ballot boxes produced, 140 km of string used and more than 150 000 cardboard voting screens distributed.

A key component of the AEC's Electoral Reform Programme has been the development and enhancement of new and existing policies, procedures, election materials and resources. Designed to improve the effectiveness of a number of logistic and security procedures, these initiatives will further support the safety of electoral materials and the integrity of the electoral process.

During 2014–15, the Electoral Reform Programme has reached a number of key milestones.

Policy and procedures

Four new policies have been developed to strengthen the processes and standards relating to the handling of ballot papers, the management of waste during an electoral event, the identification of election staff and scrutineers and minimum requirements to be met by venues temporarily hired by the AEC to undertake key election activities.

New standard operating procedures have also been developed to accompany key election activities. These include the fresh scrutiny (or second count) of votes and managing the return of election materials from approximately 7 500 polling places to the AEC on election night.

Materials

New and enhanced forms and materials have been developed to support the new policies and procedures. One such example is a new series of ballot paper tracking forms which support the ballot paper handling policy by recording the chain of custody at every stage of a ballot paper's movement.

Other new materials include:

- ballot paper parcel bags and transport containers
- election material packaging labels
- tamper-evident tape
- specially-made screens for use as a ballot paper secure zone in polling locations
- boxes for final storage of ballot papers (which are black in colour to prevent non-compliant hand-written labelling)
- new posters to mark specific areas within AEC offices and out-posted venues (e.g. ballot paper secure zones that are out-of-bounds except to authorised staff).

A range of vests and bibs which identify staff roles and responsibilities as supervisors, AEC management and visitors have also been introduced. These vests and bibs, designed to clearly signal personnel status, access and responsibilities, provide a consistent voter experience in each polling place. Lanyards have also been introduced and will be worn by scrutineers at AEC out-posted premises, to enable them to be easily identified.

Resourcing

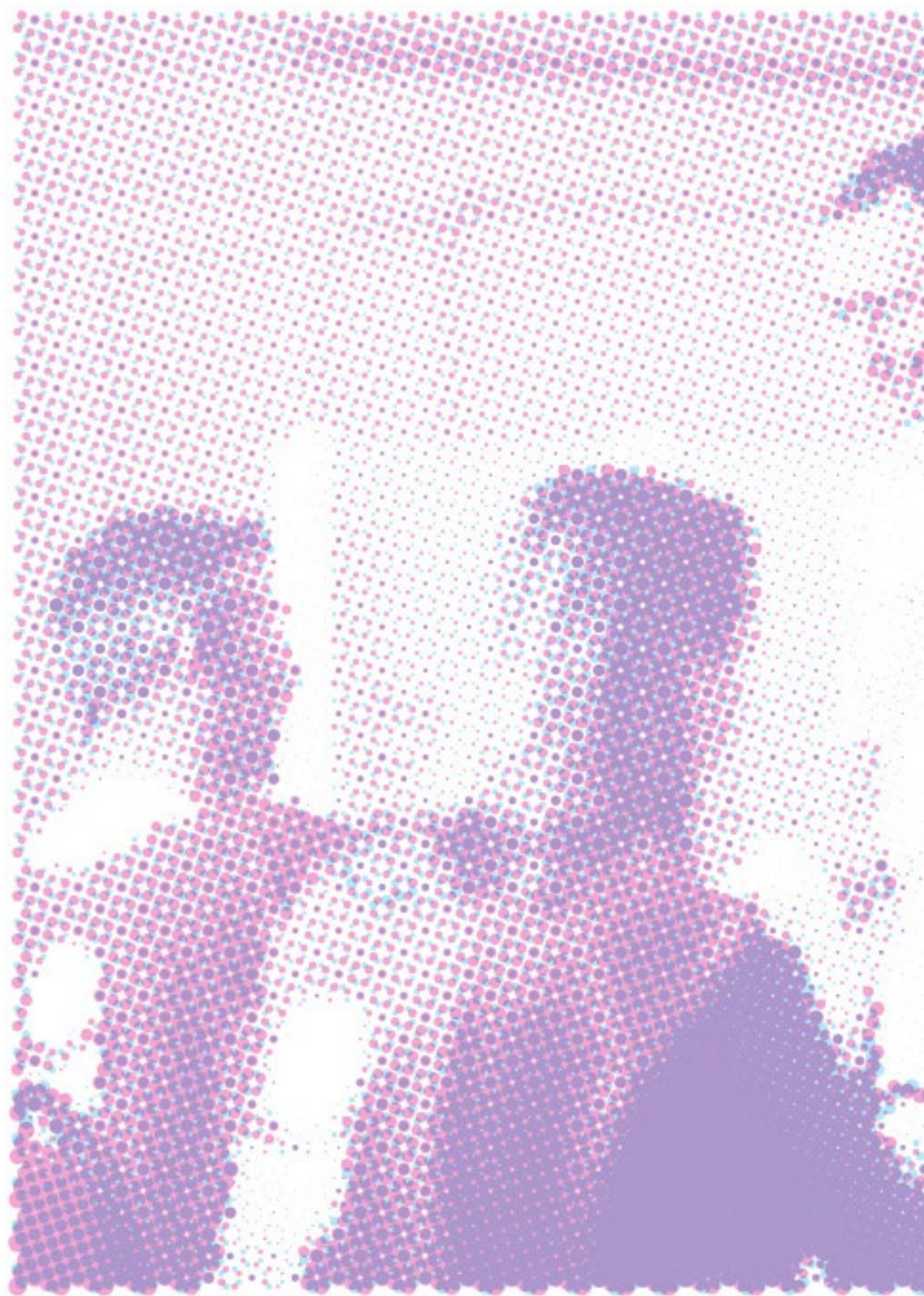
Election staffing has been adjusted to ensure the new policies and procedures are successfully implemented. For example, a new Divisional Materials Manager role will oversee activities pertaining to ballot papers and election materials with a particular focus on the accountability and security of ballot papers.

Another measure to enhance the security of ballot papers is the placement of a dedicated ballot box guard at every polling place. The existing Polling Place Liaison Officer role has also been refined to provide greater support to polling staff.

To assist with the development of staffing plans, new standard operating procedures clearly identify staffing requirements for particular key activities.

These changes will be implemented at the next federal election.







4

GOVERNANCE AND
COMPLIANCE

Governance and compliance

The AEC seeks to maintain electoral integrity through a governance framework designed to ensure transparency and accountability. The internal governance framework is complemented by a range of external scrutiny mechanisms through which the AEC is accountable to its stakeholders, including the Australian Parliament and the public.

Overview

An important aspect of the AEC's work in contributing to impartial, accurate and transparent electoral outcomes is the principle of integrity.

Corporate governance

Leadership and management structures, including a range of management committees, provide checks and balances for the AEC's work and provide senior leaders with the necessary insight to shape the agency's strategic direction. In 2014–15 the AEC implemented a number of changes to this structure and the way it operates.

Accountability

A range of business planning and reporting mechanisms ensure clear lines of accountability and decision-making within the AEC. A comprehensive set of reporting and planning documents are regularly updated to reflect internal and external change.

Legal compliance

The AEC's legal compliance measures are evaluated in terms of administrative, judicial and parliamentary scrutiny. Legal services are provided by both in-house and external resources.

Corporate governance

The AEC's corporate governance arrangements are the structures and processes the senior leadership utilise to monitor performance, ensure accountability and steer the agency.

Overview

The structures and processes which guide the AEC's corporate governance are predominantly the executive management structure and a range of management committees which address the key objectives of the agency and the management of resources.

Corporate governance arrangements within the AEC address the agency's responsibility to be accountable to its stakeholders, including the Australian Parliament and the Australian public.

The Accountability section of this report provides detail of the planning, operating and reporting framework which informs the AEC's corporate governance performance. This includes a range of planning documents, such as the National Business Plan and Service Charter, in addition to internal audit and fraud control measures.

Leadership and management

The objective of the AEC's governance structure is to maintain visibility across the agency, encourage focused discussion at the senior executive level and increase information sharing throughout.

The AEC's corporate governance structure is strongly supported by a range of diverse management committees and four influential discussion forums.

Management committees

The AEC's governance structure is centred upon a suite of decision-making committees with formal roles, along with discussion forums to encourage open communication and accountability across the agency.

During 2014–15, assurance within the AEC gained an increased focus as the agency worked to re-establish its reputation. Assurance activities were addressed by a number of management committees, including the Business Assurance Committee, Fraud Control Committee and the Operational Compliance Group.

Executive Leadership Team

The Executive Leadership Team (ELT) is the senior management team that assists the Electoral Commissioner in the day-to-day and long-term management of the AEC. The team, comprised of the Electoral Commissioner, Deputy Electoral Commissioner and two First Assistant Commissioners, meet regularly to discuss operational and strategic issues.

Strategic Directions Group

The Strategic Directions Group (SDG) provides advice to the Electoral Commissioner on strategic planning and the long-term, strategic direction of the agency.

The SDG reviews and considers long-term environmental scanning and provides advice on any relevant plans. The SDG also considers reports from the Operational Compliance Group on issues and risks that may have a strategic impact on the agency.

Operational Compliance Group

The Operational Compliance Group (OCG) monitors the ongoing operations of the agency, providing advice to the SDG and ELT where necessary. It monitors and drives forward progress against key performance indicators, compliance benchmarks and assurance frameworks.

Project Board

The Project Board works to support business outcomes for the AEC. The Project Board assesses new project proposals and advises the ELT on projects happening across the agency, as well as monitoring and reporting on the progress of projects. The ELT endorses, suggests changes to or rejects new project proposals, based on advice from the Project Board. The Project Board also reports to the SDG and OCG as appropriate.

Business Assurance Committee

The Business Assurance Committee (BAC) provides independent advice on the AEC's internal audit resourcing, coverage in relation to key risks, approval of the Internal Audit Program. The BAC held five meetings in 2014–15.

The new rules for the operation of audit committees and fraud control under the *Public Governance, Performance and Accountability Act 2013*, which commenced on 1 July 2014, were incorporated into the Business Assurance Committee Charter and Protocols during the year.

The Accountability section of this report (risk management and business continuity) addresses the development and implementation of the 2014–15 Assurance Plan.

Fraud Control Committee

The Fraud Control Committee (FCC), a sub-committee of the BAC, advises the BAC on the appropriateness and effectiveness of the AEC's fraud control plans, policies and procedures.

The FCC held four meetings in 2014–15 and provided fraud control reports to the BAC.

National Election Delivery Committee

The National Election Delivery Committee (NEDC) is responsible for supporting the National Election Manager (NEM) and providing national oversight of the agency's election planning, preparation, delivery and coordination of activities in line with the Election Ready Road Map (ERRM).

The First Assistant Commissioner, Election Operations and Reform, Mr Pablo Carpay also assumes the role of the NEM. The NEM provides regular reporting on behalf of the NEDC to the OCG and to the ELT.

Change Governance Board

The Change Governance Board was established to oversee key projects that represent major change initiatives the AEC is planning to implement at the next federal election. The Change Governance Board is also responsible for monitoring other significant organisational change matters as required by the Electoral Commissioner.

The Board provides advice to the OCG, NEDC, SDG and BAC on projects within its remit, highlighting risks and issues as required.

Work health and safety committees

The National Work Health and Safety Committee meets every quarter, with out-of-session meetings held as required to address specific work, health and safety matters. Quarterly meetings are attended by the Chair, management representatives, employee representatives and advisors from the People Services Branch (Health, Safety and Wellbeing team).

Work health and safety committees also meet on a quarterly basis in all states and territories.

Discussion forums

With management and employees distributed across all states and territories, it is important to maintain effective internal communication to ensure agency cohesion. This is achieved at three levels of agency management via four discussion forums which incorporate the participation and feedback of senior executives and managers. These forums have been designed to facilitate information sharing and links across the AEC's national network.

Senior Executive Forum

The senior executives in the AEC have an integral role in implementing key strategic directions in an effective and consistent manner. The Senior Executive (SE) Forum provides a mechanism for achieving common understanding of, and commitment to, key issues at the agency level.

The SE Forum ensures that all senior executives (branch heads and state/territory managers) are across new, emerging issues and general issues, with a focus on information sharing and clarification of the AEC's approach to various agency-wide issues rather than any formal input to policy and procedural directions.

The SE Forum also provides a linkage between organisational priority setting, decision-making and implementation at branch and state office level.

The SE Forum aims to meet most months of the year via teleconference, with one face-to-face meeting each year.

Director Operations Network

Since its establishment in 2007, the Director Operations Network has evolved to work closely with many National Office branches and program areas to promote national consistency in the implementation of AEC policies and procedures. Members of the network also inform the NEDC of potential challenges to implementation, particularly operational and strategic issues.

The network is also an effective conduit for informing divisional and state office staff of the agency's focus areas and key operational issues. It meets a minimum of six times a year, with at least one meeting held face-to-face (the remainder via teleconference or video conference).

Operations Managers' Network

The Operations Managers' Network has encouraged the participation of operations managers in cultural and operational transformation. Its key objective is to facilitate increased collaboration, consistency and compliance to underpin increased quality, effectiveness and integrity of the AEC's operations.

Accountability

The AEC is accountable to its stakeholders, the Australian Parliament and the people of Australia. As a publicly accountable agency, the AEC has a duty to professionally plan, record and report on its activities each year. In 2014–15, this included a National Business Plan (to be replaced in 2015–16 by a Corporate Plan), the Budget Estimates process, Annual Report and documents which record work made towards achieving key performance indicators.

Overview

As an agency, the AEC meets government accountability requirements via a comprehensive range of business planning and reporting mechanisms. These address operations, strategic direction, risk management, business continuity, internal audits, fraud control, public accountability, ethical standards and staff consultation.

Planning, operating and reporting framework

In 2014–15, the AEC's ongoing planning, operation and reporting framework illustrated in [Figure 10](#) consisted of:

- the AEC Strategic Plan 2009
- a Strategic Risk Management Plan updated annually
- portfolio budget and additional estimates statements updated annually
- an annual report
- an annual procurement plan
- branch, state and territory plans updated annually
- regular performance reporting.

Strategic direction

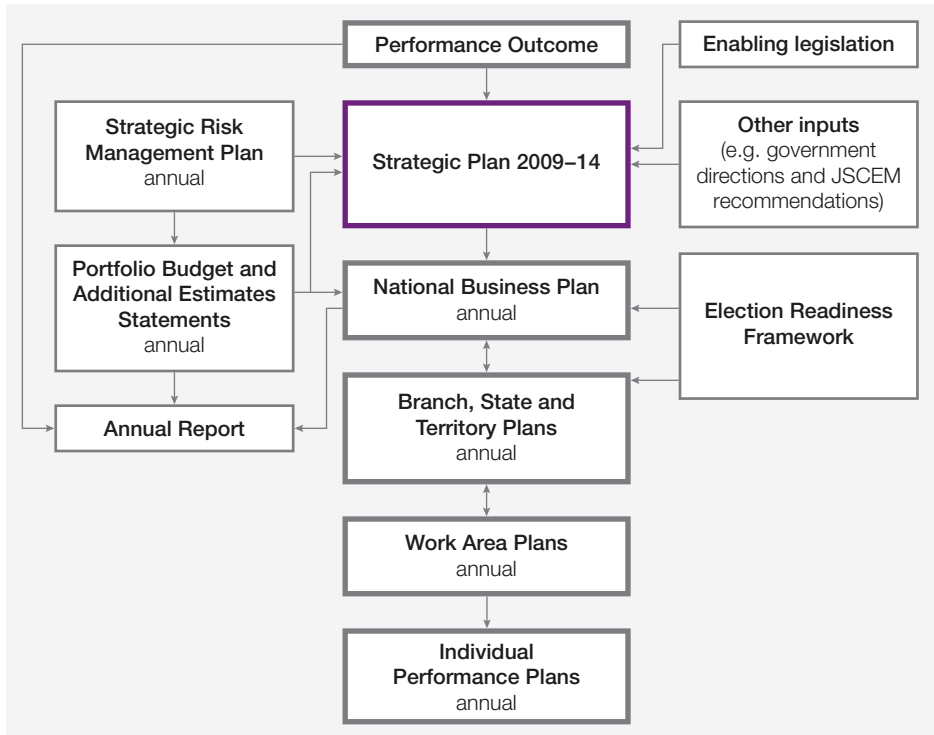
A range of corporate and business planning documents address specific operational or functional requirements and ensure that strategic planning informs local work and individual performance plans, as shown in [Table 8](#).

Corporate plan

In 2014–15 the AEC began development of its inaugural Corporate Plan 2015–2019, replacing the Strategic Plan 2009–2014. The plan provides focus for the agency's work over the next four years, commencing at the start of the 2015–16 financial year. The plan outlines the five following agency directions:

- deliver a changed model for elections and referendums
- govern the organisation for quality and assurance
- professionalise the workforce
- re-establish the reputation of the AEC
- build an agile and responsive organisation.

Figure 10: Planning, operating and reporting framework



Designed to guide the AEC's day-to-day business activities and change programmes, the Corporate Plan will provide the foundation of the agency's planning and operating framework.

National Business Plan

The 2014–15 National Business Plan was comprised of 55 reportable activities which were endorsed by the ELT.

The plan assisted the ELT in guiding and managing the work of all branches and state and territory offices. Progress, which was recorded regularly in agency performance reporting, was assessed against reportable activities in electoral roll management, election management services, election support services, education and public awareness.

Branch, state and territory plans

In 2014–15, corporate and business planning documents established by individual branches, states and territories complemented the National Business Plan. Addressing key activities such as planning, risk mitigation and resource allocation, they highlighted specific operational, functional and regional characteristics that inform strategic planning.

AEC performance reporting

In 2014–15, the AEC's performance reporting provided senior management with financial and performance information which related directly to business plan targets and outcomes.

It covered progress and developments in a range of key areas, such as budgets, expenditure, staffing, AEC services and programme outcomes.

Table 8: Corporate and business planning documents

Document	Purpose	Reviewed
National Business Plan	Provides high-level guidance on the strategic priorities for the year	Annually
Business continuity plans	Ensures continuation of identified critical business functions during and following a critical incident that causes disruption to normal operations	Every three years (or sooner in the event of a major restructure)
Fraud Control Plan	Provides a tailored solution for preventing, detecting and responding to fraud in accordance with relevant Commonwealth law, fraud control policies and memorandums of understanding	Every two years
Election Readiness Framework	Sets out and monitors the programme of activity required to maintain election readiness	Every election cycle
Strategic Risk Management Plan	Details strategic risks that affect the AEC and specifies how these risks will be managed	Annually
Internal Audit Plan	Sets out the AEC's internal audit programme for the financial year	Annually
Disability Inclusion Strategy	Identifies target outcomes from the National Disability Strategy 2010–2020 relevant to the AEC	2020
Health and Safety Action Plan	Sets out activities to underpin health and safety management arrangements	Every three years
Workplace Diversity Plan	Sets out activities to recognise and value diversity in the workplace	Every four years
Reconciliation Action Plan	Sets out activities to recognise and respect Aboriginal and Torres Strait Islander peoples in internal and external arrangements and activities	Every three years
Agency Multicultural Plan	Sets out engagement activities and access and equity policy to engage those from diverse cultural backgrounds	Every three years
Property Plan	Provides direction for long-term management of leased property	Annually
Security Plan	Sets out strategies to protect staff, visitors, information, equipment and premises against harm, loss, interference and compromise	Biannually
Strategic Plan	Identifies the agency's strategic direction	Periodically, as required
Assurance Plan	Outlines assurance activities that target the AEC's key/high risk business processes	Annually

Risk management and business continuity

The AEC is committed to integrating risk management principles and practices into its business processes. A range of initiatives guide the work of the AEC in its commitment to minimising risk and ensuring business continuity.

Addressing risk

The AEC safeguards risk-related planning by regularly updating its Strategic Risk Management Plan, Risk Management Handbook and Risk Management Policy to address changes and developments in the environment in which it operates.

The AEC's approach to risk management seeks to:

- ensure it manages all business in a responsible manner
- ensure that risks faced in electoral operations and political environment are understood and managed
- increase the likelihood of meeting key performance indicators and delivering the outcomes required by stakeholders
- safeguard assets (i.e. people, information, property and public monies) and use them responsibly and efficiently
- create an environment in which all employees assume responsibility for the proactive identification and mitigation of risk
- facilitate compliance with relevant legal and regulatory requirements
- ensure the adoption of evidence-based reliable decision-making processes and planning using professional risk management approaches
- ensure a shared, agency-wide approach to risk management
- improve operational effectiveness and efficiency (including use of resources)
- ensure each specific risk to the agency will have a risk owner.

Risk register

In 2014–15, the enterprise risk register continued to provide a central platform for employees and management to record, assess and manage risks. By providing a snapshot of identified risks and management strategies, the register supported the agency in identifying, resolving and mitigating both operational and strategic risks.

Business assurance

The AEC developed the 2014–15 Assurance Plan to outline assurance activities for the financial year that targeted the AEC's key/high-risk business processes. The Assurance Plan describes the Assurance Framework which is based on the three lines of defence model which recognises that there are a number of key contributors towards an agency's governance and control framework, namely:

- management control
- various risk control and compliance oversight functions established by management
- independent assurance.

The Assurance Plan included a number of internal audit topics and seven audits were undertaken in the financial year. These focussed on the change program underway in the AEC in preparation for the next federal election along with consideration of risk management and information technology.

Business continuity planning

The AEC's approach to business continuity management is based on maintaining the reliability of functions which are critical to its operations. A range of plans and initiatives, overseen by the Business Continuity Management Policy and Framework, address the agency's need to respond appropriately to disruptive events, maintain reporting lines and efficiently deliver critical services.

In 2014–15 incident management plans and election-critical business continuity plans were reviewed and updated in anticipation of the next federal election.

Internal audit

Scrutiny through audit is a key accountability mechanism for effective governance and the improvement of business processes and performance. The AEC's internal audit function provides the agency with an independent and objective review. It also provides the Electoral Commissioner, through the BAC, with professional audit advice.

Internal Audit Plan

The 2014–15 Internal Audit Plan identified seven audit activities covering the following areas:

- the AEC's post-election evaluation processes
- risk management framework maturity
- People Services System Replacement Project
- McLeod Review implementation
- privacy, security and compliance
- Keely implementation
- fraud control.

Internal Audit Charter

On 4 November 2014 a revised Internal Audit Charter and related protocols were introduced to improve on the previous year's audit function. As agreed, the auditors reported to the BAC as required on audits completed and progress made in the implementation of the Internal Audit Plan. Auditors report annually on the overall status of the internal controls or issues that require management attention.

Auditors

PricewaterhouseCoopers and McGrath Nicol were appointed as intended auditors for the AEC on 1 July 2013. Appointed for an initial three-year period, they are responsible for the conduct of audits and other related services, as specified by the BAC and detailed in the 2014–15 Internal Audit Plan.

Fraud control

The AEC recognises and defines electoral fraud as 'a breach of the *Commonwealth Electoral Act 1918* (Electoral Act) and related legislation with intent to obtain a benefit for which the person is not otherwise entitled to or to cause detriment to the Commonwealth.'

The Fraud Control Plan 2013–15 established the Electoral Commissioner's response to maintaining a zero tolerance of fraud in the operations and services of the AEC.

In the interests of public accountability, the AEC website clearly defines 'electoral fraud' and outlines a range of platforms for reporting fraud which include email, postal mail and a specialised phone service titled the AEC Fraudline.

The Fraud Control Committee is responsible for assessing the effectiveness of the agency's fraud control plans, policies and procedures.

Service Charter

The AEC's Service Charter provides the public with an explanation of AEC services, how they are provided and the standards of service provided. As a key corporate document implemented by the Public Engagement team, the Service Charter also guides AEC staff in their interactions with the public.

Following the introduction of the national complaints management framework in early 2014 and enhancements to the national public engagement contact register, the AEC's Service Charter is being further refined.

The reviewed document will be published online in late 2015. The [current AEC Service Charter](#) can be viewed on the AEC website.

Public accountability

Freedom of Information

Agencies subject to the *Freedom of Information (FOI) Act 1982* are required to publish information for the public as part of the Information Publication Scheme (IPS). This requirement is in Part II of the FOI Act and has replaced the former requirement to publish a section 8 statement in an annual report. Each agency must display on its website a plan showing what information it publishes in accordance with the IPS requirements.

As the AEC is subject to the FOI Act, it [publishes this information on its website](#) and updates it regularly.

Information Publication Scheme Statement

As an agency subject to the FOI Act, the AEC is required to publish information to the public as part of the IPS. The AEC's IPS and FOI Disclosure Log is published on its home page using icons developed by the Office of the Australian Information Commissioner (OAIC).

In accordance with these requirements, the [IPS page](#) on the AEC website publishes the following:

- an outline of the IPS and its requirements
- the AEC Agency Plan (which includes invitations for the public to comment on the AEC Agency Plan)
- details of the AEC's structure and functions (including a link to the AEC's organisational chart and a list of statutory appointments under the Electoral Act)
- the AEC's reports and responses to the Australian Parliament
- annual reports dating back to 1998
- routinely requested information
- contact details for further queries.

The AEC website also features operational information which assists the agency to make decisions or recommendations that affect members of the public, such as the AEC's rules, guidelines, practices and precedents relating to former decisions and recommendations. These include:

- enrolment requirements published at www.aec.gov.au/enrol
- special enrolment options published at www.aec.gov.au/Enrolling_to_vote/Special_Category
- information for candidates and scrutineers published at www.aec.gov.au/Elections/candidates
- party Registration Guide published at www.aec.gov.au/Parties_and_Representatives/party_registration/guide
- financial disclosure guides published at www.aec.gov.au/Parties_and_Representatives/financial_disclosure.

Customer enquiries, issues and complaints

The AEC receives enquiries and feedback from the public and other stakeholders through a range of contact channels including telephone, email, social media, facsimile, postal mail and in person.

In 2014–15 the AEC received over 70 000 phone calls, over 29 000 emails and approximately 21 000 in-person contacts from the public.

Complaints management framework

In 2014–15, the AEC introduced a national complaints management framework which includes a Complaints Management Policy. The policy, [available on the AEC website](#), sets out the processes the AEC will follow in the management of a complaint. The policy also outlines the six principles of accessibility, responsiveness, confidentiality, fairness, transparency and efficiency as fundamental to the AEC's management of complaints. The policy is operationally supported by two internal procedure documents titled Complaints Management Procedures and Internal Review of Complaints Procedures.

Public engagement contact register

Central to the AEC's management of public enquiries and complaints is a public engagement contact register, which was further reviewed and enhanced in 2014–15 as part of the agency's commitment to continual improvement.

More information on the AEC's customer contact services, including accessible service options, is provided in the Performance Reporting chapter of this report (education and communications).

Addressing complaints

Most complaints to the AEC are made by telephone to the national contact number on 13 23 26 and are resolved immediately. Complaints made to divisional offices may be referred to the relevant state office, then to the national office as appropriate. The time required to address and resolve each complaint depends upon the nature and complexity of the matter raised. Most complaints the AEC receives are from voters, however a small number are from candidates.

Ethical standards

The AEC's ethical standards are informed by the:

- AEC values
- AEC's planning framework
- AEC staff conduct policies (e.g. attendance, dress code, conflict of interest)
- Australian Public Service Values and Code of Conduct (reinforced in the AEC Enterprise Agreement 2011–2014).

The AEC's core values of electoral integrity through quality, agility and professionalism inform both strategic planning and day-to-day operations.

Electoral integrity has become a particularly important aspect of the AEC's ethical standards and during 2014–15, the agency focused on understanding and responding to the expectations of the public and the Australian Parliament.

More information on the AEC values is provided in the chapter titled About the AEC.

Staff consultation

The AEC considers effective communication with staff as crucial to the achievement of its objectives. As a result, it manages a number of initiatives to ensure that employee's views and opinions are heard on decisions that affect them.

As established in the AEC Enterprise Agreement 2011–14, a number of national and state consultative forums support open communication and consultation. Elections are held to select employee representatives, who may self-nominate to participate. The three employee representatives on the national consultative forum are elected by staff.

The responsibilities of the AEC Consultative Forum include:

- improving communication between employees and AEC management
- providing an opportunity for open, honest and effective communication on matters concerning the AEC nationally
- reporting to the ELT as necessary
- convening working parties to examine issues of interest to AEC staff and management (e.g. organisational and technical change, equity, diversity, employee relations and human resource management).

In 2014–15, significant consultation was also undertaken with staff as part of the negotiation of a new enterprise agreement. Membership of the negotiation committee included managers, employees and union representatives. All negotiations are conducted in accordance with the *Fair Work Act 2009* and the Australian Government Public Sector Workplace Bargaining Policy.

AEC staff participate in the annual State of the Service survey conducted by the Australian Public Service Commission (APSC). The agency continues to rate above the APSC's organisational response target of 65 per cent. In 2015 the AEC's response rate was 76 per cent. Senior management reviews the results of this confidential report each year to identify what is working well across the agency and to address areas that may require improvement. A continuous process of review includes members of the Executive Leadership Team, Assistant Commissioners and State and Territory Managers.

Other initiatives used by the AEC to address staff consultation include internal surveys, workshops, dedicated email addresses for specific queries and online discussion forums. The intranet is the AEC's key internal communication tool and is continuously improved through analysis of usage patterns and user experiences.

Legal compliance

The Legal and Procurement Branch is responsible for the management of the AEC's administrative and judicial compliance. The Office of the Commissioner ensured parliamentary compliance, providing support services to the Australian Parliament and the Special Minister of State.

Overview

The AEC's management of legal compliance consists of the provision of legal services (both in-house and external), in addition to internal and external compliance processes that encompass administrative, judicial and parliamentary scrutiny. These can include legal action, responses to matters concerning human rights, providing evidence to parliamentary committees and complying with activity reports prepared by the ANAO.

Legal Services

In 2014–15 the AEC's Legal and Procurement Branch were responsible for legal services, commercial law and procurement. In addition to providing advice on all legal matters, it provided advice on the operation and effect of provisions in the Electoral Act and the Referendum Act.

External legal services, such as counsel fees and court costs, were significantly reduced in 2014–15 which is not unusual for operations within the relevant phase of the election cycle.

Administrative scrutiny

A range of platforms ensure that the AEC's administrative processes and responsibilities remain publicly accountable and transparent. Both individuals and organisations may lodge queries or complaints with:

- the Administrative Appeals Tribunal, under the *Administrative Appeals Tribunal Act 1975*
- the Commonwealth Ombudsman, under the *Ombudsman Act 1976*
- the Privacy Commission, under the *Privacy Act 1988*
- the Australian Information Commissioner and the Freedom of Information Commission, under the *Freedom of Information Act 1982*
- the Australian Human Rights Commission, under the *Human Rights and Equal Opportunity Commission Act 1986*.

Judicial scrutiny

A number of new matters involving the judicial review of AEC decisions were launched in the 2014–15 period.

External services

The AEC spent \$546 806.07 on external legal services in 2014–15. Expenses included fees to firms on the panel of legal service providers, counsel fees, court costs and miscellaneous charges. This was a decrease from the \$839 495.52 expended in 2013–14. The decrease was mainly due to a reduction in legal work associated with a federal election, including the conclusion of the AEC's petition to the Court of Disputed Returns in the 2013–14 period.

Administrative scrutiny

The administrative practices and decisions of the AEC are subject to a number of pieces of legislation, outlined in [Table 9](#).

Table 9: Guiding legislation

Act	Governing body	Related matters
<i>Administrative Appeals Tribunal Act 1975</i>	Administrative Appeals Tribunal	Certain administrative decisions made under the Electoral Act.
<i>Ombudsman Act 1976</i>	Commonwealth Ombudsman	Complaints about matters of administration relating to AEC functions.
<i>Privacy Act 1988</i>	Office of the Australian Information Commissioner (the Privacy Commissioner)	Complaints about breaches of privacy rights.
<i>Freedom of Information Act 1982</i>	Australian Information Commissioner Freedom of Information Commissioner	Complaints about, and delays in, the handling of requests for access to information.
<i>Human Rights and Equal Opportunity Commission Act 1986</i>	Australian Human Rights Commission	Complaints that claim the AEC have unlawfully discriminated against an individual.

Relevant reports and reviews

Administrative Appeals Tribunal

The AEC continued to be involved in legal action concerning who is recorded in the Register of Political Parties as the registered officer of the Australian Democrats. There were four related matters before the Administrative Appeals Tribunal (AAT) during this period (including the deregistration of the Australian Democrats party).

Matters relating to registered officers of registered political parties

The registered officer of a registered political party has several rights under the Electoral Act, including the right to nominate candidates to stand in a federal election (section 167) and the right to lodge group voting tickets (section 211) for the Senate.

On 6 March 2014, Dr James Page lodged an application for review to the AAT claiming there had been a deemed refusal to make a decision on the application to have Mr Stuart Horrex substituted as the registered officer of the Australian Democrats (2014/1195). This application was dismissed by the AAT on 25 July 2014 as the applicant had misconstrued the operation of section 134 of the Electoral Act.

On 9 June 2014, Mr Hayden Ostrom Brown made a fresh application for review to the AAT seeking an extension of time to apply for tribunal review of the decision not to substitute Mr Paul Morgan as the registered officer of the Australian Democrats (2014/3024). The previous application for tribunal review — made by Mr John Davey — had been dismissed by the AAT on the grounds the applicant was the subject of a sequestration order under the *Bankruptcy Act 1966* and the trustee in bankruptcy did not elect to continue the action (see *John Davey v AEC* [2014] AATA 355). Mr Ostrom Brown withdrew this application on 1 August 2014.

On 29 July 2014, Dr James Page lodged an application for review of a decision on 25 June 2014 by the (three-person) Electoral Commission (2014/4022). This decision affirmed the decision of a delegate of the Commission not to change the Register of Political Parties by substituting Mr Stuart Horrex for Mr John Bell as Registered Officer of the Australian Democrats. In a decision dated 17 September 2014, Deputy President Hack SC decided that only Mr Horrex should be the applicant and Mr Bell be joined as a party.

Deregistration of the Australian Democrats

On 16 April 2015 pursuant to s.137 of the Electoral Act the AEC deregistered the Australian Democrats on the basis of failure to demonstrate that it had the requisite 500 members to maintain registration. The AEC advised the AAT of this matter and on 27 April 2015 the AAT vacated the hearing dates set down for May 2015 and adjourned the matter pending any hearing and determination of proceedings arising from the deregistration of the Australian Democrats.

On 14 May 2015 Mr Darren Churchill and Mr Roger Howe, as National President and National Secretary of the Australian Democrats, respectively, made an application to the (three-person) Electoral Commission for an internal review of the decision to deregister the Australian Democrats.

On 5 January 2015, Dr James Page lodged an application with the AAT for a review of the decision not to withdraw a notice — issued to him under s.318(2) of the Electoral Act — seeking certain particulars relating to the annual return for the Australian Democrats (2015/51). The AAT dismissed the application for lack of jurisdiction.

Further matters before the AAT

The AEC also had two further matters before the AAT during this 2014–15.

The first of these was an application by the Liberal Party of Australia seeking a review of the decision by the AEC to allow the Liberal Democratic Party to register the abbreviation ‘Liberal Democrats’ (2013/6987). A hearing on the matter was scheduled for September 2015.

The second was an application by Mr Cordover seeking a review of the AEC’s refusal of an FOI request for the source code of the computer system used to count the votes in Senate and other elections (2014/3361). A hearing was held in late July 2015 with the AAT allowing further written submissions to be made by 18 August 2015 before determining the matter.

Australian National Audit Office

The ANAO provides quarterly audit activity reports to the BAC.

Following the 2013 federal election, the ANAO foreshadowed three performance audits on the implementation of recommendations in Performance Audit Report No. 28 2009–10, *The Australian Electoral Commission's preparation for and conduct of the 2007 federal general election*. Of those, Performance Audit Report No. 31 2013–14 was tabled in 2013–14. Audit Report No. 4 2014–15 *Second Follow-up Audit into the Australian Electoral Commission's Preparation for and Conduct of Federal Elections* was tabled in November 2014. The remaining audit, *Third Follow-up Audit into the Australian Electoral Commission's Preparation for and Conduct of Federal Elections*, commenced in March 2015 and is expected to be tabled in the Australian Parliament in the 2015–16 financial year. During 2014–15 the AEC continued to implement report recommendations from the first two audits.

Commonwealth Ombudsman

The AEC responded to three issues referred to the Ombudsman during 2013–14 that were finalised during this period.

One of these matters involved a complaint about the handling of ballot papers. This matter was finalised with no finding of administrative deficiency against the AEC.

Two other matters involved accessing the electoral roll for non-electoral purposes. One of these matters was finalised with the Ombudsman advising the AEC to amend its website. The website has since been amended. The other matter was finalised with the Ombudsman advising that access should be granted to the applicable policy. The AEC has reviewed its access to the electoral roll policy and the request would now come within the policy.

Australian Human Rights Commission

On 31 March 2015 the Australian Human Rights Commission (AHRC) advised the AEC that a complaint had been made against the agency. The complaint stated the AEC's website was inaccessible to a person who was blind and that AEC staff were not helpful in resolving this issue. Further, the complaint was that the AEC discriminated against the complainant and was in breach of its obligations under the *Disability Discrimination Act 1992*.

The AEC sought to conciliate the matter under the auspices of the AHRC, however the AEC and the complainant were not able to come to an agreement. On 16 July 2015 the AHRC terminated the complaint as there was no reasonable prospect of the matter being settled by conciliation.

Judicial scrutiny

Access to the electoral roll

On 24 July 2014 Mr Robert Gardner filed an application with the Federal Court under section 39B of the *Judiciary Act 1903* seeking unrestricted access to inspect the electoral roll (VID 419 of 2014). On 2 December 2014 Mr Gardner filed with the Court a Notice of Discontinuance by consent of the parties that there be no order as to costs. The AEC has since reviewed its access to the roll policy and Mr Gardner's request would now come within the policy.

Industrial elections

The AEC conducts elections in various industrial matters. The AEC is the ballot agent for protected action ballots conducted under the *Fair Work Act 2009* and it conducts elections for office bearers in industrial elections under the *Fair Work (Registered Organisations) Act 2009*. These industrial elections can give rise to disputes between two or more parties (for example, between the industrial organisation and the employer or between various candidates standing for election to office bearer positions). The role of the AEC in these matters is normally to seek to be joined as a party to the proceedings so that it can assist the court in accordance with the principles established by the High Court in the case of *R v Australian Broadcasting Tribunal; Ex parte Hardiman* (1980) 144 CLR 13.

Under section 182 of the *Fair Work (Registered Organisations) Act 2009*, the AEC must conduct elections for office bearers in industrial organisations unless the Fair Work Commission has granted an exemption (see section 183). Organisations must lodge the required details for an election with the Fair Work Commission (see section 189). When that information is provided to the Fair Work Commission, the general manager of the Fair Work Commission is required to pass the information to the AEC. The AEC then conducts the election.

There are a number of offences in relation to actions which hinder or obstruct an election. The AEC refers allegations of breaches to either the general manager of the Fair Work Commission or the Australian Federal Police. If the allegation can be construed as an “irregularity” (see *Mcjannett, in the matter of an application for an inquiry in relation to an election for offices in the Construction, Forestry, Mining and Energy Union, Western Australian Branch (No 2)* [2009] FCA 1015) that has affected the outcome of the election then, under section 200(2) of the *Fair Work (Registered Organisations) Act 2009*, the AEC is required to apply to the Federal Court for an inquiry.

The AEC was a party to three proceedings before the Federal Court during this period in relation to industrial elections.

On 5 September 2014 Ms Diana Asmar filed an application for an inquiry into alleged irregularities in respect of the Health Services Union Scheduled Election 2014 Victoria No. 1 Branch (VID 522 of 2014). The alleged irregularity was that the AEC had accepted the nominations of two candidates for the election when it should not have done so. The Court ordered the AEC’s acceptance of the nominations was void. See *Asmar, in the matter of an election for office in the Victoria No 1 Branch of the Health Services Union (No 2)* [2014] FCA 1113 (21 October 2014).

On 8 October 2014 Mr Mark Walker filed an application for orders that the Court institute an election inquiry into the current election for Branch Secretary of the Victorian Branch of the Australian Rail, Tram and Bus Industry Union (VID 580 of 2014). The Court heard the matter on 9 October 2015 and the application was dismissed. See *Walker, in the matter of an election for an office in Victorian Branch of the Australian Rail, Tram and Bus Industry Union* [2014] FCA 1109 (9 October 2014).

On 2 June 2015, Mr John Herbertson filed an application for orders that the Court institute an election inquiry into alleged irregularities in the conduct of the 2015 Australian Manufacturing Workers’ Union election for the Vehicle Division National Divisional Secretary (VID 290 of 2015). The Court held an inquiry and ordered that a new election be held between two specified candidates. To date there are no published reasons for the judgement.

Parliamentary scrutiny

The AEC is accountable to the Australian Parliament primarily in respect to its statutory responsibilities under the Electoral Act, the Referendum Act and related legislation. The AEC provides evidence to various parliamentary committees but primarily to the Joint Standing Committee on Electoral Matters.

Joint Standing Committee on Electoral Matters

The Joint Standing Committee on Electoral Matters (JSCEM) continues to be the central point for parliamentary consideration and debate on electoral law, administration and legislative reform. Through this process, the AEC can provide recommendations to the JSCEM for consideration that may inform legislative change. In 2014–15, the AEC provided a technical advisor to the JSCEM to support its inquiries.

Inquiry into and report on all aspects of the conduct of the 2013 federal election and matters related thereto

The JSCEM tabled two interim reports and a final report.

In 2015 the JSCEM completed its inquiry into the conduct of the 2013 federal election. Over the course of the inquiry the AEC made 11 submissions and appeared at 10 public hearings.

The JSCEM's first interim report on senate voting practices was tabled in the 2013–14 financial year.

The *Second interim report on the inquiry into the conduct of the 2013 federal election: An assessment of electronic voting options* was tabled on 20 November 2014. It contained seven recommendations which were unanimously supported by the committee.

On 15 April 2015 the JSCEM tabled its final report, *Report on the conduct of the 2013 election and matters related thereto*, following two interim reports tabled in May and November 2014. The final report contained 24 recommendations. There was a dissenting report from the Labor and Greens committee members in which they rejected the recommendations to introduce a Federal Direct Enrolment and Update (FDEU) confirmation process and voter identification.

As at 30 June 2015 the Government had not responded to the three reports.

On 23 June 2015, the then Chair of JSCEM issued a media release announcing two further inquiries, focussing on the delivery of electoral education and campaigning activities and conduct at polling places.

Services to the Australian Parliament

In 2014–15 the AEC provided support services to the Australian Parliament, and to the Special Minister of State, on the administration of the Electoral Act and the Referendum Act. The Special Minister of State referred 125 letters to the AEC for input. Major themes included preferential voting, the Senate voting system, and issues relating to enrolment. The AEC also provided briefings to the Special Minister of State and support for Question Time and Senate Estimates hearings.

CASE STUDY

Supporting Bougainville's independent elections

In January 2015, the AEC worked in partnership with the Department of Foreign Affairs and Trade (DFAT), the Autonomous Bougainville Government (ABG) and the Office of the Bougainville Electoral Commissioner (OBEC) to support the development of a 'needs based' project plan for the May 2015 elections.

The program, funded by DFAT, operated as an adjunct to a broader Australian electoral assistance program conducted in PNG, with the AEC working collaboratively with New Zealand and Papua New Guinea (PNG) counterparts as part of an international support team. A small number of AEC staff worked alongside the OBEC, providing advisory assistance in a range of election planning, communications and execution activities. Assistance provided included:

- consultative planning to support the OBEC
- provision of operations advice to support the OBEC in its management of the overall planning and implementation of the election
- procurement and logistics advice to the electoral logistics office
- support in the strategic planning, implementation and evaluation of a community focused electoral awareness program, and
- IT support to assist the OBEC with its operation of the electoral roll system.

Bougainville's terrain – featuring islands, steep mountain ranges, remote villages, offshore atolls, river crossings and even crocodile-infested waters – presented a unique challenge for the delivery of the elections. Polling was conducted over a two-week period, largely through mobile teams to minimise transportation and logistics difficulties that would otherwise affect the movement of polling schedules and voters' access to polling places.

"One of the key challenges we faced was the transportation infrastructure," said logistics advisor Mark McLoughlin. "Moving materials by truck was challenging with 80 per cent of the main roads unsealed and adversely affected by heavy rainfall and river crossings which presented hazardous driving conditions."

The OBEC's polling teams predominantly used four-wheel-drives to provide polling to villages. When such access was not possible, polling equipment was carried by porters to inaccessible villages. In the absence of jetties, polling equipment was also carried from boat to shore where materials were required to be transported



Count centre procedures at the North Count Centre in Buka.

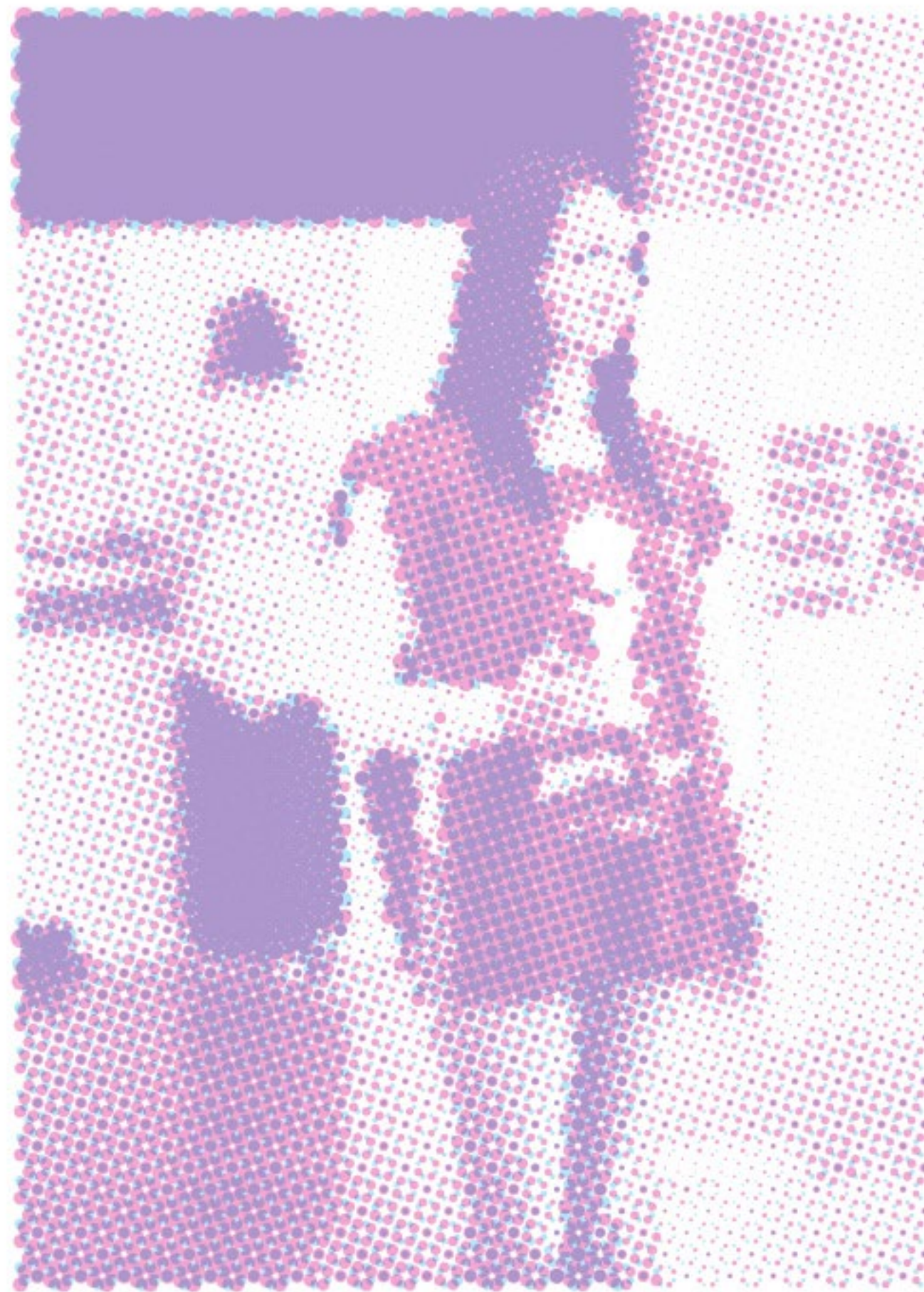
to the outer islands. Taking into consideration these local conditions, the AEC recommended the use of waterproof packaging and sealed plastic bags for the transportation of ballot papers.

The AEC also provided public awareness support in the lead up to the elections to encourage voter participation and formality under Bougainville's voluntary voting system. Relevant considerations included Bougainville's widely dispersed population, remote geography, diversity of local languages and literacy levels, and availability of telecommunications and print media networks. Face-to-face communications were essential to the distribution of electoral information and were adopted through the recruitment and training of local awareness officers and formal collaborations with key community groups.

AEC awareness advisor Jennifer Burgess noted, "in the May 2015 elections formality of votes was at 99 per cent, which is a real testament to the work the awareness staff undertook to inform and educate the community. A key focus for our team was to minimise existing confusion around voting procedures and to inspire electors to participate. An average of 60 per cent of electors participated, which represents a fantastic result."

This electoral event resulted in the election of a president and 39 members of the House of Representatives, including regional and constituency seats, via four separate elections.







5

MANAGING RESOURCES AND ASSETS

Managing resources and assets

The AEC manages a diverse portfolio of resources and assets throughout offices at the national, state/territory and divisional level. These include physical assets such as office equipment, information assets such as technology services and human resources such as the agency's regular and casual workforce.

Assets management

The AEC's management of assets incorporates leased property, applications software, information and communications technology (ICT) hardware, office fit-outs, office machines and equipment.

Human resource management

The agency's recruitment, training and retention of both regular and casual employees is essential to the delivery of modern and efficient electoral services throughout Australia.

Procurement

The AEC manages a range of procurement, tenders, consultancies and contracts. A total of 64 per cent procurement contracts are held with Small and Medium Enterprises (SMEs).

Environmental performance

The resources and assets of the AEC are managed in a sustainable manner that adheres to the *Environment Protection and Biodiversity Conservation Act 1999* by minimising impact to the environment, reduces waste and conserves energy use.

Asset management

The AEC manages a range of assets which incorporate both physical and information assets. Physical assets consist of property and equipment utilised by offices across Australia. Information assets, provided by a combination of in-house and external resources, include information and ICT hardware and software.

Overview

Asset management for the AEC consists of the ongoing management of leased property, applications software, ICT hardware, office fit-outs, office machines and equipment. While an external commercial property manager assists with the management of the property portfolio, AEC staff within the Finance and Business Services Branch are responsible for managing the assets database (Financial Management section), property (National Property Team) plus office equipment and non-networked machines (Workplace Services and Security section).

Physical assets

The physical assets of the AEC include equipment located at offices throughout Australia. ICT infrastructure, machines, equipment and office fit-outs are managed on an 'end of life' or 'end of lease' schedule. Service and maintenance agreements ensure all assets are fully functional and perform at optimal levels.

In 2014–15, the AEC managed the move of the national office assets from West Block Offices in the Canberra suburb of Parkes to 50 Marcus Clarke Street in central Canberra. Divisional office staff from the electoral divisions of Canberra and Fraser were also moved into the new premises.

Office fit-outs

The National Property team manages accommodation and fit-outs based on the AEC's Strategic Property Plan, which incorporates an 'end of life' or 'end of lease' schedule.

Throughout 2014–15, there were two office fit-outs for AEC offices – one in Geelong (Victoria) and the other in Joondalup (Western Australia).

The move of the national office to 50 Marcus Clarke Street did not require the purchase of any new assets, as the majority of the fit-out was already in existence and only small modifications were made to some areas. The fit-out remains the property of the Department of Education and Training.

Office machines and equipment

The existing fleet of multi-function devices, such as photocopiers and printers (updated in 2012), were successfully transferred to the new national office. Desktop resources such as computer terminals were moved across for approximately 320 employees.

Information assets

The work of the Information Technology (IT) Branch is integral to the AEC's activities within the government's digital transformation strategy, particularly leadership, digital engagement, organisational management and service delivery partnerships. A combination of in-house resources and external providers support the delivery of AEC outcomes.

ICT hardware assets

In addition to a range of technical support services, the AEC's IT Branch is responsible for the strategic direction and operational management of the AEC's physical ICT infrastructure.

These physical assets include servers, desktop computers, laptops, printers, mobile phones, tablets and operational software. As required, the AEC invests in the maintenance and upgrade of ICT assets to deliver operational outcomes and efficiencies.

Achievements

In 2014–15, the AEC successfully managed the upgrade of physical and virtual servers across both data centres and state offices. The upgrade provided the AEC with improved system performance, redundancy, cost benefit and additional business capacity.

During 2014–15 the AEC extended its use of mobile device capability and improved its security monitoring across election systems.

In early May 2015, the IT Branch of the AEC moved to the new national office premises a week ahead of all other branches to 'set the stage' for all staff and establish the IT infrastructure. The process involved moving 145 km of network fibre, patching 425 computer terminals, moving 500 telephones, the relocation of 18 multi-function devices and the installation of an estimated 4 km of new copper cabling.

As a result of the May 2015 move into a shared building with the Department of Education and Training, the national office now utilises the Shared Services Centre¹ integrated desktop technology for all telephony solutions.

Human resource management

The AEC employs a range of strategic workforce initiatives to recruit, retain, manage and train its employees. The People Services Branch is responsible for all workforce planning, learning, human resource systems, employee relations and employee services.

Overview

AEC employees are located throughout Australia in a network of divisional, state and territory offices, including a national office located in Canberra. As at 30 June 2015, the AEC had a regular workforce of 834 staff, a casual workforce of 739 irregular or intermittent staff, plus a temporary election workforce of over 70 000 polling officials.

Working for the AEC

One of the AEC's greatest strengths is the skill and talent of its staff. The recruitment, development and retention of professional staff is of high importance to the AEC. In 2014–15, the agency continued strengthen the approach to learning and development in line with the Learning and Development (L&D) Blueprint.

Employment agreements

The AEC Enterprise Agreement 2011–14 covers the majority of AEC staff. [Table 41](#) in [Appendix H](#) illustrates the salary ranges for each classification under the agreement. The AEC is in negotiations for a replacement Enterprise Agreement as the current agreement nominally expired on 30 June 2014. Negotiations are being conducted in accordance with the provisions of the *Fair Work Act 2009* and the Australian Government Public Sector Workplace Bargaining Policy.

Australian workplace agreements

An Australian Workplace Agreement covered one senior executive service officer.

Section 24(1) determinations

In 2014–15, the terms and conditions of employment of eight employees, predominantly senior executive service and executive level officers, were set by individual determinations under section 24(1) of the *Public Service Act 1999*.

¹ Established in early 2014, the Shared Service Centre is an experienced Australian Public Service provider of high quality, cost-effective corporate and IT services.

Collective Determination under the *Commonwealth Electoral Act 1918*

The AEC has a collective determination for staff engaged under the Electoral Act. The collective determination covers temporary staff, such as polling officials, for the election period only and sets the terms and conditions, hourly rates of pay and other entitlements.

These terms and conditions are set by the Electoral Commissioner under section 35 of the Electoral Act. While there were no electoral events conducted in the 2014–15 period, the AEC ensured that a draft Collective Determination was in place should it be required. It has been updated to reflect legislative changes to salary, superannuation and allowances.

Individual flexibility arrangements

To meet the needs of the AEC and individual employees, under the AEC Enterprise Agreement 2011–14, the Electoral Commissioner may agree to individual flexibility arrangements with employees, for one or more of the following:

- working hours
- overtime rates
- penalty rates
- allowances
- remuneration
- leave.

During 2014–15 there were 30 new individual flexibility arrangements agreed to by the Electoral Commissioner. The majority of these reflected the ongoing need to recognise the particular needs of both the individuals and the AEC. As at 30 June 2015, 28 individual flexibility arrangements were still active.

Senior executive remuneration

The Remuneration Tribunal determines the remuneration of the Electoral Commissioner under the *Remuneration Tribunal Act 1973*.

Other statutory appointees are part of the principal executive officer structure under the *Remuneration Tribunal Act 1973*. The Electoral Commissioner determines the remuneration and conditions afforded to these appointees, within parameters set by the Remuneration Tribunal. [Table 10](#) illustrates the salary ranges for each classification of statutory appointees and senior executive staff.

Table 10: Base salary bands for statutory appointees and senior executive staff effective 30 June 2015

Staff (number) ^a	Remuneration band (\$) ^b
1	300 000 – 350 000
6	180 000 – 299 999
5	150 000 – 179 999
8	130 000 – 149 999
0	0 – 129 999

a. This data includes staff acting in positions at 30 June 2015.

b. Bands do not represent total remuneration; they include salary for superannuation purposes but do not include other components of salary packaging such as cars and superannuation.

Table 11: AEC regular workforce profile as at 30 June 2015

AEC workforce segment	Workforce statistic
Full time	80.3%
Linguistically diverse background	8.4%
Female	68.2%
Average age	47.3 years
45 years and over	60.2%
Staff turnover	15.3%
Average length of AEC service for ongoing staff	9.4 years

Performance management and pay

AEC performance management covers ongoing and non-ongoing employees employed for six months or more and forms part of the AEC Enterprise Agreement 2011–14. The Performance Management programme aligns individual employee performance with the achievement of the AEC’s business objectives. Managers and employees work together to ensure that:

- the nature and standard of work requirements are clearly articulated
- performance is reviewed regularly, in line with expectations
- regular feedback is provided
- individual development needs are agreed upon and actioned.

The People Services Branch provides assistance and advice to managers and staff on performance matters to ensure confidence in addressing performance issues. This advice is consistent with the AEC’s performance management policy and guidelines.

Salary progression in the AEC is subject to meeting the standards of the Performance Management programme. Following the completion of the performance planning cycle, eligible employees receive annual pay advancement within the salary range of their classification.

In 2014–15, performance bonuses were not offered to any employees.

AEC workforce

As at 30 June 2015, the AEC workforce consisted of:

- a regular workforce of 827 ongoing and non-ongoing APS employees and seven Electoral Act employees
- a casual workforce of 739 irregular or intermittent employees.

Tables provided at [Appendix H](#) provide a further breakdown of the AEC workforce.

AEC workforce statistics

Regular AEC workforce

The AEC’s regular workforce is spread across the AEC network of national, state, territory and divisional offices.

Figure 11: Staff by gender 2012–13 to 2014–15

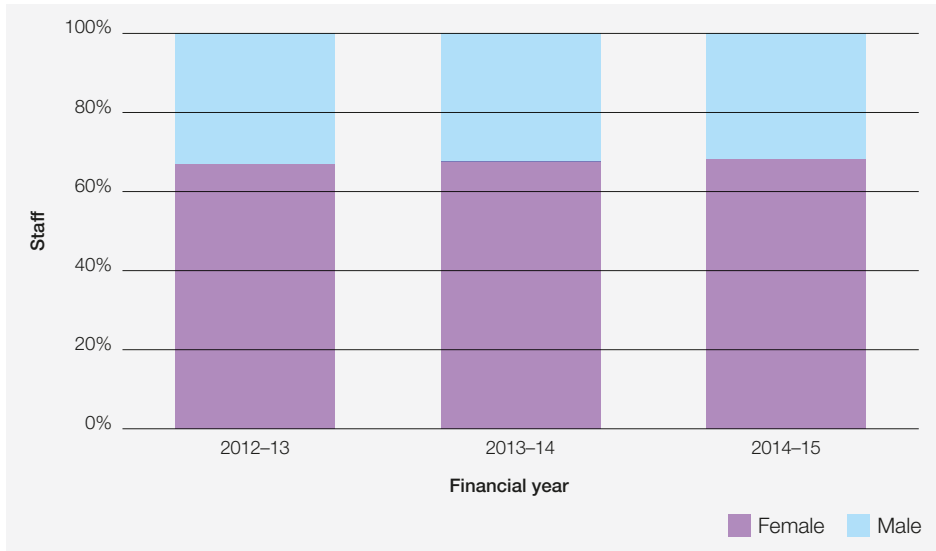
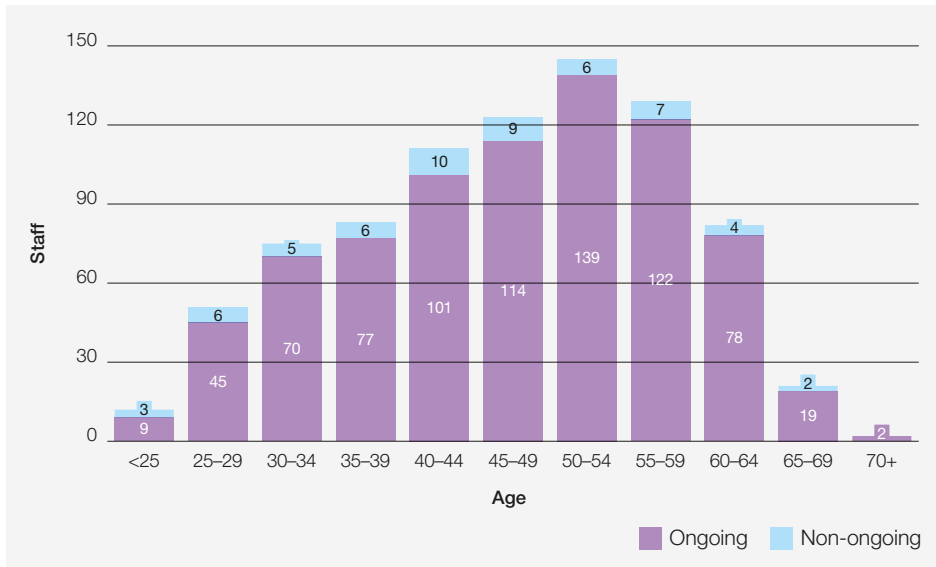


Figure 12: Ongoing and non-ongoing staff by age group as at 30 June 2015



The majority of AEC staff are female (68.2 per cent) and work at the APS 6 level, which includes most divisional office managers who act as returning officers for each electoral division a federal during election. Table 11 provides a snapshot of the AEC’s regular workforce profile.

A range of tables and figures provide specific workforce information within this section of the report. Percentages of male and female staff, from 2012–13 to 2014–15, are shown in Figure 11. The age profile of AEC employees is shown in Figure 12.

Table 12: Intermittent or irregular employees by classification

Classification	Number of employees
APS 1	723
APS 2	3
APS 3	1
APS 4	2
APS 5	1
APS 6	8
EL 1	1
Total	739

APS = Australian Public Service; EL = Executive Level

Irregular or intermittent employees

At 30 June 2015, the AEC had a casual workforce of 739 irregular or intermittent staff. Employed mostly at the APS 1 level, casual employees work predominantly in divisional offices supporting fluctuating workloads throughout the electoral cycle. A breakdown of this workforce is provided in [Table 12](#).

Indigenous employees

In 2014–15, 2.4 per cent of the regular AEC workforce self identified as Aboriginal or Torres Strait Islander peoples.

Indigenous election employees

The AEC is committed to creating a staffing profile at polling places that reflects the cultural diversity of the communities it serves throughout Australia.

It is important that Aboriginal and Torres Strait Islander peoples are provided polling assistance during federal elections by those from a similar cultural background. Since 2010, recruitment activities have successfully increased the amount of Indigenous election employees available to support Aboriginal and Torres Strait Islander peoples.

In 2013, as a result of these efforts, the AEC almost doubled the number of Indigenous polling officials employed compared with 2010. The recruitment and development of Indigenous Voter Information Officers continued through 2014–15.

[Figure 13](#) provides information on AEC staff who self identify as culturally and linguistically diverse, Aboriginal or Torres Strait Islander peoples.

Disability reporting

Since 1994, Australian Government departments and agencies have reported on their performance as policy adviser, purchaser, employer, regulator and provider under the Commonwealth Disability Strategy.

As disability reporting to the Council of Australian Governments now occurs through the National Disability Strategy, within the State of the Service report, the specific requirement for disability reporting in individual Commonwealth agency annual reports has been discontinued. These reports are available at www.apsc.gov.au.

Figure 13: Staff by diversity 2011–12 to 2014–15

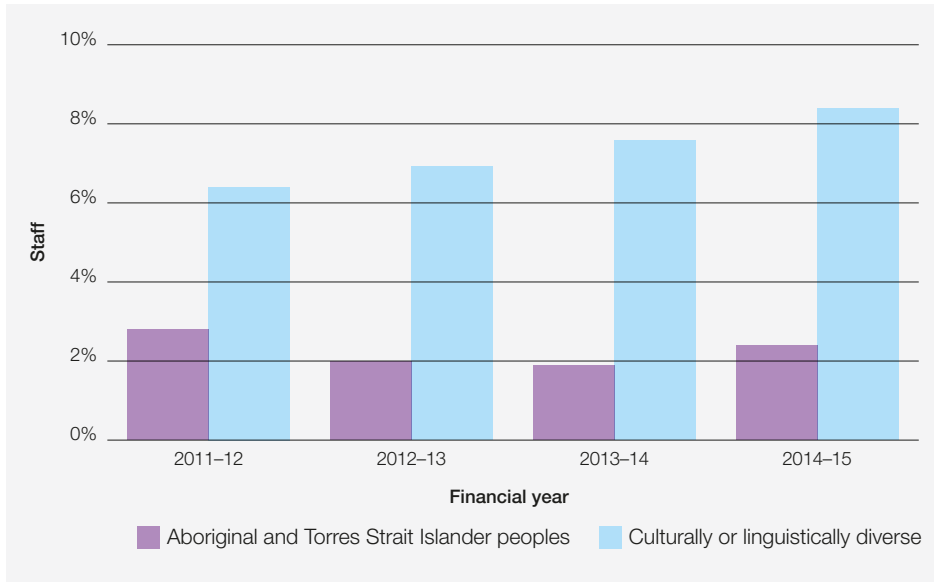


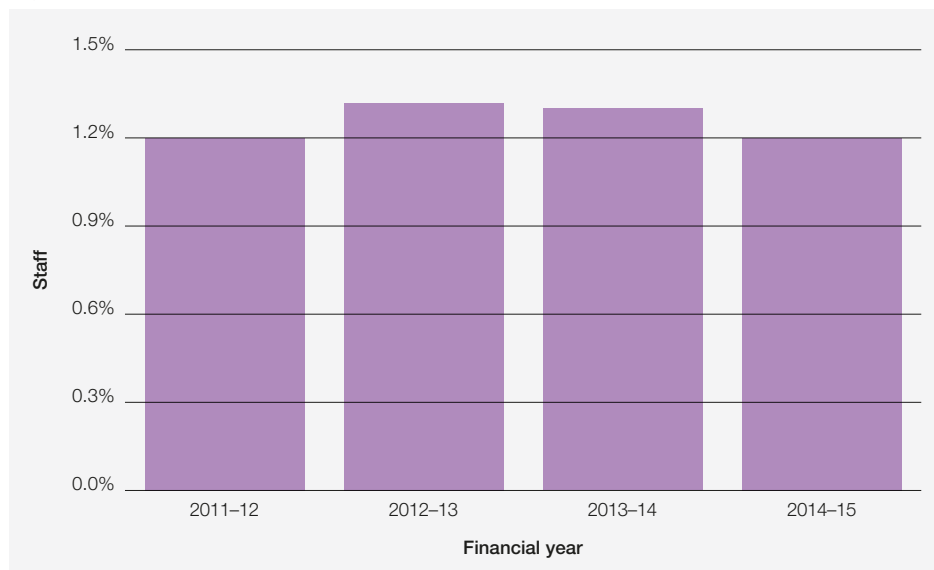
Table 13: National Disability Strategy measures in relation to staff

National Disability Strategy outcome	AEC strategy	AEC targets
Economic security	<ul style="list-style-type: none"> Improve employer awareness of benefits of diversity Reduce barriers to employment Improve employment, recruitment and retention 	<ul style="list-style-type: none"> Implement inclusive workplace policies Implement inclusive recruitment process Support staff with disability in the workplace Educate staff about the benefits of diversity Require promotion on merit
Learning and skills	<ul style="list-style-type: none"> Reduce barriers and simplify access Develop innovative learning strategies and support Promote leadership development 	<ul style="list-style-type: none"> Provide education and skills development opportunities Provide leadership opportunities

The National Disability Strategy 2010–2020 established a ten-year national policy framework to improve the lives of people with disability, their families and carers. A high level two-yearly report now tracks progress against each of the outcome areas of the strategy and presents a picture of how people with disability are faring. This report is available at www.dss.gov.au. The AEC supports the National Disability Strategy 2010–2020 as it relates to staff with disabilities. The strategies it utilises are listed in Table 13.

The Social Inclusion Measurement and Reporting Strategy also includes reporting on disability matters.

Figure 14: Proportion of AEC staff with a disability 2011–12 to 2014–15



Disability Advisory Committee and Inclusion Strategy

The AEC's Disability Advisory Committee held its annual meeting in June 2015 at the offices of the Australian Human Rights Commission in Sydney. Committee members include representatives from peak disability organisations and members of the Electoral Council of Australia and New Zealand.

The AEC reported on progress against the AEC's Disability Inclusion Strategy 2012–20, outlining a range of actions which aim to support the participation of people with disabilities in the electoral system and to ensure the AEC is an inclusive workplace that supports employees with a disability. [Figure 14](#) illustrates the proportion of AEC staff with a disability.

Recruitment and employee retention

In 2014–15, with the AEC undertaking election preparations, the People Services Branch was focused on securing staff for an electoral event particularly in divisional offices. The recruitment of employees was undertaken in an efficient manner to ensure that the calibre of candidates remained high.

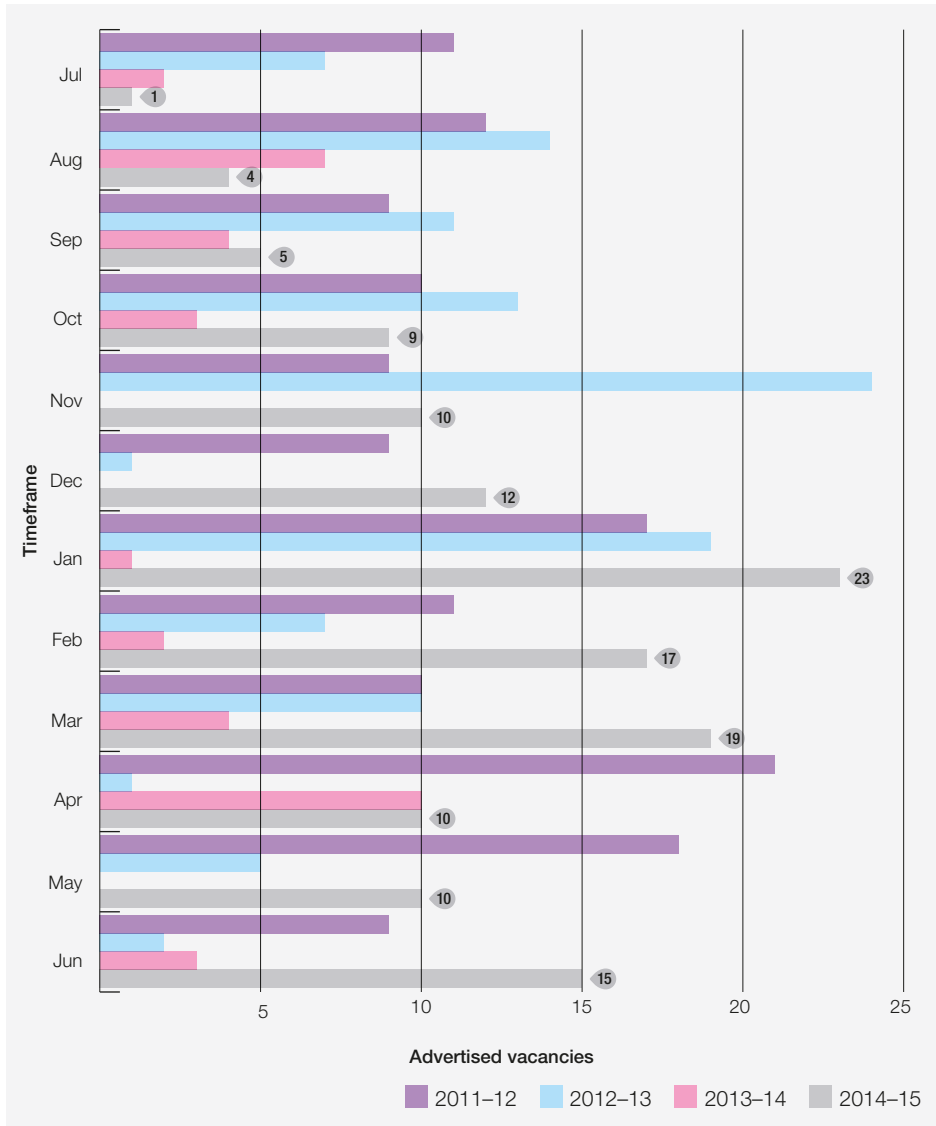
Recruiting employees

In early 2015 the AEC restructured its internal recruitment delivery to focus on the provision of greater support and administration services. This restructure resulted in the development of a team of account managers dedicated to specific business areas to provide efficient service delivery and greater candidate care and attention.

Job advertising

The AEC's total advertised vacancies (ongoing and non-ongoing positions) grew from 36 in 2013–14 to 135 in 2014–15, as illustrated in [Figure 15](#).

Figure 15: Number of vacancies advertised 2011–12 to 2014–15





2014 graduates with their APSC award and members of the Executive Leadership Team. From left: Electoral Commissioner Tom Rogers, Rachel Veitch, Kalinga Hulugalle, Rebecca Hansen, Priscilla Li and First Assistant Commissioner Capability Tim Courtney.

Graduate program

The 2014 Graduate program concluded with four employees successfully completing the program. These graduates were recognised by the Australian Public Service Commission (APSC) 2014 Graduate Development Program with an award for 'Best Major Project Video Presentation' for their video *AEC Connect*.

The AEC did not run a graduate program in 2015.

Retaining employees

The AEC's retention rate for ongoing staff in 2014–15 was 95.5 per cent, representing a slight increase from 93.2 per cent in 2013–14. The AEC's ongoing employee retention rate has been trending upwards over 90 per cent during the past decade despite year on year fluctuations.

Learning and development

AEC Learning

In 2014–15 the AEC continued to strengthen its approach to learning and development in line with the Learning and Development (L&D) Blueprint, commencing in July 2014 across four reforms:

- Reform 1: the adoption of underlying key principles and a shared framework for learning design
- Reform 2: a focus on performance coaching
- Reform 3: development of certification processes and competency-based assessment
- Reform 4: a redefined role for the Learning and Development Team in the People Services Branch.

The new Learning Management System 'AEC Learning' was launched in early 2015. AEC Learning represents a new approach to the way APS employees engage in learning and development in the AEC, and was the first step in implementing the L&D Blueprint.

AEC Learning offers a range of self-paced and instructor led courses designed to enhance overall workforce capability and professionalism and will also be used to deploy bespoke learning programs currently under development.

The approach to learning by AEC employees has evolved significantly since the launch of the L&D Blueprint. Systems and processes have continued to be established or improved to ensure the development of nationally consistent, engaging and high quality learning programs that address the needs of the AEC and meet best practice now and into the future.

Election training development

In November 2014 the AEC undertook a full review of technical election training to better prepare employees for the operational demands of increasingly complex elections. This included a review of election training for both APS employees and polling officials. The findings were consolidated into the Election Training Review Report.

The key principles of Reform 1 underpinned the development of an Election Training Curriculum Framework and Election Training Curriculum and are aligned with future work in progress and to be developed under Reform 4. The work under Reform 1 has laid the foundations for best practice learning across Reforms 2, 3 and 4 of the L&D Blueprint.

Performance Coaching

A bespoke Performance Coaching Model was designed by AEC under Reform 2. The model is designed to create an environment where everyday conversations between employees link performance and learning to influence the AEC culture and to become a stronger learning organisation. As part of this model five 'Creating Coaching Leaders' programmes have been designed and will be developed throughout the second half of 2015. In continuing to develop and embed the value of high performing employees within AEC, carefully selected coaching champions are being used to support the socialisation and messaging of the model.

Trainer certification

The Trainer Certification Program will create a pool of internally accredited APS trainers in line with Reform 3 who will deliver endorsed and nationally consistent programs from the Election Training Curriculum to operational election employees.

A new role for L&D

Consistent with Reform 4 in the L&D Blueprint, the transition of the AEC's Learning Management System to AEC Learning means that a new way of working is required for L&D in the AEC. A redefined role for the L&D area of the People Services Branch will establish a centralised hub for all training/learning programs. The new model will ensure the AEC embarks on a more coordinated approach to how learning and development across all programs is planned, designed, developed and measured.



Investing in our greatest asset

Workforce planning

In 2014–15 the AEC's dynamic work environment continued to be influenced by the electoral cycle. Overseeing an ongoing workforce of approximately 800 employees, in addition to planning for a temporary election workforce of over 70 000 for a full federal election, requires carefully co-ordinated resource planning. For this reason, the AEC is currently designing and implementing a range of strategic initiatives to increase the sophistication of its workforce planning practices to ensure the delivery of organisational objectives now and into the future.

A crucial aspect of the workforce planning strategy is the introduction of more formal, systematic workforce planning improvements that complement the AEC's broader electoral reform programme. This business-driven approach balances the development of the agency's operational workforce planning practices with longer term strategic workforce planning. Since early 2015, the AEC has been focussed on preparations for the anticipated 2016 federal election, particularly the improvement of workforce planning. This includes:

- establishing a planning framework that will strengthen agency workforce planning at the national, state/territory and divisional levels
- reinforcing this framework by utilising a suite of workforce planning resources, such as templates and other materials
- continuing to develop a comprehensive set of role profiles for permanent (ongoing and non-ongoing APS) and temporary (election) roles.

Employee benefits

AEC staff receive a range of non-salary benefits, consisting of leave arrangements, provision for separation and redundancy benefits, plus superannuation. This information is listed in the Notes to the Financial Statements section of this report.

State of the Service

The AEC's State of the Service employee survey results for 2014–15 showed general improvement in employee engagement levels and widespread increases in employee satisfaction levels with the agency's overall performance. In particular, there was improvement with employee satisfaction with immediate supervisors and with access to effective learning and development over the past 12 months.

The survey results also highlighted a number of areas requiring development including:

- opportunities for career progression and talent development
- improving internal communication
- managing employee wellbeing.

Support of the *Carer Recognition Act 2010*

The AEC does not have any obligations with regard to the *Carer Recognition Act 2010*, as the agency is not defined in the *Public Service Act 1999* as being responsible for the development, implementation, provision or evaluation of policies, programs or services directed to carers or the persons for who they care.

As a public service agency, the AEC does support employees with caring responsibilities as outlined in the *Carer Recognition Act 2010*. Employees are eligible for Paid Personal Leave (Carer's), under Clause 69.7 of the AEC Enterprise Agreement 2011–14, to provide care or support to those they are responsible for in the case of personal illness, injury or unexpected emergency.

Work health and safety

The AEC recognises its responsibility to positively influence the work health and safety (WHS) of employees and to provide a safe environment for members of the public who enter AEC premises, including leased premises used as polling places during an electoral event.

The AEC's ELT and the Operational Compliance Group are the senior executive forums with responsibility for oversight of the AEC's work health and safety management system. The Health, Safety and Wellbeing Team in the People Services Branch maintain focus on prevention and wellbeing at work, early intervention and the management of rehabilitation and return-to-work programs, providing WHS support to managers and employees and reviewing the agency's WHS performance reporting.

WHS obligations

The AEC complies with its obligations under both the *Work Health and Safety Act 2011* (WHS Act) and the *Safety, Rehabilitation and Compensation Act 1988* (SRC Act) by ensuring there are appropriate systems that actively monitor, evaluate and maintain health, safety and welfare across all aspects of business. [Table 14](#) provides a summary of ongoing AEC workplace health and safety outcomes.

Throughout 2014–15, the AEC maintained compliance with the WHS and SRC Acts by:

- continuing to improve the WHS management system
- introducing a new WHS due diligence framework to assist senior executives and employees to understand and meet their WHS legal obligations
- introducing an enhanced WHS management structure, providing a greater level of consultation and representation through WHS committees, a strengthened health and safety representative network and revised work group structure
- developing new election-related WHS strategies.

Table 14: Workplace health and safety summary

Information required under the WHS Act	AEC Outcomes
Initiatives taken during the year to ensure the health, safety and welfare of workers	Continued development of the AEC WHS management system
	Introduction of new WHS due diligence framework
	Introduction of enhanced WHS management structure
	Election-related WHS strategies
Health and safety outcomes achieved as a result of the initiatives	A reduction in the duration of incapacity through targeted rehabilitation strategies
	An enhanced WHS management arrangement structure, providing a greater level of employee consultation and representation through an increased health and safety representative (HSR) network and revised work group structure
	A framework to help senior executives understand and meet their WHS legal obligations
Notifiable incidents	A reduction from eight notifiable incidents in 2013–14, to two incidents in 2014–15 – consisting of one dangerous occurrence and one serious injury
Investigations conducted by the AEC	Two investigations were conducted, with no formal notices issued by the Regulator

WHS management system

A new WHS due diligence framework and manual were implemented in August 2014, within the AEC WHS management system. The framework has been developed to ensure that any staff involved in making decisions that affect a substantial part of the AEC business exercise due diligence. More than 400 employees have participated in face-to-face presentations in a range of AEC locations to support the implementation of the framework.

Significant work was also undertaken in strengthening the AEC’s WHS quarterly performance reporting, with a new reporting process commencing on 28 August 2014. The ELT and other senior managers receive quarterly performance reports using a mix of WHS lead and lag indicators that are cascaded upwards. Details include incidents, hazards and risks that can be eliminated or minimised to improve the health and safety environment.

A review of the following was also undertaken throughout 2014–15, to safeguard the representation of staff in managing WHS:

- relevant AEC work groups
- health and safety representatives
- first aid officer networks.

Health and wellbeing programs

The AEC encourages its employees to pursue healthy lifestyles with a range of elective health and wellbeing programs:

- the Employee Assistance Program (EAP)
- annual influenza vaccinations
- quit smoking programs

- workstation assessments and provision of recommended ergonomic equipment
- eyesight testing reimbursements
- financial support for early intervention on health matters.

The EAP provides free, confidential support services that address a range of health and wellbeing issues. In 2014–15 the EAP utilisation rate for new AEC referrals was 3.7 per cent.

Workplace injuries and illnesses

In the period July 2014 to June 2015, 111 health and safety incidents were reported, comprising of 73 incidents, seven near hits and 31 hazards. This shows a significant decrease from the previous year, which was an election year featuring an increased workload and increased workforce. For the period July 2013 to June 2014, 239 work health and safety events were reported, comprising 176 incidents, 50 near hits and 13 hazards.

The top three mechanisms of incident reported in the AEC during 2014–15 were body stressing, mental stress and falls, trips and slips.

Notifiable incidents

There were two notifiable incidents during 2014–15, including one serious injury and one dangerous occurrence. Both incidents were reported to Comcare, investigated internally and remedial measures put in place.

Investigations conducted during the year

In 2014–15, there were no Comcare investigations undertaken, and no improvement notices issued to the AEC. One liaison inspection was undertaken and a report provided to the AEC with recommendations being currently implemented. No formal notices were issued by the Regulator.

Health safety and welfare outcomes

Claims management

The AEC's management of claims consisted of:

- 14 new cases for compensation (of which nine were accepted by Comcare)
- 30 continuing cases for compensation
- 19 new cases of non-compensation injuries
- nine continuing cases of non-compensable injuries.

[Table 15](#) shows the number of new cases the AEC managed for compensation and non-compensable injuries over the past three years, reported in the year in which management commenced.

People Services Branch strategically assessed and managed both compensable and non-compensable claims for Comcare, the incident management regulator. These responsibilities include the review of all claim information, providing quality assurance for AEC internal processes and ensuring prompt action or intervention to support injured employees in their return to pre-injury duties/hours. The branch also supported injured employees in achieving positive outcomes and improving the performance of the AEC workers' compensation premium.

Table 15: New claims for compensable and non-compensable injuries

Case management type	2012–13	2013–14	2014–15
Compensable	9	17	14
Non-compensable	17	32	19
Total	26	49	33

Table 16: Premium rate compared to overall Comcare scheme 2012–13 to 2014–15

Premium rate (excluding GST)	2012–13	2013–14	2014–15
AEC premium	0.93%	1.11%	1.84%
Overall scheme premium	1.61%	1.65%	1.93%

The AEC's workers' compensation premium payable in 2014–15 from the previous year, due to a bonus payment. Comcare is predicting a continued reduction in the AEC's premium as a result of the positive outcomes seen in the reduction in claim costs. A primary cost driver in the premium estimate is the amount of time off work and/or repeated periods of time off work taken by an employee, which has been noticeably reduced in the past 12 months.

Worker's compensation premium

The AEC workers' compensation premium for 2014–15 under the Comcare scheme was 1.84 per cent of wages and salary.

Table 16 details the AEC's premium rates, compared to the overall Comcare scheme over the past three years.

The number of AEC worker compensation claims received for 2014–15 was the same as that for 2013–14. In the 2014–15 period, a new strategy for the management of compensation claims was developed, focusing on active intervention, investigation and resolution of cases. Particular focus was given to mental health cases.

The indicative costs for total AEC premiums for 2015–16 show a decrease of 14 per cent, compared to premium costs for 2014–15.

Health and safety representative elections

The National Work Health and Safety Committee (NWHSC) meets every quarter, with out-of-session meetings held as required to address specific work, health and safety matters. The purpose of the NWHSC is to provide a consultative forum that can effectively address, at a national and strategic level, the health and safety matters arising in the AEC or those escalated by state/territory work health and safety committees, with particular reference to the requirements of the *Work Health and Safety Act 2011* and the *Work Health and Safety Regulations 2011*. Work health and safety committees also meet quarterly in all states and territories and minutes are available to staff via the AEC intranet.

The AEC conducts national elections for Health and Safety Representatives (HSRs) and Deputy HSRs, who are elected for a term of three years. Elections are conducted electronically, following the AEC's HSRs Procedure for Elections, which sets out the requirements and process for electing HSRs and the responsibilities of various stakeholders in this process.

Procurement

The AEC's focus has been on improving procurement processes and practices in preparation for the next federal electoral event. In 2014–15, the Commercial Law and Procurement Section coordinated procurement planning for key election services to ensure national consistency and implemented a contract management framework.

Overview

Procurement within the AEC consists of processes and procedures to ensure purchasing represents best value for money and is conducted in a transparent and accountable manner.

In 2014–15 the AEC continued to improve these processes through the use of the Procurement and Contract Management Register which records all procurements:

- valued at \$10 000 and over
- that involve election-related services
- where intellectual property is created
- where a consultancy is engaged
- that present a high risk for the AEC.

This information feeds into the monthly reports provided to the ELT on new procurements and expiring contracts.

In accordance with external reporting obligations, the AEC also publishes an Annual Procurement Plan and contractual arrangements on AusTender.

Purchasing

Procurement procedures, policy and planning

The AEC's procurement procedures and related templates provide AEC employees with guidance on how to conduct procurements in accordance with the Commonwealth procurement and financial framework.

Procurement and contract management register

The Procurement and Contract Management Register is used to streamline procurement and contract management processes and enhance quality assurance and compliance with the relevant Commonwealth framework, including reporting obligations.

Panel and multi-use list

Panels and multi-use lists provide the AEC with an efficient process for achieving the best value for money when purchasing goods or services.

Tenders

There were 13 open tender requests published electronically on AusTender in 2014–15.

Grants

The AEC did not administer any discretionary grant programs in 2014–15.

Sustainability principles

In accordance with the Commonwealth Procurement Rules and Policy, the AEC adheres to its responsibility to be efficient, effective, economical, ethical and sustainable. The AEC's procurement policy acknowledges 'sustainability' as a capacity for development that can be sustained into the future, such as the promotion of reduced energy consumption and minimising waste.

Consultancies

Engaging consultants

The AEC's procurement procedures, which include guidance on consultancies are supported by a range of best practice guides and resources such as the Procurement and Contract Management Register, contract management support materials (i.e. a contract management plan template and checklist) and online procurement and contract management training.

The AEC may engage consultants under section 35(2) of the Electoral Act and determine the terms and conditions of engagement of those consultants under section 35(4) of that Act. In 2014–15, consultants could also be engaged in accordance with the *Public Governance, Performance and Accountability Act 2013*.

The AEC categorises arrangements as consultancies when:

- the services involve the development of an intellectual output that assists with agency decision-making
- the output reflects the independent views of the service provider.

When engaging consultants to work with a value up to \$79 999, the AEC generally seeks quotes from prospective consultants according to the AEC procurement procedures. If the expected value of the consultancy is \$80 000 or more, AEC staff follow policy and procedures outlined in the Commonwealth Procurements Rules (July 2014).

Consultancy use

During 2014–15, the AEC's new consultancy contracts involved total actual expenditure of \$2 568 692 (GST inclusive).

There were 35 new consultancies with a contract value of \$10 000 (GST inclusive) or more during 2014–15. The total actual expenditure on consultancy contracts increased by \$1 148 345, compared to 2013–14. The increased expenditure can be attributed to the AEC implementing a number of strategic measures including revised election planning, assurance and governance frameworks and measures to facilitate cultural change.

The AEC engaged consultants for the following purposes:

- business intelligence consulting services
- internal audits
- project management
- information technology consultation services
- education and training services
- strategic planning consultation services
- risk management consultation services
- accounting services

- human resource services
- business administration services
- management advisory services.

There were no ongoing consultancy contracts or related ongoing expenditure.

Table 17 contains details of the AEC consultancy contracts to the value of \$10 000 or more. Further information on the value of AEC contracts and consultancies is available on AusTender at www.tenders.gov.au.

Consultancy contracts table

Table 17: Consultancy contracts to the value of \$10 000 or more during 2014–15

Consultant	Description	Selection process ^a	Contract price incl GST (\$)
Category A: Specialised or professional skills			
Altis Consulting Pty Ltd	Assessment of the current state of AEC Business Intelligence	Open	35 640
Bendelta Pty Ltd	Design and Development of a Performance Coaching Model and associated 'Creating Coaching Leaders' Programs	Open	304 105
Bull & Bear Special Assignments	Consultant services to conduct staff facilitation services	Limited	20 000
Citrix Systems Asia Pacific Pty Ltd	Citrix XenDesktop Design Review Assistance Project	Limited	24 000
Cordelta Pty Ltd	Provision of Business Strategy Development Services	Open	137 500
Cordelta Pty Ltd	Provision of Development Services for the Establishment of Enterprise Architecture Principles in the AEC	Open	133 694
Cordelta Pty Ltd	IT strategy development services	Open	163 020
David John Williams	Consultancy services	Open	36 300
Deloitte Touche Tohmatsu	Programme/Project Management Services	Open	78 810
Lismar Trust & Others (trading as Duesbury Nexia)	Superannuation and taxation advice	Open	20 000
Lismar Trust & Others (trading as Duesbury Nexia)	Superannuation and taxation advice	Open	25 476
Lyn Beasley	Review of National Electoral Education Centre (NEEC) program	Limited	10 200
McGrathNicol	Internal Audit – Review of Fraud Control	Open	25 000
McGrathNicol	AEC Assurance Policy	Open	32 500
Noetic Solutions Pty Limited	Election planning	Limited	294 542
Noetic Solutions Pty Limited	Election Planning	Open	156 410
PricewaterhouseCoopers	2015/16 Internal Audit Plan	Open	20 000
PricewaterhouseCoopers	Internal Audit – Review of Privacy, Security and Compliance audit	Open	20 000

Consultant	Description	Selection process ^a	Contract price incl GST (\$)
PricewaterhouseCoopers	Internal Audit – Review of McLeod recommendations FAD	Open	25 000
PricewaterhouseCoopers	Internal Audit: AEC Assurance Policy	Open	30 100
PricewaterhouseCoopers	2014–15 Internal Audit Plan – Fixed fee services	Open	17 000
PricewaterhouseCoopers	2014–15 Internal Audit Plan – Implementation of the Keely Report Recommendations	Open	31 295
PricewaterhouseCoopers	2014–15 Internal Audit Plan – Risk Management Framework Maturity	Open	25 000
PricewaterhouseCoopers	2014–15 Internal Audit Plan – Review of Election Evaluation	Open	20 000
PricewaterhouseCoopers	2014–15 Internal Audit Plan – Review of People Services Systems Replacement (PSSR) project	Open	15 000
Protiviti Pty Ltd	Risk Consultancy	Open	62 920
RSB4STARS Industries Pty Ltd	General consultancy – workforce planning	Open	132 990
SAVV-E PTY LTD	Capability Pathway and Governance Framework	Limited	282 800
Total Decision Support Pty Ltd	Rebasing of costs for the Joint Roll Arrangements – Update of Cost Models	Open	34 850
Total Decision Support Pty Ltd	Rebasing of costs for the Joint Roll Arrangements – Update of Cost Models	Open	14 630
Total Decision Support Pty Ltd	Review of PSB Business Services and AEC leave records	Limited	116 325
Category B: Independent research or assessment			
Business Strategy Review Pty Limited	Strategy for procurement of future fixed voice services	Open	113 620
Kurtis Paige Initiatives	Review Recruitment and Pay model for temporary election staff	Open	52 800
The Trustee for Birdanco Practice Trust	Consultancy Services for Recruitment project	Open	18 500
The Trustee for Birdanco Practice Trust	Consultancy services for recruitment project	Open	38 665
Total			2 568 692

a. See [Commonwealth Procurement Rules \(1 July 2014\)](#) for an explanation of the procurement process.

GST = Goods and services tax.

FAD = Funding and disclosure.

SME procurement

The AEC acknowledges Small and Medium Enterprises (SMEs), as defined by the Australian Bureau of Statistics and the Department of Finance, as a trading business with fewer than 200 full-time employees that operates independently of any parent organisation for taxation arrangements.

The AEC's procurement procedures and practices, including payment terms, support the requirements under paragraph 5.4 of the Commonwealth Procurement Rules. This includes the implementation of Small Business Engagement Principles such as communicating in clear, simple language and presenting information in accessible formats.

Statistics for 2013–14 which illustrate SME participation in the Australian Government procurement market are available on the Department of Finance's website at: www.finance.gov.au/procurement/statistics-on-commonwealth-purchasing-contracts.

List of initiatives

In the AEC, the overall SME participation rate for 2013–2014 was 34.4 per cent of contracts by value and 64 per cent by number.

The AEC recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to small business are available on the Treasury's website at: www.treasury.gov.au.

Contractual arrangements

ANAO access clauses

During 2014–15, all AEC contracts in excess of \$100 000 (GST inclusive) included provisions for the Auditor-General to have access to the contractor's premises.

Exempt contracts

During 2014–15, no contract or standing offer in excess of \$10 000 (GST inclusive) was exempted from publication on AusTender on the basis that it would disclose exempt matters under the *Freedom of Information Act 1982*.

Environmental performance

The AEC's Finance and Business Services Branch is responsible for the sustainable management of property, workplace services and security. The recent move of the AEC's national office to a 6 Green Star rated building has improved the agency's environmental performance.

Overview

The AEC manages its environmental performance by minimising the impact of its operations on the environment, encouraging sustainable business practices, managing waste and monitoring energy and resource use.

The National Property Team (NPT), within the Finance and Business Services Branch, is committed to developing, implementing and maintaining improvements to environmental and sustainability practices and performance for all properties within the AEC's property portfolio.

Environmental performance incorporates nationwide sustainable procurement practices, building operations and the management of national, state/territory and divisional offices. It also includes the impact of state and federal elections and management of the waste reduction programme for the NEEC.

The AEC's [Environment Management Commitment](#) is provided on its website.

Sustainable development

Sustainable use of premises

In accordance with section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) the AEC reports on environmental performance and measures that minimise environmental impact, including:

- the recommendations of the Australian National Audit Office's Performance Audit Report No.47 of 1998–99
- Department of Sustainability, Environment, Water, Population and Communities' Energy Efficiency in Government Operations policy
- Fleet Monitoring Body guidelines for use of ethanol.

The AEC continues to take the following measures to minimise the effect of office operations on the environment:

- contracting service providers to collect and recycle paper, cardboard, plastics, aluminium and glass from national office
- contracting service providers to remove spent toner cartridges from all offices
- using partly or wholly recyclable products wherever possible
- applying double-sided default printer settings to reduce office paper consumption
- promoting E10 petrol for AEC vehicles
- considering environmental impacts in the design and layout of new and upgraded accommodation
- working with contracted property services providers to reduce energy consumption in state/territory and divisional offices.

The AEC also adheres to a range of environmental management requirements, listed in [Table 18](#).

Sustainable procurement practices

The AEC addresses sustainable procurement in accordance with: the Commonwealth Procurement Rules; the Department of Sustainability, Environment, Water, Population and Communities' Sustainable Procurement Guide; and the AEC Procurement Policy.

Value for money is a core principle of the AEC's Procurement Policy. As a result, the agency values goods and service providers that reduce:

- energy and consumption demand
- unnecessary consumption
- end-of-life disposal.

Table 18: Legislative compliance and reporting for environmental management

Area	Requirements
Energy Efficiency in Government Operations (EEGO Policy)	Office tenant light and power to be 7 500 MJ per person per annum.
	Office central services (e.g. air-conditioning, elevators, base build lighting and hot water) to be 400 MJ per m ² per annum.
	Office lighting to not exceed 10W per m ² .
	Refurbishments over 2 000 m ² to satisfy 4.5 NABERS Energy Rating. New buildings over 2 000 m ² to satisfy 4.5 NABERS Energy Rating. Green Lease Schedules for new leases over 2 000 m ² and for two-year terms.
Commonwealth Procurement Rules	Where financially viable, minimise environmental impact over the life of goods and services by choosing products or services that have lower adverse impacts associated with any stage in their production, use or disposal.
Commonwealth Property Management Framework and Guidelines	The Commonwealth Property Management Framework focuses on achieving efficient, effective and sustainable property outcomes and sets out arrangements under which the AEC is responsible for its performance. When determining the merits of a property the AEC will (on a case-by-case basis) take into consideration cost-benefit analysis (using Whole-of-Life Costs) and environmental obligations and impact. The Property Guidelines seek to enhance good property management practice across agencies, providing increased efficiency and effectiveness of property use in the course of Government business.
Australian Packaging Covenant	Arrangements in place for efficient collection and recycling of packaging.
National Waste Policy	Avoid the generation of waste, reduce the amount of waste (including hazardous waste) for disposal. Manage waste as a resource. Ensure that waste treatment, disposal, recovery and re-use are undertaken in a safe, scientific and environmentally sound manner. Contribute to the reduction in greenhouse gas emissions, energy conservation and production, water efficiency and the productivity of the land.

Throughout 2014–15, the AEC approached the open market for procurement of:

- provision of election training and workplace support services
- web hosting solution
- furniture and equipment hire
- café services
- data capture services
- development and support services for Microsoft Dynamics GP and associated software
- interpreting and translation services
- office locator
- transactional banking services
- ballot paper scanning and counting technology
- temporary election workforce
- provision of alarm monitoring at AEC warehouses and West Block offices
- provision of polling equipment.

The NPT are committed to sustainable procurement practices, as outlined in [Table 19](#).

Table 19: Sustainable resource management

Area	Requirements
Administration	<p>Ensure cleaning products have Safety Data Sheets (SDSs), which include the ecological impact for each product/chemical.</p> <p>Maintain accurate and complete records for reporting purposes on the consumption and supply of office equipment and related consumables.</p>
Fit-out and refurbishment	<p>Procure products that are recycled or have recycled content and are recyclable at the end-of-life—where practical, fit-for-purpose and cost effective.</p> <p>Where possible, procure products with eco-labels that are compliant to ISO 14024 or ISO 14021 eco-labelling standards (life cycle impacts), such as timber and wood products meeting Forest Stewardship Council (FSC) certified sources/forests or Program for the Endorsement of Forest Certification (PEFC).</p> <p>Procure products that have energy conservation features in their design.</p> <p>Procure products that are designed for longevity and have design features which minimise the environmental impact at end of life, or have options for manufacturer/supplier take back.</p> <p>Procure products that are designed and supplied with low environmental load packaging, while maximising the purpose of preventing damage or breakage.</p> <p>Procure products that have energy conservation features in their design (a minimum level of 5 Stars under the ENERGY STAR® program) where such equipment is available, fit for purpose and cost effective.</p> <p>For appropriate contracts, apply an appropriate evaluation measure or weighting to environmental criteria in procurements.</p> <p>Procure products that have reduced or eliminated environmentally sensitive materials and substances such as volatile organic compounds (VOCs) in paints and solvents, mercury, lead, cadmium, hexavalent chromium, short chain chlorinated paraffin (SCCP) flame retardants and plasticisers in certain applications.</p>

Minimising impact

Building design

The relocation of the AEC's national office to 50 Marcus Clarke Street in central Canberra in May 2015 significantly improved the AEC's environmental performance, particularly in the areas of building design, water and energy use. [Table 20](#) outlines the national environmental ratings of the building.

A key aspect of these premises is the use of an integrated trigeneration system which simultaneously produces three forms of energy – electricity, heating and cooling. This single system produces power, hot water, space heating and air-conditioning for the entire building which considerably reduces the greenhouse gases produced. The building's overall lighting power density is kept to an average of 1.75 W/m²/100 lux.

Energy conservation

Energy efficient operations in the national office include the use of:

- energy-efficient dishwashers and refrigerators
- automatic energy-saving mode for multi-function devices and machines
- automatic energy-saving mode for desktop computers and monitors
- motion-sensitive, task-based lighting (Digital Addressable Lighting Interface)

Table 20: National office environmental ratings

Rating	Body
6 Star Green Star As Built (whole of building)	The Green Star rating is awarded by the Green Building Council of Australia as an internationally recognised sustainability rating system.
5 Star Green Star Office Interiors	
5.5 Star NABERS Energy for both Base Building and Tenancy	The Office Design v2 category evaluates the environmental potential and operational performance of commercial office design.
5.5 Star NABERS Water	
4.5 Star NABERS Indoor Environment	
4.5 Star NABERS Waste	

- low-flow sensor taps
- grey water recycling for flushing toilets
- dual-flush cisterns and waterless or low-flow urinals
- rainwater retention for use in cooling towers.

The NPT is committed to establishing standards, programs and innovative practices to improve energy efficiency across the AEC's property portfolio. [Table 21](#) outlines the considerations and activities related to energy consumption.

Water and energy use

The AEC aims to adopt best practice water and energy management in its business activities conducted at national, state/territory and divisional offices.

Water conservation

Water conservation activities include: the efficient use of energy and water resources; conservation of water resources; and minimisation of wastewater disposal.

While strategies for the conservation of water use are limited across the AEC network, the NPT has made improvements to the capture and use of water across the property portfolio. These are outlined in [Table 22](#).

For 2014–15, the use of light and power energy across all AEC premises was 11 320.6 megajoules per person which represents a 127.9 per cent increase on the previous year. This increase is due to staffing fluctuations related to the 2014–15 non-election period.

Waste and recycling

Processes relating to waste management and recycling may vary from site to site, within the AEC national network. Initiatives include, but are not limited to:

- general waste disposal
- recycling paper
- recycling shredded paper
- recycling cardboard
- recycling of aluminium, plastic, cans and glass bottles
- printer cartridge and fax toner waste disposal.

Table 21: Energy consumption considerations across the network

Area	Requirements
Administration	Review provision for accredited renewable energy (e.g. Green power) take-up in electricity contracts.
	Maintain accurate and complete records for reporting purposes on electricity and gas use in buildings, refrigerant types used in air conditioning systems and fire retardants used in fire suppression systems.
	Ensure non-AEC energy-intensive power consuming devices that are continuous in operation must not to be connected to power points (e.g. fish tanks, digital photo frames, fans and heaters), unless approved by the NPT and respective State Manager and/or Branch Head.
	Provide for major property energy efficiency and greenhouse initiatives through the annual strategic property planning review.
Education	Ensure approved AEC energy-intensive devices must be switched off when not in use.
	Make effective use of curtains or blinds to optimise air conditioner and heating system efficiency.
Fit-out and refurbishment	Ensure newly constructed or major refurbishments of tenanted space meet the minimum energy performance standard set out in the EEGO policy.
	Include the provision for renewable energy generation initiatives into new building designs and fit-outs.
Leasing	Ensure new office leases over 2 000 m ² and two-year duration include the relevant version of the <i>Green Lease Schedule</i> (GLS) which contains ongoing minimum energy performance standards.
	Ensure the National Australian Built Environmental Rating System (NABERS) assessment and evidence of market testing occurs and is taken into account in overall cost considerations before exercising a lease option.
	Ensure separate digital metering is established to differentiate the supply between base building and tenancy energy use.
	Include the provision for renewable energy generation initiatives into new building designs and fit-outs.

Table 22: Water consumption considerations across the network

Area	Requirements
Administration (Fit-Out, Refurbishment and Leasing)	<p>Introduce water conservation measures into building leases for existing and/or new tenancies, toilets and urinals with high Water Efficiency and Labelling Service (WELS) scheme star ratings, re-use systems, rainwater harvesting and the use of drought-tolerant native plant species local to the area.</p> <p>Maintain accurate and complete records for reporting purposes on the water infrastructure established during refurbishments.</p> <p>Apply strategies and procedures to effectively arrange potable water use.</p>
Education	Report tap water leakages in a timely manner to the relevant responsible areas.
Leasing	Ensure mains digital metering is established to differentiate the supply between base building and tenancy water use.

The AEC's Environmental and Sustainability Guide also provides staff with instruction on the responsible disposal of:

- cleaning chemicals
- volatile organic compounds (VOCs) in paints and solvents
- staff amenity paper products
- furniture
- kitchen supplies.

Vehicle use and travel reduction

AEC business vehicles are selected in accordance with the Department of Finance vehicle selection policy, with a focus on reduced CO2 emissions when comparing suitable models.

Sustainable move of the national office

A number of staggered activities were undertaken to ensure the national office move to 50 Marcus Clarke Street in central Canberra was socially and commercially sustainable.

Pre-move

- All staff thoroughly cleared out their work stations and related storage areas, to reduce the amount of materials moved to the new office. This significantly reduced the weight and fuel consumption of the moving vehicles involved.
- The move presented an opportunity to keep unwanted items out of landfill by recycling paper, glass, plastic and cardboard matter.
- Unclaimed or unwanted items that were particularly useful, or of high value, were put up for silent auction with the proceeds going towards staff orientation and relocation resources.
- The move allowed for a thorough inventory of all archival materials.
- Old furniture and existing office fit-out was left behind intact, for new tenants.
- Items of national significance were donated to the relevant cultural institution (e.g. the national tally board was given to the Museum of Australian Democracy and 20 boxes of publications and reports were provided to the National Library of Australia).
- Staff were fully engaged and consulted throughout all stages of the office move, with an active online platform providing a forum for questions and information sharing (e.g. new building orientation and familiarity with surrounding amenities).

National Electoral Education Centre waste reduction programme

The ACTSmart Business Recycling Programme assesses the waste reduction initiatives of businesses located in the Australian Capital Territory. In November 2014, the National Electoral Education Centre (NEEC) was awarded its fifth ACTSmart accreditation.

In 2014–15 the NEEC extended its paper recycling efforts to include other materials such as plastic bottles. In the five years that the NEEC has actively participated in the programme it has reduced annual landfill waste to 2.9 cubic metres per annum, representing a waste reduction of 83 per cent. This achievement has been maintained despite the fact that the NEEC maintains annual visitor numbers of 90 000.

CASE STUDY

Enhancing WHS due diligence

In response to obligations to implement the harmonised *Work Health and Safety Act 2011* (WHS Act) the AEC has, during the course of the year, progressively implemented a model of due diligence with a particular focus on a proactive approach. This means responsible officers must be personally engaged with, and responsive to, WHS issues.

The core elements of due diligence implemented by the AEC are directed at:

- acquiring and updating knowledge of WHS matters
- gaining an understanding of the hazards and risks of the operations/business of the AEC
- ensuring the AEC has the appropriate resources and processes to eliminate or minimise risks to health and safety
- ensuring that appropriate processes have been implemented for receiving, considering and responding to information regarding incidents, hazards and risks
- ensuring the AEC has, and implements, processes for complying with any duty or obligation of the person conducting a business or undertaking (PCBU) under the WHS Act
- verifying the provision and use of relevant resources and processes.

In July 2014, the Electoral Commissioner commissioned a project for the development and implementation of a manual to assist officers in exercising their WHS due diligence obligations. The manual's purpose was to ensure that any officer within the AEC who has the ability to make, or participate in making, decisions that affect the whole or a substantial part of AEC business, exercises WHS due diligence in making such decisions. The project was conducted between mid-July and late October 2014, leading to the implementation of the AEC Due Diligence Framework (the Framework). Implementation briefings were conducted across the AEC network, between August and September 2014. These briefings coincided with the first round of quarterly reporting, therefore providing the opportunity for immediate application.

The Framework provides the necessary platform for WHS reform within the AEC. Building on the existing WHS Management System, the Framework supports the WHS Act's intent to protect workers against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work.

Officers may ask themselves the following questions in making resource decisions:

- Are there any impacts upon health and safety arising from this resource decision?
- If so, what are the impacts upon health and safety?
- In the event that there is a potentially detrimental effect upon health and safety arising from the decision, how can we eliminate or minimise the impact on health and safety?
- What resources do we need to allocate to eliminate or minimise such impacts upon health and safety?

The Framework, built on a robust quarterly reporting structure, touches each work area within the AEC. Each manager provides data on their area's level of WHS 'readiness', including data on:

- WHS representation (including First Aid Officers, plus Health and Safety Representatives)
- incidents and investigations
- WHS inspections
- unscheduled absences
- rehabilitation
- WHS training
- WHS initiatives conducted over the reporting period.

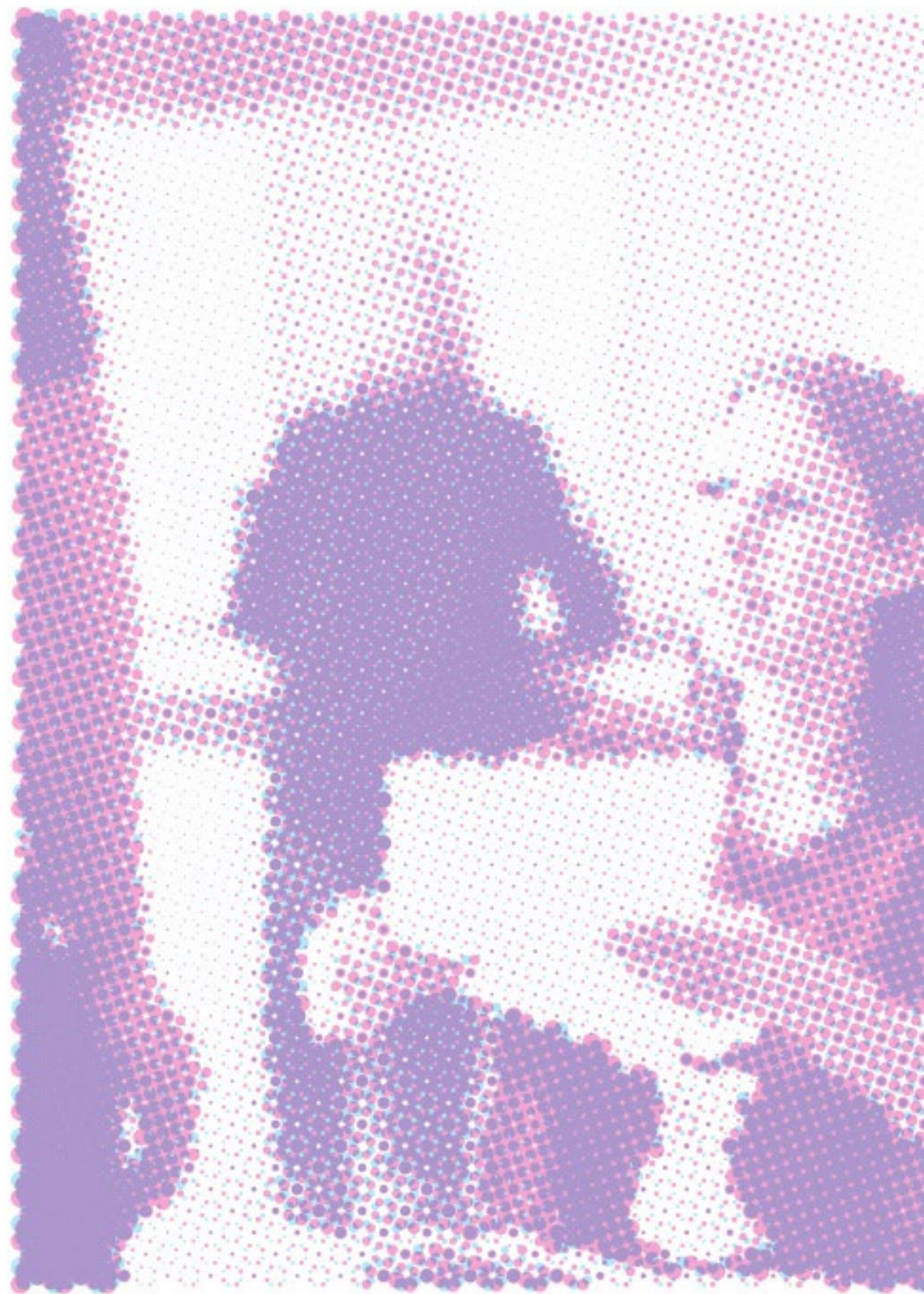
This data is captured on reporting templates and cascades up to the next level of management until a final report on the AEC's WHS 'readiness' is delivered to the Operational Compliance Group (OCG).

Since implementation, the AEC has conducted three consecutive WHS reporting cycles and experienced an improvement in a number of areas. This has included:

- a decrease in the rates of unscheduled absences
- a decrease in the AEC worker's compensation rate
- a 300 per cent increase in WHS inspections
- an increase in WHS training undertaken
- and an increase in investigations into WHS incidents.

In the 2015–16 financial year, the AEC will focus on aligning the AEC's WHS Management System to enable delivery of the Due Diligence Framework. With the focus of the reporting data being on proactive prevention, it is reasonable to think there will be a positive effect on the capability of the workforce through raised awareness and focus on responsibilities, while reducing unscheduled absence rates and worker's compensation claim costs.







**FINANCIAL
REPORTING**

Financial reporting

The AEC's financial reporting consists of a financial performance summary, financial statements and supporting notes. In 2014–15 the AEC accrued an operating deficit of \$382 000 and surplus of \$11.047 million.

Overview

Financial performance summary

The financial performance analysis provides a snapshot of the AEC's deficit, surplus, balance sheet and net asset information.

Financial statements and related notes

This section covers the audited financial statements for the AEC. These consist of the auditor's report, Electoral Commissioner and Chief Finance Officer statement, various financial statements and administered schedules. Further information on the financial performance of the AEC is provided in the notes section.

Financial performance summary

For 2014–15, the AEC's operating deficit was \$0.4 million compared to an operating surplus of \$11.0 million in 2013–14. The 2013–14 result was influenced by an amount of quarantined appropriation.

The statement of financial position as at 30 June 2015 shows total assets of \$95.8 million and total liabilities of \$38.9 million for a net asset position of \$56.9 million. Total assets include cash and receivables of \$59.5 million, including a quarantined amount of \$30.5 million.

The Australian National Audit Office has issued an unqualified audit opinion for the AEC's 2014–15 financial statements.

Auditor's report



INDEPENDENT AUDITOR'S REPORT

To the Special Minister of State

I have audited the accompanying financial statements of the Australian Electoral Commission for the year ended 30 June 2015, which comprise:

- Statement by Electoral Commissioner and Chief Finance Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Schedule of Commitments;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement;
- Administered Schedule of Commitments; and
- Notes comprising a Summary of Significant Accounting Policies and other explanatory information.

Electoral Commissioner's Responsibility for the Financial Statements

The Electoral Commissioner of the Australian Electoral Commission is responsible under the *Public Governance, Performance and Accountability Act 2013* for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards and the rules made under that Act. The Electoral Commissioner is also responsible for such internal control as is necessary to enable the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I have conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. These auditing standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

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19 National Circuit BARTON ACT
Phone (02) 6203 7300 Fax (02) 6203 7777

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Accountable Authority of the entity, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

In conducting my audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the requirements of the Australian accounting profession.

Opinion

In my opinion, the financial statements of the Australian Electoral Commission:

- (a) comply with Australian Accounting Standards and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Australian Electoral Commission as at 30 June 2015 and its financial performance and cash flows for the year then ended.

Australian National Audit Office

SIGNED

Serena Buchanan
Executive Director

Delegate of the Auditor-General

Canberra
10 September 2015

Statement by the Electoral Commissioner and Chief Finance Officer

AUSTRALIAN ELECTORAL COMMISSION	
STATEMENT BY THE ELECTORAL COMMISSIONER AND CHIEF FINANCE OFFICER	
In our opinion, the attached financial statements for the year ended 30 June 2015 comply with subsection 42(2) of the <i>Public Governance, Performance and Accountability Act 2013</i> (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.	
In our opinion, at the date of this statement, there are reasonable grounds to believe that the Australian Electoral Commission will be able to pay its debts as and when they fall due.	
SIGNED	SIGNED
Signed.....	Signed
Tom Rogers Electoral Commissioner	Stephen Blackburn Chief Finance Officer
10 September 2015	10 September 2015

Statement of comprehensive income for the period ended 30 June 2015

	Notes	2015 \$'000	2014 \$'000
NET COST OF SERVICES			
EXPENSES			
Employee benefits	4A	73 315	149 336
Suppliers	4B	50 506	124 832
Depreciation and amortisation	4C	9 459	9 389
Finance costs	4D	39	34
Write-down and impairment of assets	4E	111	1
Losses from asset disposals	4F	184	19
Total expenses		133 614	283 611
OWN-SOURCE INCOME			
Own-source revenue			
Sale of goods and rendering of services	5A	19 224	18 406
Other revenue	5B	480	186
Total own-source revenue		19 704	18 592
Net cost of services		113 910	265 019
Revenue from Government	5C	113 528	276 066
(Deficit)/surplus attributable to the Australian Government		(382)	11 047
OTHER COMPREHENSIVE INCOME			
Items not subject to subsequent reclassification to net cost of services			
Changes in asset revaluation surplus		2 148	5 323
Total other comprehensive income		2 148	5 323
Total comprehensive income attributable to the Australian Government		1 766	16 370

The above statement should be read in conjunction with the accompanying notes.

Statement of financial position as at 30 June 2015

	Notes	2015 \$'000	2014 \$'000
ASSETS			
Financial Assets			
Cash and cash equivalents	7A	891	1 518
Trade and other receivables	7B	58 618	48 207
Total financial assets		59 509	49 725
Non-Financial Assets			
Land and buildings	8A,C	11 524	12 062
Property, plant and equipment	8B,C	5 780	7 227
Intangibles	8D,E	13 836	14 413
Inventories	8F	3 055	1 898
Lease incentive		80	122
Other non-financial assets	8G	1 988	1 567
Total non-financial assets		36 263	37 289
Total assets		95 772	87 014
LIABILITIES			
Payables			
Suppliers	9A	8 085	7 679
Other payables	9B	7 947	7 649
Total payables		16 032	15 328
Provisions			
Employee provisions	10A	21 257	22 253
Other provisions	10B	1 561	1 577
Total provisions		22 818	23 830
Total liabilities		38 850	39 158
Net assets		56 922	47 856
EQUITY			
Parent Entity Interest			
Contributed equity		43 190	35 890
Asset revaluation surplus		21 100	18 952
Accumulated deficit		(7 368)	(6 986)
Total parent entity interest		56 922	47 856

The above statement should be read in conjunction with the accompanying notes.

Statement of changes in equity for the period ended 30 June 2015

	Retained earnings		Asset revaluation Surplus		Contributed equity/capital		Total equity	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
Opening balance								
Balance carried forward from previous period	(6 986)	(18 033)	18 952	13 629	35 890	28 117	47 856	23 713
Adjusted opening balance	<u>(6 986)</u>	<u>(18 033)</u>	<u>18 952</u>	<u>13 629</u>	<u>35 890</u>	<u>28 117</u>	<u>47 856</u>	<u>23 713</u>
Comprehensive income								
Other comprehensive income	-	-	2 148	5 323	-	-	2 148	5 323
Surplus/(deficit) for the period	(382)	11 047	-	-	-	-	(382)	11 047
Total comprehensive income	<u>(382)</u>	<u>11 047</u>	<u>2 148</u>	<u>5 323</u>	<u>-</u>	<u>-</u>	<u>1 766</u>	<u>16 370</u>
Transactions with owners								
Distributions to owners								
Returns of capital								
Statute Stocktake (Appropriations) Act 2013	-	-	-	-	-	(400)	-	(400)
Contributions by owners								
Equity injection – Appropriations	-	-	-	-	-	3 992	-	3 992
Departmental capital budget	-	-	-	-	7 300	4 181	7 300	4 181
Sub-total transactions with owners	-	-	-	-	7 300	7 773	7 300	7 773
Closing balance as at 30 June	<u>(7 368)</u>	<u>(6 986)</u>	<u>21 100</u>	<u>18 952</u>	<u>43 190</u>	<u>35 890</u>	<u>56 922</u>	<u>47 856</u>

The above statement should be read in conjunction with the accompanying notes.

Cash flow statement for the period ended 30 June 2015

	Notes	2015 \$'000	2014 \$'000
OPERATING ACTIVITIES			
Cash received			
Appropriations		106 646	252 436
Sales of goods and rendering of services		22 309	20 727
Lease incentives		–	495
Net GST received		3 237	9 514
Total cash received		132 192	283 172
Cash used			
Employees		73 701	149 468
Suppliers		59 075	133 821
Total cash used		132 776	283 289
Net cash from operating activities	11	(584)	(117)
Cash used			
Purchase of property, plant and equipment		1 111	2 634
Purchase of intangibles		3 136	1 543
Total cash used		4 247	4 177
Net cash used by investing activities		(4 247)	(4 177)
FINANCING ACTIVITIES			
Cash received			
Contributed equity		3	1 254
Departmental Capital Budget		4 201	2 869
Total cash received		4 204	4 123
Net cash from financing activities		4 204	4 123
Net (decrease) in cash held		(627)	(171)
Cash and cash equivalents at the beginning of the reporting period		1 518	1 689
Cash and cash equivalents at the end of the reporting period	7A	891	1 518

The above statement should be read in conjunction with the accompanying notes.

Schedule of commitments as at 30 June 2015

	2015 \$'000	2014 \$'000
BY TYPE		
Commitments receivable¹		
Commitments receivable ²	(12 759)	(77 882)
Net GST recoverable on commitments	(7 084)	(526)
Total commitments receivable	(19 843)	(78 408)
Commitments payable		
Other commitments		
Operating leases ³	59 476	71 585
Other ⁴	23 305	12 226
Total other commitments	82 781	83 811
Net commitments by type	62 938	5 403
BY MATURITY		
Commitments receivable		
Other commitments receivable		
One year or less	(13 928)	(18 556)
From one to five years	(4 805)	(58 037)
Over five years	(1 110)	(1 815)
Total other commitments receivable	(19 843)	(78 408)
Total commitments receivable	(19 843)	(78 408)
Commitments payable		
Operating lease commitments		
One year or less	14 470	14 316
From one to five years	32 791	37 450
Over five years	12 215	19 819
Total operating lease commitments	59 476	71 585
Other Commitments		
One year or less	9 715	10 805
From one to five years	13 590	1 277
Over five years	–	144
Total other commitments	23 305	12 226
Total commitments payable	82 781	83 811
Net commitments by maturity	62 938	5 403

1. Commitments are GST inclusive where relevant.
2. Commitments receivable by the AEC relates largely to arrangements with each state and territory for the sharing of certain costs associated with the maintenance of the joint Commonwealth, State and Territory electoral rolls (2015: \$11.3m; 2014: \$73.0m). The balance at 2014 includes five years of expected revenue. The AEC has revised its approach for recognising commitments so that the balance at 2015 includes only one year of commitment, as this is the notice period that is required under the Memorandum of Understandings.
3. Operating leases include leases for office accommodation and storage that are effectively non-cancellable. The lease payments can be varied periodically to take account of an annual Consumer Price Index increase, a fixed increase or a market increase.
4. Other commitments include Information Technology (IT) contractors and service agreements with IT and communication providers (2015: \$16.6m; 2014: \$7.2m).

The above schedule should be read in conjunction with the accompanying notes.

Administered schedules

Administered Schedule of Comprehensive Income for the period ended 30 June 2015

	Notes	2015 \$'000	2014 \$'000
NET COST OF SERVICES			
EXPENSES			
Other Expenses	16A	53	60 984
Total expenses		<u>53</u>	<u>60 984</u>
INCOME			
Revenue			
Non-taxation revenue			
Electoral fines/penalties	17A	967	2 242
Total non-taxation revenue		<u>967</u>	<u>2 242</u>
Total revenue		<u>967</u>	<u>2 242</u>
Net contribution/(cost of) by services		<u>914</u>	<u>(58 742)</u>
Total comprehensive income (loss)		<u>914</u>	<u>(58 742)</u>

Administered Schedule of Assets and Liabilities as at 30 June 2015

There were no administered assets or liabilities for the AEC.

Administered Reconciliation Schedule

	2015 \$'000	2014 \$'000
Opening assets less liabilities as at 1 July		
Net cost of (contribution by) services:		
Income	967	2 242
Expenses	(53)	(60 984)
Transfers (to) from Australian Government:		
Transfers (to) from OPA	(914)	58 742
Closing assets less liabilities as at 30 June	<u>-</u>	<u>-</u>

Administered Cash Flow Statement for the period ended 30 June 2015

	Notes	2015 \$'000	2014 \$'000
OPERATING ACTIVITIES			
Cash received			
Electoral fines/penalties		960	2 237
Other		7	5
Total cash received		967	2 242
Cash used			
Political Parties/Candidates		–	60 957
Refund of Electoral fines/penalties		53	27
Total cash used		53	60 984
Net cash flows from (used by) operating activities		914	(58 742)
Net increase (decrease) in Cash Held	19	914	(58 742)
Cash and cash equivalents at the beginning of the reporting period			
Cash from Official Public Account for:			
Appropriations		53	60 984
		53	60 984
Cash to Official Public Account for:			
Appropriations		(967)	(2 242)
		(967)	(2 242)
Cash and cash equivalents at the end of the reporting period		–	–

Administered Schedule of Commitments as at 30 June 2015

There were no administered commitments or contingencies for the AEC (2014: Nil).

Financial statements and related notes

Notes to the Financial Statements

Note 1: Summary of Significant Accounting Policies

Note 2: Events After the Reporting Period

Note 3: Net Cash Appropriation Arrangements

Note 4: Expenses

Note 5: Own-Source Income

Note 6: Fair Value Measurements

Note 7: Financial Assets

Note 8: Non-Financial Assets

Note 9: Payables

Note 10: Provisions

Note 11: Cash Flow Reconciliation

Note 12: Contingent Assets and Liabilities

Note 13: Senior Management Personnel Remuneration

Note 14: Financial Instruments

Note 15: Financial Assets Reconciliation

Note 16: Administered – Expenses

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Note 1: Summary of Significant Accounting Policies

1.1 Objectives of the Australian Electoral Commission

The Australian Electoral Commission (AEC) is an Australian Government controlled entity. It is a not-for-profit entity. The objective of the entity is to conduct elections and referendums, maintain the electoral roll, provide electoral information, education programmes and related services and manage funding and disclosure in relation to political parties.

The AEC is structured to meet the following outcome:

Outcome 1: 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 programmes.

The continued existence of the AEC in its present form and with its present programmes is dependent on Government policy and on continuing funding by Parliament for the AEC's administration and programmes.

The AEC activities contributing toward these outcomes are classified as either departmental or administered. Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by the AEC in its own right. Administered activities involve the management or oversight by the AEC, on behalf of the Government, of items controlled or incurred by the Government.

Administered items managed for the Government by the AEC are primarily the payment of Election Public Funding and collection of Electoral Fees and Fines.

1.2 Basis of Preparation of the Financial Statements

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a. Financial Reporting Rule (FRR) for reporting periods ending on or after 1 July 2014; and
- b. Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

Unless an alternative treatment is specifically required by an accounting standard or the FRR, assets and liabilities are recognised in the statement of financial position when and only when it is probable that future economic benefits will flow to the AEC or a future sacrifice of economic benefits will be required and the amounts of the assets or liabilities can be reliably measured. However, assets and liabilities arising under executor contracts are not recognised unless required by an accounting standard. Liabilities and assets that are unrecognised are reported in the schedule of commitments or the contingencies note.

Unless alternative treatment is specifically required by an accounting standard, income and expenses are recognised in the Statement of Comprehensive Income when and only when the flow, consumption or loss of economic benefits has occurred and can be reliably measured.

1.3 Significant Accounting Judgements and Estimates

No accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

1.4 New Australian Accounting Standards

Adoption of New Australian Accounting Standard Requirements

No accounting standard has been adopted earlier than the application date as stated in the standard. For those new standards, amendments to standards and interpretations issued prior to the sign-off date, where applicable to the current reporting period, there was no financial impact on the AEC, although changes to AASB 101 Presentation of Financial Statements have changed the presentation of the AEC's Financial Statements.

Future Australian Accounting Standard Requirements

The new standards, amendments to standards and interpretations issued by the Australian Accounting Standards Board prior to the sign-off date, are not expected to have a financial impact on the AEC for future reporting periods.

1.5 Revenue

Revenue from the sale of goods is recognised when:

- a. the risks and rewards of ownership have been transferred to the buyer;
- b. the AEC retains no managerial involvement or effective control over the goods;
- c. the revenue and transaction costs incurred can be reliably measured; and
- d. it is probable that the economic benefits associated with the transaction will flow to the AEC.

Revenue from rendering of services is recognised by reference to the stage of completion of contracts at the reporting date. The revenue is recognised when:

- a. the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- b. the probable economic benefits associated with the transaction will flow to the AEC.

The stage of completion of contracts at the reporting date is determined by reference to the proportion that costs incurred to date bear to the estimated total costs of the transaction.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at the end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

The AEC receives funding for programmes under a Record of Understanding with the Department of Foreign Affairs and Trade. The nature of funding falls within two broad categories:

- Specific services. These include training, hosting of international visitors or representation on a specific forum or council. Funding for specific services are recognised as revenue to the extent of costs incurred to date.
- Generic services. This covers the cost of maintaining a presence in a country to provide advice and support to the Government of a specific nation in relation to electoral matters. Funding for generic services is recognised as revenue when the AEC is entitled to receive programme funding.

Revenue from Government

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when the AEC gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts.

Parental Leave Payments Scheme

Amounts received under the Parental Leave Payments Scheme by the AEC not yet paid to employees are presented gross as cash and a liability (payable). The total amount received under this scheme is disclosed in the Note 4A.

Resources Received Free of Charge

Resources received free of charge are recognised as either revenue or gains depending on their nature when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense.

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition, unless received from another Government entity as a consequence of a restructuring of administrative arrangements (refer to Note 1.7).

1.6 Gains

Sale of Assets

Gains from disposal of assets are recognised when control of the asset has passed to the buyer.

1.7 Transactions with the Government as Owner

Equity Injections

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and Departmental Capital Budgets (DCBs) are recognised directly in contributed equity in that year.

Restructuring of Administrative Arrangements

Net assets received from or relinquished to another Government entity under a restructuring of administrative arrangements are adjusted at their book value directly against contributed equity.

Other Distributions to Owners

The FRR requires that distributions to owners be debited to contributed equity unless it is in the nature of a dividend. In 2014–15 the AEC did not make any distributions. In 2013–14 the AEC returned \$0.400 million under the *Statute Stocktake (Appropriations) Act 2013*.

The Australian Government continues to have regard to developments in case law, including the High Court's most recent decision on Commonwealth expenditure in *Williams v Commonwealth* [2014] HCA 23, as they contribute to the larger body of law relevant to the development of Commonwealth programmes. In accordance with its general practice, the Government will continue to monitor and assess risk and decide on any appropriate actions to respond to risks of expenditure not being consistent with constitutional or other legal requirements.

1.8 Employee Benefits

Liabilities for 'short-term employee benefits' (as defined in AASB 119 Employee Benefits) and termination benefits due within twelve months of the end of reporting period are measured at their nominal amounts.

The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of the AEC is estimated to be less than the annual entitlement for sick leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the AEC's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by reference to the work of an actuary as at 30 June 2015. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Annual leave is disclosed as current as there is a legal right to the payment, irrespective of whether the payment is expected to be paid within 12 months or not.

Separation and Redundancy

Provision is made for separation and redundancy benefit payments. The AEC recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

Superannuation

AEC staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) or have exercised SuperChoice and nominated their own fund.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The AEC makes employer contributions to the employees' superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The AEC accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions for the final nine working days of the year.

Temporary staff members of the AEC have their superannuation paid into their nominated fund or if no fund is nominated, the Australian Government Employees Superannuation Trust (AGEST) fund is used.

1.9 Leases

A distinction is made between finance leases and operating leases. Finance leases effectively transfer from the lessor to the lessee substantially all the risks and rewards incidental to ownership of leased assets. An operating lease is a lease that is not a finance lease. In operating leases, the lessor effectively retains substantially all such risks and benefits.

The AEC did not have any finance leases as at 30 June 2015.

Payments for operating leases with fixed increases are expensed on a straight-line basis which is representative of the pattern of benefits derived from the leased assets.

Lease incentives taking the form of 'free' leasehold improvements and rent holidays are recognised as an asset and a liability. These assets are reduced across the life of the lease by allocating lease payments between rental expense and reduction of the liability.

1.10 Cash

Cash is recognised at its nominal amount. Cash and cash equivalents includes notes and coins held and any deposits in bank accounts held at call with a bank or financial institution.

1.11 Financial Assets

Loans and Receivables

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period.

Financial assets held at amortised cost – if there is objective evidence that an impairment loss has been incurred for loans and receivables or held to maturity investments held at amortised cost, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The carrying amount is reduced by way of an allowance account. The loss is recognised in the Statement of Comprehensive Income.

Effective Interest Method

The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset or, where appropriate, a shorter period.

Income is recognised on an effective interest rate basis except for financial assets that are recognised at fair value through profit or loss.

1.12 Financial Liabilities

Other Financial Liabilities

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

1.13 Contingent Liabilities and Contingent Assets

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the relevant schedules and notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

1.14 Acquisition of Assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition.

1.15 Property, Plant and Equipment

Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$2 000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'makegood' provisions in property leases taken up by the AEC where there exists an obligation to restore the property to its original condition. These costs are included in the value of the AEC's leasehold improvements with a corresponding provision for restoration recognised.

Revaluations

Fair values for each class of asset are determined as shown below:

Asset Class	Fair value measured at
Leasehold Improvements	Depreciated Optimised Replacement Cost
Property, Plant and Equipment – other	Depreciated Optimised Replacement Cost
Property, Plant and Equipment – forklift, catering equipment and generators	Market Prices

Following initial recognition at cost, property plant and equipment are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Full valuations are conducted every five years and an internal assessment is carried out in the other years to ensure that the carrying amounts of assets did not differ materially from the assets fair values as at the reporting date. The regularity of independent valuations depended upon the volatility of movements in market values for the relevant assets. Valuations are carried out by an independent qualified valuer.

Revaluation adjustments were made on a class basis. Any revaluation increment was credited to equity under the heading of asset revaluation surplus except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets were recognised directly in the surplus/deficit except to the extent that they reversed a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset was restated to the revalued amount.

Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the AEC using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2015	2014
Leasehold improvements	Lesser of lease term/useful life	Lesser of lease term/useful life
Plant and Equipment	5 to 10 years	5 to 10 years
IT Equipment	3 to 5 years	3 to 5 years

Impairment

All assets were assessed for impairment at 30 June 2015. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the AEC were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

1.16 Intangibles

The AEC's intangibles comprise purchased software with an initial cost greater than \$5 000 and internally developed software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the AEC's software are between 1 to 10 years (2013–14: 1 to 10 years).

All software assets were assessed for indications of impairment as at 30 June 2015.

1.17 Inventories

Inventories held for distribution are valued at cost, adjusted for any loss of service potential. The items recognised as inventory have been narrowed to include only cardboard equipment and declaration envelopes.

1.18 Taxation/Competitive Neutrality

The AEC is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Revenues, expenses and assets are recognised net of GST except:

- a. where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- b. for receivables and payables.

1.19 Fair Value Measurement

There was no transfer between levels of the fair value hierarchy during the 2014–15 financial year.

1.20 Reporting of Administered Activities

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes.

Except where otherwise stated below, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

Administered Cash Transfers to and from the Official Public Account

Revenue collected by the AEC for use by the Government rather than the AEC is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance and Deregulation. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of Government. These transfers to and from the OPA are adjustments to the administered cash held by the AEC on behalf of the Government and reported as such in the schedule of administered cash flows and in the administered reconciliation schedule.

Revenue

All administered revenues are revenues relating to ordinary activities performed by the AEC on behalf of the Australian Government. As such, administered appropriations are not revenues of the individual entity that oversees distribution or expenditure of the funds as directed.

Note 2: Events After the Reporting Period

Departmental

There are no events after the reporting date that will materially affect the financial statements.

Administered

There are no events after the reporting date that will materially affect the financial statements.

Note 3: Net Cash Appropriation Arrangements

	2015 \$'000	2014 \$'000
Total comprehensive income less depreciation/amortisation expenses previously funded through revenue appropriations ¹	11 225	25 759
Plus: depreciation/amortisation expenses previously funded through revenue appropriation	(9 459)	(9 389)
Total comprehensive loss – as per the Statement of Comprehensive Income	1 766	16 370

1. From 2010–11, the Government introduced net cash appropriation arrangements, where revenue appropriations for depreciation/amortisation expenses ceased. Entities now receive a separate capital budget provided through equity appropriations. Capital budgets are to be appropriated in the period when cash payments for capital expenditure is required.

Note 4: Expenses

	2015 \$'000	2014 \$'000
Note 4A: Employee Benefits		
Wages and salaries	53 466	126 962
Superannuation:		
Defined contribution plans	3 925	7 860
Defined benefit plans	6 083	6 075
Leave and other entitlements	6 251	5 863
Separation and redundancies	3 590	2 576
Total employee benefits	73 315	149 336
The AEC received \$85 745 (2014: \$97 127) under the Paid Parental Leave Scheme.		
Note 4B: Suppliers		
Goods and services supplied or rendered		
Consultants	2 847	1 427
Contractors	4 669	10 023
Travel	4 213	5 975
IT services	9 930	18 874
Inventory	–	4 469
Venue hire	161	7 763
Mail and Freight	5 042	16 820
Advertising	877	21 749
Printing	723	8 575
Legal Costs	376	2 447
Other	7 932	13 211
Total goods and services supplied or rendered	36 770	111 333
Goods supplied in connection with		
Related parties	78	1 314
External parties	15 502	55 781
Total goods supplied	15 580	57 095
Services rendered in connection with		
Related parties	3 822	18 887
External parties	17 368	35 351
Total services rendered	21 190	54 238
Total goods and services supplied or rendered	36 770	111 333
Other supplier expenses		
Operating lease rentals in connection with		
Related parties		
Minimum lease payments	1 714	2 062
Sub-lease	726	–
External parties		
Minimum lease payments	9 222	9 481
Lease restoration	824	5
Workers compensation expenses	1 250	1 951
Total other supplier	13 736	13 499
Total supplier	50 506	124 832
Note 4C: Depreciation and Amortisation		
Depreciation:		
Property, plant and equipment	2 501	3 130
Leasehold Improvements	3 145	3 226
Total depreciation	5 646	6 356

	2015 \$'000	2014 \$'000
Amortisation:		
Intangibles	3 813	3 033
Total amortisation	3 813	3 033
Total depreciation and amortisation	9 459	9 389
Note 4D: Finance Costs		
Unwinding of discount	39	34
Total finance costs	39	34
Note 4E: Write-Down and Impairment of Assets		
Asset write-downs and impairments from:		
Impairment of receivables	111	1
Total write-down and impairment of assets	111	1
Note 4F: Losses from Asset Disposals		
Property, plant and equipment:		
Proceeds	-	-
Carrying value of assets disposed	184	19
Total losses from asset disposals	184	19

Note 5: Own-Source Income

	2015 \$'000	2014 \$'000
OWN-SOURCE REVENUE		
Note 5A: Sale of Goods and Rendering of Services		
Goods supplied in connection with		
Related parties	64	88
External parties	12 711	12 046
Total goods supplied	12 775	12 134
Services rendered in connection with		
Related parties	5 355	4 346
External parties	1 094	1 926
Total services rendered	6 449	6 272
Total goods and rendering of services	19 224	18 406
Note 5B: Other Revenue		
Other	316	100
Resources received free of charge		
Remuneration of auditors	88	86
Other	76	-
Total other revenue	480	186
REVENUE FROM GOVERNMENT		
Note 5C: Revenue from Government		
Appropriations:		
Departmental appropriation	104 528	267 066
Departmental special appropriations	9 000	9 000
Total revenue from Government	113 528	276 066

Note 6: Fair Value Measurements

The following tables provide an analysis of assets and liabilities that are measured at fair value.

The different levels of the fair value hierarchy are defined below.

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the AEC can access at measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

Note 6A: Fair Value Measurements, Valuation Techniques and Inputs Used
Fair value measurements at the end of the reporting period by hierarchy for assets and liabilities in 2015

		Fair value measurements at the end of the reporting period		For levels 2 and 3 fair value measurement				
		2015 \$'000	2014 \$'000	Category (Level 1, 2 or 3)	Valuation technique(s) ¹	Inputs used	Range (weighted average)	Sensitivity of the fair value measurement to changes in unobservable inputs
Non-financial assets								
Leasehold improvements		11 524	12 062	Level 3	Cost Approach	Unexpired lease term ABS indices Market prices	Unexpired Lease term Range (1–9 years) Weighted Average 5.8 years	The significant unobservable inputs used in the fair value measurement of the AEC's Leasehold Improvement are useful lives. Useful lives for leasehold improvements are based on the unexpired period of the current leases without any allowance for any options that may be available. Significant increases (decreases) in any of those inputs in isolation would result in a significantly lower (higher) fair value measurement.
Property, plant and equipment – other		38	42	Level 2	Market Approach and Cost Approach	Comparable sales Useful life ABS indices Market prices	n/a	n/a
Property, plant and equipment		5 742	7 185	Level 3	Cost Approach	Useful life ABS indices Market prices	Remaining Useful life's (1–25 years) Weighted Average 2.92 years	The significant unobservable inputs used in the fair value measurement of the AEC's Property, Plant and Equipment are useful lives. Significant increases (decreases) in any of those inputs in isolation would result in a significantly lower (higher) fair value measurement.
Total non-financial assets		<u>17 304</u>	<u>19 289</u>					
Total fair value measurements of assets in the statement of financial position		<u>17 304</u>	<u>19 289</u>					

1. There are no non-recurring fair value measurements.
2. There are no changes in valuation techniques.
3. Fair value measurements – highest and best use differs from current use for non-financial assets. The highest and best use of all non-financial assets are the same as their current use.
4. For Recurring and non-recurring Level 3 fair value measurements. The AEC procured valuation services from Rodney Hyman Asset Services Pty Ltd (RHAS) and relied on valuation models provided by RHAS. The AEC tests the valuation model at least once every 12 months. RHAS provided written assurance to the AEC that the model developed is in compliance with AASB 13. RHAS's valuation utilises Australian Producer Price Indexes 6427 Table 12. "Output of the Manufacturing industries, division, subdivision, group and class index numbers" produced by the Australian Bureau of Statistics. The assets in the valuation schedule have been categorised and indexed utilising the industry index to which they most closely align. For example IT assets have been indexed utilising Index Numbers 242 (computer and electronic equipment manufacturing), while furniture assets have been indexed utilising Index Numbers 251 (furniture manufacturing).
5. As noted in the above table the significant unobservable inputs used in the fair value measurement of the AEC's Leasehold Improvement are useful lives and the above mentioned Australian Producer Price Indexes. Useful lives for leasehold improvements are based on the unexpired period of the current leases without any allowance for any options that may be available. Significant increases (decreases) in any of those inputs in isolation would result in a significantly lower (higher) fair value measurement. The significant unobservable inputs used in the fair value measurement of the AEC's Property, Plant and Equipment are useful lives.

Note 6B: Level 1 and Level 2 Transfers for Recurring Fair Value Measurements

No classes of assets were transferred between Level 1 and Level 2.

The AEC's policy for determining when transfers between levels are deemed to have occurred can be found in Note 1.19.

Note 7: Financial Assets

	2015 \$'000	2014 \$'000
Note 7A: Cash and Cash Equivalents		
Cash on hand or on deposit	891	1 518
Total cash and cash equivalents	891	1 518
Note 7B: Trade and Other Receivables		
Goods and services receivables in connection with		
Related parties	268	158
External parties	73	106
Total goods and services receivables	341	264
Appropriations receivable:		
Programme funding ¹	42 498	35 616
Equity Injections	3 989	3 992
Departmental Capital Budget	9 333	6 234
Total appropriations receivable	55 820	45 842
Other receivables:		
GST receivable from the Australian Taxation Office	493	632
Other – related parties	485	72
Other – external parties	1 486	1 398
Total other receivables	2 464	2 102
Total trade and other receivables (gross)	58 625	48 208
Less impairment allowance:		
Goods and services	7	1
Total impairment allowance	7	1
Total trade and other receivables (net)	58 618	48 207
Receivables are expected to be recovered in:		
No more than 12 months	58 618	48 207
More than 12 months	–	–
Total trade and other receivables (net)	58 618	48 207
Receivables are aged as follows:		
Not overdue	58 578	48 167
Overdue by:		
0 to 30 days	34	13
31 to 60 days	12	8
61 to 90 days	–	–
More than 90 days	1	20
Total receivables (gross)	58 625	48 208
The impairment allowance is aged as follows:		
Overdue by:		
More than 90 days	7	1
Total impairment allowance	7	1

1. AEC's Programme Funding Receivable includes an amount of \$24.314m related to activities that the AEC did not undertake in the 2013–14 financial year and \$2.181m related to prior year activities that the AEC did not undertake. Equity injections include an amount of \$3.989m related to activities that the AEC did not undertake. The Department of Finance has quarantined all of these funds. These appropriations will lapse during the 2015–16 financial year.

Credit terms for goods and services are within 30 days (2014: 30 days)

Reconciliation of the Impairment Allowance:

Movements in relation to 2015

	Goods and services \$'000	Total \$'000
Opening balance	1	1
Increase/decrease recognised in net cost of services	6	6
Closing balance	<u>7</u>	<u>7</u>

Movements in relation to 2014

	Goods and services \$'000	Total \$'000
Opening balance	–	–
Increase/decrease recognised in net cost of services	1	1
Closing balance	<u>1</u>	<u>1</u>

Note 8: Non-Financial Assets

	2015 \$'000	2014 \$'000
Note 8A: Land and Buildings		
Leasehold improvements:		
Fair value	12 078	12 529
Accumulated depreciation	(554)	(467)
Total leasehold improvements	11 524	12 062
Total land and buildings	11 524	12 062

No leasehold improvements were expected to be sold or disposed of within the next 12 months.

	2015 \$'000	2014 \$'000
Note 8B: Property, Plant and Equipment		
Other property, plant and equipment:		
Fair value	5 780	7 227
Accumulated depreciation	–	–
Total other property, plant and equipment	5 780	7 227
Total property, plant and equipment	5 780	7 227

Revaluations of non-financial assets

All revaluations were conducted in accordance with the revaluation policy stated at Note 1. In April 2015, an independent valuer from Rodney Hyman Asset Services Pty Ltd conducted a desktop valuation of all assets held at 30 June 2015.

A revaluation increment of \$1 472 176 for leasehold improvements (2014: \$2 869 318) was credited to the asset revaluation surplus by asset class and included in the equity section of the statement of financial position. There was no revaluation increment for provision for restoration (2014: nil). An increment of \$701 127 for property, plant and equipment (2014: \$2 449 841) was credited to the asset revaluation surplus and included in the equity section of the Statement of Financial Position.

Note 8C: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment for 2015

	Leasehold Improvements \$'000	Other Property, Plant and Equipment \$'000	Total \$'000
As at 1 July 2014			
Gross book value	12 529	7 227	19 756
Accumulated depreciation and impairment	(467)	–	(467)
Total as at 1 July 2014	12 062	7 227	19 289
Additions			
By purchase	1 199	472	1 671
Revaluations and impairments recognised in other comprehensive income	1 472	701	2 173
Depreciation expense	(3 145)	(2 501)	(5 646)
Disposals	(64)	(119)	(183)
Total as at 30 June 2015	11 524	5 780	17 304
Total as at 30 June 2015 represented by:			
Gross book value	12 078	5 780	17 858
Accumulated depreciation and impairment	(554)	–	(554)
Total as at 30 June 2015	11 524	5 780	17 304
As at 1 July 2013			
Gross book value	12 165	5 796	17 961
Accumulated depreciation and impairment	(233)	–	(233)
Total as at 1 July 2013	11 932	5 796	17 728
Additions			
By purchase	487	2 130	2 617
Revaluations and impairments recognised in other comprehensive income	2 869	2 450	5 319
Revaluations recognised in the operating result			
Depreciation expense	(3 226)	(3 130)	(6 356)
Disposals	–	(19)	(19)
Total as at 30 June 2014	12 062	7 227	19 289
Total as at 30 June 2014 represented by:			
Gross book value	12 529	7 227	19 756
Accumulated depreciation and impairment	(467)	–	(467)
Total as at 30 June 2014	12 062	7 227	19 289
		2015 \$'000	2014 \$'000

Note 8D: Intangibles

Computer software:			
Internally developed – in progress		2	18
Internally developed – in use		48 594	47 210
Purchased – in progress		1 135	–
Purchased – in use		2 762	2 029
Accumulated amortisation		(38 657)	(34 844)
Total computer software		13 836	14 413
Total intangibles		13 836	14 413

No indicators of impairment were found for intangible assets (2014: nil).

No intangibles are expected to be sold or disposed of within the next 12 months.

Note 8E: Reconciliation of the Opening and Closing Balances of Intangibles for 2015

	Computer software internally developed \$'000	Computer software purchased \$'000	Total \$'000
As at 1 July 2014			
Gross book value	47 228	2 029	49 257
Accumulated amortisation and impairment	(33 146)	(1 698)	(34 844)
Total as at 1 July 2014	14 082	331	14 413
Additions			
By purchase or internally developed	1 383	1 853	3 236
Amortisation	(3 595)	(218)	(3 813)
Transfer between classes	(15)	15	–
Total as at 30 June 2015	11 855	1 981	13 836
Total as at 30 June 2015 represented by:			
Gross book value	48 596	3 897	52 493
Accumulated amortisation and impairment	(36 741)	(1 916)	(38 657)
Total as at 30 June 2015	11 855	1 981	13 836
As at 1 July 2013			
Gross book value	45 698	2 265	47 963
Accumulated amortisation and impairment	(30 291)	(1 769)	(32 060)
Total as at 1 July 2013	15 407	496	15 903
Additions			
By purchase or internally developed	1 530	13	1 543
Amortisation	(2 855)	(178)	(3 033)
Total as at 30 June 2014	14 082	331	14 413
Total as at 30 June 2014 represented by:			
Gross book value	47 228	2 029	49 257
Accumulated amortisation and impairment	(33 146)	(1 698)	(34 844)
Total as at 30 June 2014	14 082	331	14 413
		2015 \$'000	2014 \$'000

Note 8F: Inventories

Inventories held for distribution		
Election equipment at cost (ballot paper and voting equipment)	3 055	1 898
Total inventories	3 055	1 898

During 2014–15 no inventory held for distribution was recognised as an expense (2013–14: \$3 133 961).

No items of inventory were recognised at fair value less cost to sell.

	2015 \$'000	2014 \$'000
Note 8G: Other Non-Financial Assets		
Prepayments	1 988	1 567
Total other non-financial assets	1 988	1 567
Total other non-financial assets – are expected to be recovered in:		
No more than 12 months	1 965	1 550
More than 12 months	23	17
Total other non-financial assets	1 988	1 567

No indicators of impairment were found for other non-financial assets (2014: Nil).

Note 9: Payables

	2015 \$'000	2014 \$'000
Note 9A: Suppliers		
Trade creditors and accruals	8 085	7 679
Total supplier payables	8 085	7 679
Suppliers in connection with:		
Related parties	2 716	2 939
External parties	5 369	4 740
Total	8 085	7 679
All suppliers will be settled with 12 months. Settlement is usually made within 30 days.		
Note 9B: Other Payables		
Wages and salaries	2 434	2 202
Superannuation	394	323
Lease incentives	3 307	3 744
Straight-line leases	519	582
Unearned revenue	1 293	798
Total other payables	7 947	7 649
Other payables are expected to be settled in:		
No more than 12 months	4 799	3 893
More than 12 months	3 148	3 756
Total other payables	7 947	7 649

Note 10: Provisions

	2015 \$'000	2014 \$'000
Note 10A: Employee Provisions		
Leave	21 257	22 253
Total employee provisions	21 257	22 253
Employee provisions are expected to be settled in:		
No more than 12 months	5 455	5 989
More than 12 months	15 802	16 264
Total employee provisions	21 257	22 253
Note 10B: Other Provisions		
Provision for restoration obligations	1 561	1 577
Total other provisions	1 561	1 577
Other provisions are expected to be settled in:		
No more than 12 months	281	378
More than 12 months	1 280	1 199
Total other provisions	1 561	1 577
	Provision for restoration \$'000	Total \$'000
Carrying amount 1 July 2014	1 577	1 577
Additional provisions made	38	38
Amounts used	(119)	(119)
Amounts reversed	26	26
Unwinding of discount	39	39
Closing balance 2015	1 561	1 561

The AEC currently has 33 (2014: 35) agreements for the leasing of premises which have provisions requiring the AEC to restore the premises to their original condition at the conclusion of the lease. The AEC has made a provision to reflect the present value of this obligation.

Note 11: Cash Flow Reconciliation

	2015 \$'000	2014 \$'000
Reconciliation of cash and cash equivalents as per the statement of financial position to cash flow statement		
Cash and cash equivalents as per:		
Cash flow statement	891	1 518
Statement of financial position	891	1 518
Discrepancy	—	—
Reconciliation of net cost of services to net cash from operating activities:		
Net cost of services	(113 910)	(265 019)
Add revenue from Government	113 528	276 066
Adjustments for non-cash items		
Depreciation/amortisation	9 459	9 389
Net write down of makegood liability	39	34
Loss on disposal of assets	184	19
Movements in assets/liabilities		
Assets		
Decrease in lease incentive asset	42	41
(Increase) in net receivables	(7 317)	(23 298)
(Increase)/decrease in inventories	(1 157)	1 696
(Increase)/decrease in prepayments	(421)	86
Liabilities		
(Decrease) in employee provisions	(996)	(282)
Increase/(decrease) in supplier payables	(215)	1 992
Increase/(decrease) in other payable	298	(869)
(Decrease)/Increase in other provisions	(118)	28
Net cash from/(used by) operating activities	(584)	(117)

Note 12: Contingent Assets and Liabilities

Contingent Assets

At 30 June 2015, the AEC had no contingent assets (2014: nil).

Contingent Liabilities

At 30 June 2015, the AEC had no contingent liabilities (2014: nil).

Quantifiable Contingencies

At 30 June 2015, the AEC had no quantifiable contingencies (2014: nil).

Unquantifiable Contingencies

At 30 June 2015, the AEC had no unquantifiable contingencies (2014: nil).

Significant Remote Contingencies

The AEC has no significant remote contingencies (2014: nil).

Note 13: Senior Management Personnel Remuneration

	2015 \$'000	2014 \$'000
Short-term employee benefits:		
Salary	3 324 563	3 615 433
Other	325 990	202 168
Total short-term employee benefits	3 650 553	3 817 601
Post-employment benefits:		
Superannuation	586 921	729 169
Total post-employment benefits	586 921	729 169
Other long-term benefits:		
Annual leave	305 605	270 138
Long-service leave	98 230	86 831
Total other long-term benefits	403 836	356 969
Total senior management remuneration expenses	4 641 310	4 903 739

The AEC has 19 senior management personnel positions (2014: 19). These positions were filled by 25 senior management staff (2014: 21).

Note 14: Financial Instruments

	2015 \$'000	2014 \$'000
Note 14A: Categories of Financial Instruments		
Financial Assets		
Loans and receivables:		
Cash and cash equivalents	891	1 518
Receivables for goods and services	2 305	1 733
Total financial assets	3 196	3 251
Financial Liabilities		
At amortised cost:		
Trade Creditors	8 085	7 679
Total financial liabilities	8 085	7 679
Note 14B: Net Gains or Losses on Financial Assets		
Loans and receivables		
Impairment of receivables for goods and services	(7)	(1)
Net gain/(loss) from loans and receivables	(7)	(1)

Note 14C: Fair Value of Financial Instruments

The carrying amount of financial instruments does not differ from the fair value.

Note 14D: Credit Risk

The AEC's maximum exposure to credit risk at reporting date in relation to each class of recognised financial assets is the carrying amount of those assets as indicated in the Statement of Financial Position.

The AEC has no significant exposures to any concentration of credit risk.

The following table illustrates the AEC's gross exposure to credit risk, excluding any collateral or credit enhancements.

	2015 \$'000	2014 \$'000
Financial assets		
Cash and cash equivalents	891	1 518
Receivables for goods and services	334	263
Other receivables – related and external parties	1 971	1 470
Total	3 196	3 251

Credit quality of financial assets not past due or individually determined as impaired

	Not past due nor impaired 2015 \$'000	Not past due nor impaired 2014 \$'000	Past due or impaired 2015 \$'000	Past due or impaired 2014 \$'000
Cash and cash equivalents	891	1 518	–	–
Receivables for goods and services	2 258	1 692	47	41
Total	3 149	3 210	47	41

Ageing of financial assets that were past due or impaired for 2015

	0 to 30 days \$'000	31 to 60 days \$'000	61 to 90 days \$'000	90+ days \$'000	Total \$'000
Receivables for goods and services	34	12	–	1	47
Total	34	12	–	1	47

Ageing of financial assets that were past due or impaired for 2014

	0 to 30 days \$'000	31 to 60 days \$'000	61 to 90 days \$'000	90+ days \$'000	Total \$'000
Receivables for goods and services	13	8	–	20	41
Total	13	8	–	20	41

Note 14E: Liquidity Risk

The AEC's financial liabilities are payables. The exposure to liquidity risk is based on the notion that the AEC will encounter difficulty in meeting its obligations associated with financial liabilities. This is highly unlikely due to appropriation funding and mechanisms available to the AEC and internal policies and procedures put in place to ensure there are appropriate resources to meet its financial obligations.

Maturities for non-derivative financial liabilities 2015

	Within 1 year \$'000	Total \$'000
Trade Creditors	8 085	8 085
Total	8 085	8 085

Maturities for non-derivative financial liabilities 2014

	Within 1 year \$'000	Total \$'000
Trade Creditors	7 679	7 679
Total	7 679	7 679

The AEC had no derivative financial liabilities in either 2015 or 2014.

Note 14F: Market Risk

The AEC holds basic financial instruments that do not expose the AEC to certain market risks. The AEC is not exposed to 'Currency Risk', 'Other Price Risk' or 'Interest Rate Risk'.

Note 15: Financial Assets Reconciliation

	Notes	2015 \$'000	2014 \$'000
Financial assets			
Total financial assets as per statement of financial position		59 509	49 725
Less: non-financial instrument components			
Appropriations receivable	7B	(55 820)	(45 842)
Other receivables	7B	(493)	(632)
Total non-financial instrument components		(56 313)	(46 474)
Total financial assets as per financial instruments note	14A	3 196	3 251

Note 16: Administered – Expenses

	2015 \$'000	2014 \$'000
Note 16A: Other Expenses		
Refunds – electoral fines/penalties	53	27
Election public funding	–	60 957
Total other expenses	53	60 984

Note 17: Administered – Income

	2015 \$'000	2014 \$'000
REVENUE		
Non-Taxation Revenue		
Note 17A: Fees and Fines		
Electoral fines/penalties	960	2 237
Candidate deposits	7	5
Total fees and fines	967	2 242

Note 18: Administered – Assets and Liabilities

There are no administered assets or liabilities for the AEC (2014: nil).

Note 19: Administered – Cash Flow Reconciliation

	2015 \$'000	2014 \$'000
Reconciliation of cash and cash equivalents as per Administered Schedule of Assets and Liabilities to Administered Cash Flow Statement		
Cash and cash equivalents as per:		
Schedule of administered cash flows	-	-
Schedule of administered assets and liabilities	-	-
<i>Discrepancy</i>	<u>-</u>	<u>-</u>
Reconciliation of net cost of services to net cash from/(used by) operating activities:		
Net (cost of) contribution by services	(914)	58 742
Adjustments for non-cash items	-	-
Movements in assets/liabilities	-	-
<i>Net cash (from)/used by operating activities</i>	<u>(914)</u>	<u>58 742</u>

Note 20: Administered – Contingent Assets and Liabilities

There are no administered contingencies, remote or quantifiable, for the AEC (2014: nil).

Note 21: Administered – Financial Instruments

There are no administered financial instruments for the AEC (2014: nil).

Note 22: Appropriations

Note 22A: Annual Appropriations ('Recoverable GST exclusive')

	Annual Appropriations for 2015								
	Appropriation Act		PGPA Act			Appropriation applied			Section 51 determinations ⁴
	Annual Appropriations ¹ \$'000	AFM ² \$'000	Section 74 \$'000	Section 75 \$'000	Total appropriation \$'000	in 2015 (current and prior years) \$'000	Variance ³ \$'000		
DEPARTMENTAL									
Ordinary annual services	111 828	-	20 597	-	132 425	122 444	9 981	-	
Other services	-	-	-	-	-	3	(3)	-	
Equity	-	-	-	-	-	-	-	-	
Total departmental	111 828	-	20 597	-	132 425	122 447	9 978	-	

1. No Appropriations have been quarantined.
 2. No adjustments have been made that met the criteria of a formal addition or reduction in revenue.
 3. The variance is in line with the underspend of the AEC.
 4. There are no determinations under section 51 of the PGPA Act.
- No entities spent money from the Consolidated Revenue Fund on behalf of the AEC.

	Annual Appropriations for 2014								
	Appropriation Act		FMA Act			Appropriation applied			Variance ³
	Annual Appropriations ¹ \$'000	Appropriations Reduced ² \$'000	AFM \$'000	Section 30 \$'000	Section 31 \$'000	Section 32 \$'000	Total appropriation \$'000	Applied in 2014 (current and prior years) \$'000	
DEPARTMENTAL									
Ordinary annual services	275 365	-	-	-	19 542	-	294 907	265 847	29 060
Other services	3 992	-	-	-	-	-	3 992	1 254	2 738
Equity	-	-	-	-	-	-	-	-	-
Total departmental	279 357	-	-	-	19 542	-	298 899	267 101	31 798

1. The AEC's annual appropriation in the 2013-14 financial year includes an amount of \$26.818m related to ordinary annual services and \$3.9898m related to Equity that have been quarantined.
 2. An adjustment of \$0.323m has been applied as a reduction in revenue from government and appropriations receivable in the financial statements.
 3. The variance is in line with the underspend of the AEC.
- No entities spent money from the Consolidated Revenue Fund on behalf of the AEC. There are no determinations under section 51 of the PGPA Act. The FMA Act was replaced by the PGPA Act at 1 July 2014. Amounts in this table were appropriated under the FMA Act.

Note 22B: Departmental Capital Budgets ('Recoverable GST exclusive')

	2015 Capital Budget Appropriations				Capital Budget Appropriations applied in 2015 (current and prior years)		
	<i>Appropriation Act</i>		<i>PGPA Act</i>	Total Capital Budget Appropriations \$'000	Payments for non-financial assets ² \$'000	Payments for other purposes \$'000	Total payments \$'000
	Annual Capital Budget ¹ \$'000	Appropriations reduced \$'000	Section 75 \$'000				
DEPARTMENTAL							
Ordinary annual services –							
Departmental Capital Budget ¹	7 300	–	–	7 300	4 201	–	4 201
							3 099

1. Departmental Capital Budgets are appropriated through Appropriation Acts (No.1 3 5). They form part of ordinary annual services and are not separately identified in the Appropriations Acts. For more information on ordinary annual services appropriations, please see Note 22A: Annual Appropriations.

2. Payments made to non-financial assets include purchases of assets, expenditure on assets which has been capitalised, costs incurred to make good an asset to its original condition and the capital repayment component of finance leases.

3. The actual spending on capital was lower than budget due to reduced capacity of spending with a relatively smaller workforce.

	2014 Capital Budget Appropriations				Capital Budget Appropriations applied in 2014 (current and prior years)		
	<i>Appropriation Act</i>		<i>FMA Act</i>	Total Capital Budget Appropriations \$'000	Payments for non-financial assets ² \$'000	Payments for other purposes \$'000	Total payments \$'000
	Annual Capital Budget ¹ \$'000	Appropriations reduced \$'000	Section 75 \$'000				
DEPARTMENTAL							
Ordinary annual services –							
Departmental Capital Budget ¹	4 181	–	–	4 181	2 869	–	2 869
							1 312

1. Departmental Capital Budgets are appropriated through Appropriation Acts (No.1 3 5). They form part of ordinary annual services and are not separately identified in the Appropriations Acts. For more information on ordinary annual services appropriations, please see Note 22A: Annual Appropriations.

2. Payments made on non-financial assets include purchases of assets, expenditure on assets which has been capitalised, costs incurred to make good an asset to its original condition and the capital repayment component of finance leases.

3. The FMA Act was replaced by the PGPA Act at 1 July 2014. Amounts in this table were appropriated under the FMA Act.

Note 22C: Unspent Annual Appropriations ('Recoverable GST exclusive')

Authority	2015 \$'000	2014 \$'000
DEPARTMENTAL		
Appropriation Act 1 – 2014–15	15 011	–
Appropriation Act 3 – 2014–15	992	–
Appropriation Act 1 – 2014–15 – Cash	891	–
Appropriation Act 1 – 2014–15 – Departmental Capital Budget	6 010	–
Appropriation Act 3 – 2014–15 – Departmental Capital Budget	1 290	–
Appropriation Act 1 – 2013–14	26 818	35 939
Appropriation Act 1 – 2013–14 – Cash	–	1 518
Appropriation Act 1 – 2013–14 – Departmental Capital Budget	2 033	1 478
Appropriation Act 1 – 2012–13 – Departmental Capital Budget	–	4 756
Appropriation Act 2 – Non Operating – Equity Injection – 2013–14	3 989	3 992
Total	57 034	47 683

Note 22D: Special Appropriations ('Recoverable GST exclusive')

Authority	Type	Purpose	Appropriation applied	
			2015 \$'000	2014 \$'000
Commonwealth Electoral Act 1918 (Administered)	Unlimited Amount	Election Public Funding	–	60 957
Financial Management and Accountability Act 1997 – s.28 Refund of Receipts	Refund	Refund of Non Voter Fines	–	30
Public Governance, Performance and Accountability Act 2013 – s.77 Repayment of Receipts	Refund	Refund of Non Voter Fines	27	–
Commonwealth Electoral Act 1918 (Departmental)	Unlimited Amount	Electoral Roll Review	9 000	9 000
Total			9 027	69 987

Note 23: Special Accounts

Services for Other Entities and Trust Monies (SOETM)

	2015 \$'000	2014 \$'000
Balance brought forward from previous period	1 504	–
Increases:		
Other receipts	–	2 424
Total increases	1 504	2 424
Available for payments	1 504	2 424
Decreases:		
Special Public Money Payments made	1 503	920
Total decreases	1 503	920
Total balance carried to the next period	1	1 504

Appropriation: *Public Governance, Performance and Accountability Act 2013*; section 80.

Establishing Instrument: *Financial Management and Accountability Act 1997*; section 20.

Purpose: for the expenditure of monies temporarily held in trust or otherwise for the benefit of a person other than the Commonwealth. For example, candidate deposits.

Note 24: Assets Held in Trust

	2015 \$'000	2014 \$'000
Services for Other Entities and Trust Monies Special Account –		
Monetary Asset		
Total amount held at the beginning of the reporting period	1 504	–
Receipts	–	2 424
Payments:		
Title passed to Australian Government	–	–
Returned to original owner	(1 503)	(920)
Total amount held at the end of the reporting period	1	1 504

Non-monetary assets

The AEC had no non-monetary assets held in trust in both the current and prior reporting period.

Note 25: Reporting of Outcomes

In determining the full cost of outputs, the AEC charges direct costs to programmes and allocates overheads between programmes on the basis of full time equivalent staff.

The AEC's resourcing consumption varies considerably from year to year and between programmes depending on the phase of the electoral cycle.

Note 25A: Net Cost of Outcome Delivery

	Total Outcome 1	
	2015 \$'000	2014 \$'000
Departmental		
Expenses	133 614	283 611
Own-source income	(19 704)	(18 592)
Administered		
Expenses	53	60 984
Income	(967)	(2 242)
Net cost of outcome delivery	112 996	323 833

Outcome 1 is described in Note 1.1. The net costs shown above include intra-government costs.

Note 25B: Major Classes of Departmental Expenses, Income, Assets and Liabilities by Outcome

The AEC has one outcome so these figures appear in the Statement of Comprehensive Income and Statement of Financial Position.

Note 25C: Major Classes of Administered Expenses, Income, Assets and Liabilities by Outcome

The AEC has one outcome so these figures appear in Note 16: Administered Expenses, Note 17: Administered Income and Note 18: Administered Assets and Liabilities.

Note 26: Budgetary Reports and Explanations of Major Variances

The following tables provide a comparison of the original budget as presented in the 2014–15 Portfolio Budget Statements (PBS) to the 2014–15 final outcome as presented in accordance with the Australian Accounting Standards for the AEC. The Budget and variance analysis is not audited.

Note 26A: Departmental Budgetary Reports

Statement of Comprehensive Income – variance from budget for the period ended 30 June 2015

	Actual 2015 \$'000	Budget estimate	
		Original ¹ 2015 \$'000	Variance ² 2015 \$'000
NET COST OF SERVICES			
Expenses			
Employee benefits	73 315	78 609	(5 294)
Suppliers	50 506	50 540	(34)
Depreciation and amortisation	9 459	8 043	1 416
Other expenses	334	85	249
Total expenses	<u>133 614</u>	<u>137 277</u>	<u>(3 663)</u>
OWN-SOURCE INCOME			
Own-source revenue			
Sale of goods and rendering of services and other revenue	19 704	16 613	3 091
Total own-source revenue	<u>19 704</u>	<u>16 613</u>	<u>3 091</u>
Net (cost of)/contribution by services	<u>113 910</u>	<u>120 664</u>	<u>(6 754)</u>
Revenue from Government	113 528	112 536	992
Surplus/(Deficit) attributable to the Australian Government	<u>(382)</u>	<u>(8 128)</u>	<u>7 746</u>
OTHER COMPREHENSIVE INCOME			
Items not subject to subsequent reclassification to net cost of services			
Changes in asset revaluation surplus	2 148	–	2 148
Total comprehensive income/(loss)	<u>2 148</u>	<u>–</u>	<u>2 148</u>
Total comprehensive income/(loss) attributable to the Australian Government	<u>1 766</u>	<u>–</u>	<u>1 766</u>

1. The AEC's original budgeted financial statement that was first presented to parliament in respect of the reporting period (i.e. from the AEC's 2014–15 Portfolio Budget Statements (PBS)).

2. Between the actual and original budgeted amounts for 2015. Explanations of major variances are provided further below.

Statement of Financial Position – variance from budget as at 30 June 2015

	Actual 2015 \$'000	Budget estimate	
		Original ¹ 2015 \$'000	Variance ² 2015 \$'000
ASSETS			
Financial assets			
Cash and cash equivalents	891	1 011	(120)
Trade and other receivables	58 618	16 346	42 272
Total financial assets	59 509	17 357	42 152
Non-financial assets			
Land and buildings	11 524	10 304	1 220
Property, plant and equipment	5 780	3 876	1 904
Intangibles	13 836	14 956	(1 120)
Inventories	3 055	3 594	(539)
Other non-financial assets and lease incentives	2 068	1 652	416
Total non-financial assets	36 263	34 382	1 881
Total assets	95 772	51 739	44 033
LIABILITIES			
Payables			
Suppliers	8 085	5 200	2 885
Other payables	7 947	6 131	1 816
Total payables	16 032	11 331	4 701
Provisions			
Employee provisions	21 257	24 022	(2 765)
Other provisions	1 561	1 553	8
Total provisions	22 818	25 575	(2 757)
Total liabilities	38 850	36 906	1 944
Net assets	56 922	14 833	42 089
EQUITY			
Contributed equity	43 190	36 099	7 091
Reserves	21 100	13 629	7 471
Retained surplus/(Accumulated deficit)	(7 368)	(34 895)	27 527
Total equity	56 922	14 833	42 089

1. The AEC's original budgeted financial statement that was first presented to parliament in respect of the reporting period (i.e. from the AEC's 2014–15 Portfolio Budget Statements (PBS)).

2. Between the actual and original budgeted amounts for 2015. Explanations of major variances are provided in 26B.

Statement of Changes in Equity – variance from budget for the period ended 30 June 2015

	Retained earnings			Asset revaluation surplus			Contributed equity/capital			Total equity		
	Actual	Budget estimate	Variance ²	Actual	Budget estimate	Variance ²	Actual	Budget estimate	Variance ²	Actual	Budget estimate	Variance ²
	2015 \$'000	Original ¹ 2015 \$'000	2015 \$'000	2015 \$'000	Original ¹ 2015 \$'000	2015 \$'000	2015 \$'000	Original ¹ 2015 \$'000	2015 \$'000	2015 \$'000	Original ¹ 2015 \$'000	2015 \$'000
Opening balance												
Balance carried forward from previous period	(6 986)	(26 852)	19 866	18 952	13 629	5 323	35 890	30 089	5 801	47 856	16 866	30 990
Adjusted opening balance	<u>(6 986)</u>	<u>(26 852)</u>	<u>19 866</u>	<u>18 952</u>	<u>13 629</u>	<u>5 323</u>	<u>35 890</u>	<u>30 089</u>	<u>5 801</u>	<u>47 856</u>	<u>16 866</u>	<u>30 990</u>
Comprehensive income												
Surplus/(Deficit) for the period	(382)	(8 043)	7 661	-	-	-	-	-	-	(382)	(8 043)	7 661
Other comprehensive income	-	-	-	2 148	-	2 148	-	-	-	2 148	-	2 148
Total comprehensive income	<u>(382)</u>	<u>(8 043)</u>	<u>7 661</u>	<u>2 148</u>	<u>-</u>	<u>2 148</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1 766</u>	<u>(8 043)</u>	<u>9 809</u>
Total comprehensive income attributable to Australian Government	-	-	-	-	-	-	-	-	-	-	-	-
Transactions with owners												
Contributions by owners												
Departmental capital budget	-	-	-	-	-	-	7 300	6 010	1 290	7 300	6 010	1 290
Total transactions with owners	-	-	-	-	-	-	7 300	6 010	1 290	7 300	6 010	1 290
Closing balance as at 30 June	<u>(7 368)</u>	<u>(34 895)</u>	<u>27 527</u>	<u>21 100</u>	<u>13 629</u>	<u>7 471</u>	<u>43 190</u>	<u>36 099</u>	<u>7 091</u>	<u>56 922</u>	<u>14 833</u>	<u>42 089</u>

1. The entity's original budgeted financial statement that was first presented to parliament in respect of the reporting period (i.e. from the AEC's 2014–15 Portfolio Budget Statements (PBS)).

2. Between the actual and original budgeted amounts for 2015. Explanations of major variances are provided in 26B.

Cash Flow Statement – variance from budget for the period ended 30 June 2015

	Actual 2015 \$'000	Budget estimate	
		Original ¹ 2015 \$'000	Variance ² 2015 \$'000
OPERATING ACTIVITIES			
Cash received			
Appropriations	106 646	112 536	(5 890)
Sale of goods and rendering of services	22 309	16 613	5 696
Total cash received	128 955	129 149	(194)
Cash used			
Employees	73 701	82 674	(8 973)
Suppliers	55 838	45 475	10 363
Total cash used	129 539	128 149	1 390
Net cash from/(used by) operating activities	(584)	1 000	(1 584)
INVESTING ACTIVITIES			
Cash used			
Purchase of property, plant and equipment and Intangibles	4 247	7 010	(2 763)
Total cash used	4 247	7 010	(2 763)
Net cash from/(used by) investing activities	(4 247)	(7 010)	2 763
FINANCING ACTIVITIES			
Cash received			
Contributed equity	4 204	6 010	(1 806)
Other	-	-	-
Total cash received	4 204	6 010	(1 806)
Net cash from/(used by) financing activities	4 204	6 010	(1 806)
Net increase/(decrease) in cash held	(627)	-	(627)
Cash and cash equivalents at the beginning of the reporting period	1 518	1 000	518
Cash and cash equivalents at the end of the reporting period	891	1 000	(109)

1. The AEC's original budgeted financial statement that was first presented to parliament in respect of the reporting period (i.e. from the AEC's 2014–15 Portfolio Budget Statements (PBS)).

2. Between the actual and original budgeted amounts for 2015. Explanations of major variances are provided in 26B.

Note 26B: Departmental Major Budget Variances for 2015

Explanations of major variances	Affected line items (and statement)
Employees during the year were lower than budgeted due to restrictions on recruitment.	Statement of Comprehensive Income – Employee Benefits. Statement of Financial Position – Employee Provisions. Cash Flow Statement – Cash Used Employees.
Higher depreciation and amortisation relates to the revaluation increment at 30 June 2014.	Statement of Comprehensive Income – Depreciation and Amortisation
The AEC had anticipated a decrease in Own Source Income in 2014–15 which did not occur.	Statement of Comprehensive Income – Own Source Income
Trade and other receivables was greater, due to \$26 million of quarantined funds being carried forward into the 2014–15 financial year.	Statement of Financial Position – Trade and Other Receivables, Contributed Equity and Reserves.
The AEC's allocation of assets varied from budget due to a review of asset categories, however overall non-financial assets are in line with expected budget.	Statement of Financial Position – Non-Financial Assets – Property Plant and Equipment and Intangibles
Payables was higher than expected due to volume and timing of expenditure occurred by the end of the financial year.	Statement of Financial Position – Total Payables
Actual cash used was lower on employees but higher than estimate on suppliers.	Cash Flow Statement – Cash used suppliers
Cash used for Property Plant and Equipment was lower than budgeted as the entire Departmental Capital Budget was not spent in the financial year due to delays in major procurements.	Cash Flow Statement – Cash used Purchase of property, plant and equipment and Intangibles

Note 26C: Administered Budgetary Reports

Administered Schedule of Comprehensive Income for the period ended 30 June 2015

	Actual 2015 \$'000	Budget estimate	
		Original ¹ 2015 \$'000	Variance ² 2015 \$'000
NET COST OF SERVICES			
Expenses			
Election public funding	53	–	53
Total expenses	53	–	53
Income			
Revenue			
Non-taxation revenue			
Other taxes, fees and fines	967	66	901
Total non-taxation revenue	967	66	901
Total income	967	66	901
Net (cost of)/contribution by services	914	(66)	980
Total comprehensive (loss) income	914	66	848

1. The AEC's original budgeted financial statement that was first presented to parliament in respect of the reporting period (i.e. from the AEC's 2014–15 Portfolio Budget Statements (PBS)).

2. Between the actual and original budgeted amounts for 2015. Explanations of major variances are provided further below.

Administered Schedule of Assets and Liabilities for not-for-profit Reporting Entities as at 30 June 2015

There are no administered assets or liabilities for the AEC.

Note 26D: Administered Major Budget Variances for 2015

Explanations of major variances	Affected line items (and schedule)
Revenue from Electoral Fines and Penalties was greater than budgeted due to an increase in collection of fines and penalties, related to prior electoral events.	Administered Schedule of Comprehensive Income – Revenue – Other taxes, fees and fines.





**APPENDIXES AND
REFERENCES**

Appendix A: Resources

This appendix provides details of the AEC's resources and expenses in 2014–15, as required by the Joint Committee of Public Accounts and Audit *Requirements for annual reports for departments, executive agencies and other non-corporate commonwealth entities*, 25 June 2015.

The tables in this appendix correspond to tables in the Portfolio Budget Statements 2014–15 and staff statistics, namely:

- the Agency Resource Statement, which provides information about the various funding sources that the AEC was able to draw on during the year ([Table 23](#))
- Expenses and Resources by Outcome, showing the detail of Budget appropriations and total resourcing for Outcome 1 ([Table 24](#))
- Average staffing levels from 2012–13 to 2014–15 ([Table 25](#)).

Table 23: Agency Resource Statement 2014–15

		Column a: Actual appropriation for 2014–15 \$'000	Column b: Payments made 2014–15 \$'000	Balance remaining 2014–15 (a minus b) \$'000
Ordinary Annual Services^a				
Prior Year Departmental appropriation		42 173	13 322	28 851
Departmental appropriation ^b		111 828	88 525	23 303
Section 74 relevant agency receipts		20 597	20 597	–
Total		174 598	122 444	52 154
Total ordinary annual services	A	174 598	122 444	
Other services^c				
Departmental non-operating				
Prior Year Equity injections		3 992	3	3 989
Equity injections		–	–	–
Total		3 992	3	3 989
Total other services	B	3 992	3	
Total Available Annual Appropriations and payments		178 590	122 447	
Special appropriations				
Special appropriations limited by criteria/entitlement		–	–	–
<i>Commonwealth Electoral Act 1918 (Administered)</i>		–	–	–
Special appropriations limited by amount		–	–	–
<i>Commonwealth Electoral Act 1918 (Departmental)</i>		–	9 000	–
Total special appropriations	C	–	9 000	–
Special Accounts^d				
Opening balance		1 504		
Non-appropriation receipts to Special Accounts		–		
Payments made			1 503	
Total Special Account	D	1 504	1 503	1
Total resourcing (A + B + C + D)		180 094	132 950	
Total net resourcing for agency		180 094	132 950	

a. Appropriation Bill (No 1) 2014–15 and Appropriation Bill (No 3) 2014–15. This also includes Prior Year departmental appropriation and section 74 relevant agency receipts.

b. Includes an amount of \$6.010 million in 2014–15 for the Department Capital Budget. For accounting purposes this amount has been designated as 'contributions by owners'.

c. Appropriation Bill (No 2) 2014–15.

d. Does not include 'Special Public Money' held in accounts like Other Trust Monies accounts (OTM), Services for other Government and Non-agency Bodies accounts (SOG) or Services for Other Entities and Trust Monies Special accounts (SOETM).

Table 24: Expenses and resources for Outcome 1

	Column a: Budget ^a 2014–15 \$'000	Column b: Actual expenses 2014–15 \$'000	Variation (a minus b) \$'000
Programme 1.1 Electoral Roll Management			
Departmental expenses			
Departmental appropriation ^b	127 349	133 614	(6 265)
Special appropriations	9 000	9 000	–
Expenses not requiring appropriation in the Budget year	8 128	–	–
Total for Programme 1.1	144 477	142 614	(6 265)
Outcome 1 totals by appropriation type			
Administered expenses			
Special appropriations	2	–	–
Departmental expenses			
Departmental appropriation ^b	127 349	133 614	(6 265)
Special appropriations	9 000	9 000	–
Expenses not requiring appropriation in the Budget year	8 128	–	–
Total expenses for Outcome 1	144 477	142 614	(6 265)

a. Full-year budget, including any subsequent adjustment made to the 2014–15 Budget.

b. Departmental Appropriation combines 'Ordinary annual services (Appropriation Bill No 1)' and 'Revenue from independent sources (section 74)'.

Table 25: Average staffing levels 2012–2015

	2012–13	2013–14	2014–15
	894	1 007	759

Appendix B: Electoral Roll information

Table 26: Recipients of electoral roll extracts July 2014 – June 2015

Recipient	Position	Roll data provided	Date provided
The Hon Katherine Ellis MP	Member for Adelaide	Adelaide	July 2014
The Hon Jason Clare MP	Member for Blaxland	Blaxland	July 2014
Mr Brett Whiteley MP	Member for Braddon	Braddon	July 2014
The Hon Alan Griffin MP	Member for Bruce	Bruce	July 2014
Ms Maria Vamvakinou MP	Member for Calwell	Calwell	July 2014
Mr Don Randall MP	Member for Canning	Canning	July 2014 February 2015 – June 2015
Ms Anna Burke MP	Member for Chisholm	Chisholm	July 2014
The Hon Richard Marles MP	Member for Corio	Corio	July 2014 February 2015 – June 2015
Mr Luke Simpkins MP	Member for Cowan	Cowan	July 2014
Mr Andrew Wilkie MP	Member for Denison	Denison	July 2014 – June 2015
Mr Clive Palmer MP	Member for Fairfax	Fairfax	May 2015 – June 2015
The Hon Dr Andrew Leigh MP	Member for Fraser	Fraser	July 2014
The Hon Andrew Robb AO, MP	Member for Goldstein	Goldstein	July 2014
The Hon Anthony Albanese MP	Member for Grayndler	Grayndler	July 2014
Ms Michelle Rowland MP	Member for Greenway	Greenway	July 2014
The Hon Ian Macfarlane MP	Member for Groom	Groom	July 2014
The Hon Kelly O'Dwyer MP	Member for Higgins	Higgins	March 2015 – June 2015
Mr Matthew Williams MP	Member for Hindmarsh	Hindmarsh	July 2014 December 2014 – February 2015

Recipient	Position	Roll data provided	Date provided
Ms Clare O'Neil MP	Member for Hotham	Hotham	March 2015 – June 2016
Ms Cathy McGowan AO MP	Member for Indi	Indi	July 2014 – June 2015
The Hon Jennifer Macklin MP	Member for Jagajaga	Jagajaga	July 2014
The Hon Robert Katter MP	Member for Kennedy	Kennedy	July 2014 – June 2015
The Hon Amanda Rishworth MP	Member for Kingston	Kingston	July 2014
Mr Jason Wood MP	Member for La Trobe	La Trobe	July 2014
Ms Fiona Scott MP	Member for Lindsay	Lindsay	February 2015 – June 2015
Mr Eric Hutchinson MP	Member for Lyons	Lyons	July 2014
Mr Antonio Zappia MP	Member for Makin	Makin	July 2014
The Hon Chris Bowen MP	Member for McMahon	McMahon	July 2014
The Hon Karen Andrews MP	Member for McPherson	McPherson	July 2014 December 2014 – June 2015
Mr Adam Bandt MP	Member for Melbourne	Melbourne	July 2014 – June 2015
The Hon Michael Danby MP	Member for Melbourne Ports	Melbourne Ports	July 2014
The Hon Kevin Andrews MP	Member for Menzies	Menzies	July 2014
Mr Alexander Hawke MP	Member for Mitchell	Mitchell	July 2014
Mr Graham Perrett MP	Member for Moreton	Moreton	February 2015 – June 2015
The Hon Barnaby Joyce MP	Member for New England	New England	July 2014 – June 2015
Ms Jill Hall MP	Member for Shortland	Shortland	July 2014
Mr Stephen Jones MP	Member for Throsby	Throsby	July 2014
Mr Nickolas Champion MP	Member for Wakefield	Wakefield	July 2014
The Hon Anthony Burke MP	Member for Watson	Watson	July 2014
The Hon Kelvin Thomson MP	Member for Wills	Wills	July 2014
Senator Zdenko Seselja	Senator for Australian Capital Territory	Australian Capital Territory	July 2014
Senator the Hon Concetta Fierravanti-Wells	Senator for New South Wales	New South Wales	July 2014 – June 2015
Senator Sam Dastyari	Senator for New South Wales	New South Wales	December 2014 – June 2015

Recipient	Position	Roll data provided	Date provided
Senator the Hon John Faulkner	Senator for New South Wales	New South Wales	July 2014
Senator the Hon William Heffernan	Senator for New South Wales	New South Wales	July 2014
Senator David Leyonhjelm	Senator for New South Wales	New South Wales	December 2014 – June 2015
Senator the Hon Marise Payne	Senator for New South Wales	New South Wales	July 2014
Senator Lee Rhiannon	Senator for New South Wales	New South Wales	July 2014 – June 2015
Senator John Williams	Senator for New South Wales	New South Wales	July 2014 – June 2015
Senator Nova Peris	Senator for Northern Territory	Northern Territory	July 2014
Senator Christopher Ketter	Senator for Queensland	Queensland	February 2015 – March 2015
Senator Glenn Lazarus	Senator for Queensland	Queensland	August 2014 – June 2015
Senator the Hon Ian Macdonald	Senator for Queensland	Queensland	July 2014 – June 2015
Senator James McGrath	Senator for Queensland	Queensland	May 2015 – June 2015
Senator Larissa Waters	Senator for Queensland	Queensland	July 2014 – June 2015
Senator Cory Bernardi	Senator for South Australia	South Australia	July 2014 September 2014 – June 2015
Senator the Hon Simon Birmingham	Senator for South Australia	South Australia	July 2014 September 2014 – June 2015
Senator Robert Day AO	Senator for South Australia	South Australia	July 2014 – June 2015
Senator David Fawcett	Senator for South Australia	South Australia	July 2014 – June 2015
Senator Alexander Gallacher	Senator for South Australia	South Australia	July 2014
Senator Sarah Hanson-Young	Senator for South Australia	South Australia	April 2015 – June 2015
Senator Anne Ruston	Senator for South Australia	South Australia	July 2014 December 2014 – June 2015
Senator Penelope Wright	Senator for South Australia	South Australia	February 2015 – June 2015
Senator Nick Xenophon	Senator for South Australia	South Australia	July 2014 – June 2015
Senator the Hon Penny Wong	Senator for South Australia	South Australia	July 2014

Recipient	Position	Roll data provided	Date provided
Senator the Hon Eric Abetz	Senator for Tasmania	Tasmania	July 2014
Senator David Bushby	Senator for Tasmania	Tasmania	July 2014 December 2014 – June 2015
Senator Jacqui Lambie	Senator for Tasmania	Tasmania	July 2014 – June 2015
Senator Christine Milne	Senator for Tasmania	Tasmania	July 2014 – June 2015
Senator the Hon Stephen Parry	Senator for Tasmania	Tasmania	July 2014 December 2014 – June 2015
Senator Peter Wish-Wilson	Senator for Tasmania	Tasmania	July 2014 – June 2015
Senator the Hon Mitchell Fifield	Senator for Victoria	Victoria	July 2014
Senator Gavin Marshall	Senator for Victoria	Victoria	July 2014
Senator Richard Di Natale	Senator for Victoria	Victoria	July 2014 – June 2015
Senator the Hon Michael Ronaldson	Senator for Victoria	Victoria	July 2014 March 2015 – June 2015
Senator the Hon Scott Ryan	Senator for Victoria	Victoria	July 2014 March 2015 – June 2015
Senator Christopher Back	Senator for Western Australia	Western Australia	July 2014 December 2014 – June 2015
Senator Joseph Bullock	Senator for Western Australia	Western Australia	March 2015 – June 2015
Senator the Hon Michaelia Cash	Senator for Western Australia	Western Australia	July 2014
Senator the Hon Mathias Cormann	Senator for Western Australia	Western Australia	September 2014 – June 2015
Senator the Hon David Johnston	Senator for Western Australia	Western Australia	February 2015 – June 2015
Senator Scott Ludlam	Senator for Western Australia	Western Australia	July 2014 – June 2015
Senator Rachel Siewert	Senator for Western Australia	Western Australia	July 2104 – June 2015
Senator Dean Smith	Senator for Western Australia	Western Australia	July 2014 – June 2015
Senator Linda Reynolds CSC	Senator for Western Australia	Western Australia	August 2014 – June 2015
Senator Zhenya Wang	Senator for Western Australia	Western Australia	September 2014 – December 2014; April 2015 – June 2015

Appendix C: Roll information for registered political parties

Table 27: Parties provided with electoral roll extracts, July 2014 – June 2015

Registered political party	Roll data provided	Date provided
Australian Christians	New South Wales	March 2015 – June 2015
Australian Democrats	New South Wales	July 2014 – May 2015
Australia First Party (NSW) Incorporated	New South Wales	September 2014 – June 2015
Australian Equality Party	Victoria	December 2014 – June 2015
Australian Greens	National	July 2014 – June 2015
Australian Greens – Australian Capital Territory Branch	Australian Capital Territory	July 2014 – June 2015
Australian Greens – Victoria Branch	Victoria	September 2014 – June 2015
Australian Labor Party – Federal Secretariat	National	July 2014 – June 2015
Australian Motoring Enthusiast Party	Queensland and Victoria	July 2014
	Queensland	August 2014 – June 2015
Australian Sports Party	Western Australia	July 2014
		October 2014 – June 2015
Australian Voice Party	Queensland	December 2014 – June 2015
Country Alliance	Victoria	July 2014 – June 2015
Country Liberals – Northern Territory Branch	Northern Territory	July 2014
		September 2014 – June 2015
Democratic Labour Party – Queensland Branch	Queensland	February 2015 – April 2015
Drug Law Reform	Victoria	July 2014 – June 2015
Family First Party	Victoria, Queensland, South Australia	July 2014 – June 2015
Family First Queensland	Queensland	July 2014 – October 2014
Family First South Australia	South Australia	July 2014 – June 2015
Future Party	New South Wales	July 2014 – October 2014
		February 2015
		April 2015 – June 2015
Help End Marijuana Prohibition (HEMP) Party	New South Wales	July 2014 – June 2015
Liberal Party of Australia – Federal Secretariat	National	July 2014 – June 2015
Liberal Party of Australia – South Australia Division	South Australia	December 2014 – June 2014
Mutual Party	Western Australia	July 2014
National Party of Australia – WA Branch	Western Australia	July 2014 – June 2015
National Party of Australia – Victoria	Victoria	February 2015 – June 2015

Registered political party	Roll data provided	Date provided
Natural Medicine Party	New South Wales	December 2014 – June 2015
Nick Xenophon Group	South Australia	July 2014 – June 2015
Non-Custodial Parents Party (Equal Parenting)	New South Wales	March 2015 – April 2015
Pirate Party Australia	New South Wales	July 2014 – September 2014
	Queensland	October 2014 – June 2015
Queensland Greens	Queensland	July 2014 – June 2015
Republican Party of Australia	New South Wales	July 2014 – June 2015
Rise Up Australia Party	Victoria	July 2014 – June 2015
Socialist Alliance	New South Wales	July 2014 – June 2015
Stop CSG Party	New South Wales	July 2014 – December 2014
The Greens NSW	New South Wales	July 2014 – June 2015
The Greens (WA) Inc	Western Australia	July 2014 – June 2015
The Wikileaks Party	New South Wales	July 2014 – August 2014
Voluntary Euthanasia Party	Queensland	July 2014 – September 2014
	Western Australia	October 2014 February 2015

There was no despatch of the electoral roll in January 2015.

Appendix D: Other recipients of roll information

Table 28: Government departments and agencies who received electoral extracts, July 2014 – June 2015

Institution	Data provided			
	August 2014	November 2014	February 2015	May 2015
Australian Bureau of Statistics (ABS)		Yes		
Australian Commission for Law Enforcement Integrity (ACLEI)	Yes	Yes	Yes	Yes
Australian Crime Commission (ACC)				Yes
Australian Customs and Border Protection Service	Yes	Yes	Yes	Yes
Australian Federal Police (AFP)	Yes	Yes	Yes	Yes
Australian Securities and Investments Commission (ASIC)	Yes	Yes	Yes	Yes
Australian Security Intelligence Organisation (ASIO)	Yes	Yes	Yes	Yes
Australian Taxation Office (ATO)	Yes	Yes	Yes	Yes
ComSuper	Yes	Yes	Yes	Yes
Department of Agriculture	Yes	Yes	Yes	Yes
Department of Foreign Affairs and Trade – Australian Passport Office	Yes	Yes	Yes	Yes
Department of Human Services – Centrelink	Yes	Yes	Yes	Yes
Australian Transaction Reports and Analysis Centre (Austrac)	Yes	Yes	Yes	Yes

Table 29: Medical and electoral researchers provided with electoral roll extracts July 2014 – June 2015

Institution/contact	Data provided
Electoral Researchers	
Associate Professor Betsy Blunsdon Australian Consortium for Social and Political Research Incorporated	Random sample of 2 500 records of men and women, in two-year age ranges, across all states and territories, 'for the Australian Survey of Social Attitudes Study 2014 on Citizenship'.
Medical Researchers	
Dr Philip Batterham National Institute for Mental Health Research, Australian National University	Random sample of 105 000 records of men and women, for the purpose of researching new adaptive screening tools for general and specific mental health problems.
Catherine Baxter QIMR Berghofer Medical Research Institute	Two random samples comprising of 180 000 records of men and women, in four-year age ranges from 60–79 years, from the states of NSW, Qld, SA, Tas., Vic. and WA, for a study: 'The D-Health trial is a prevention trial to determine whether supplementation of members of the general population with vitamin D can reduce mortality, cancer, cardiovascular disease and other conditions'.
Department of Health, NT	All female voters aged 20–70 years in the NT for the NT Cervical Screening Programme.
Department of Health, NT	All female voters aged 40–74 years in the NT for the NT Breast Screening Programme.
Professor Michael Jones Faculty of Human Services Macquarie University	Random sample of 2 000 records of men and women, from the NSW electoral divisions of Charlton, Hunter, Newcastle, New England, Paterson and Shortland for age groups 18–30, 31–40, 41–50 and 51–120 years, for the purpose of determining whether rural populations suffer higher psychological morbidity (prevalence of a disease) rates compared to urban populations due to functional gastrointestinal disorders.
Dr Natasha Koloski PhD, University of Newcastle	Random sample of 28 000 records of men and women selected from eight electoral divisions for the purpose of an epidemiological investigation to examine the epidemiology of functional gastrointestinal disorders and associations with other health conditions such as allergies, gluten intolerance and sleep disturbances.

Table 30: Provision of electoral roll information to organisations verifying identity for financial purposes July 2014 – June 2015

Institution	Data provided			
	August 2014	November 2014	February 2015	May 2015
ACXIOM Australia Pty Ltd	Yes	Yes	Yes	Yes
FCS OnLine	Yes	Yes	Yes	Yes
The Global Data Company Pty Ltd	Yes	Yes		
VEDA Advantage Information Services and Solutions Ltd	Yes	Yes	Yes	Yes

Appendix E: Enrolment activity and transactions

Figure 16: Enrolment activity 2007–08 to 2014–15

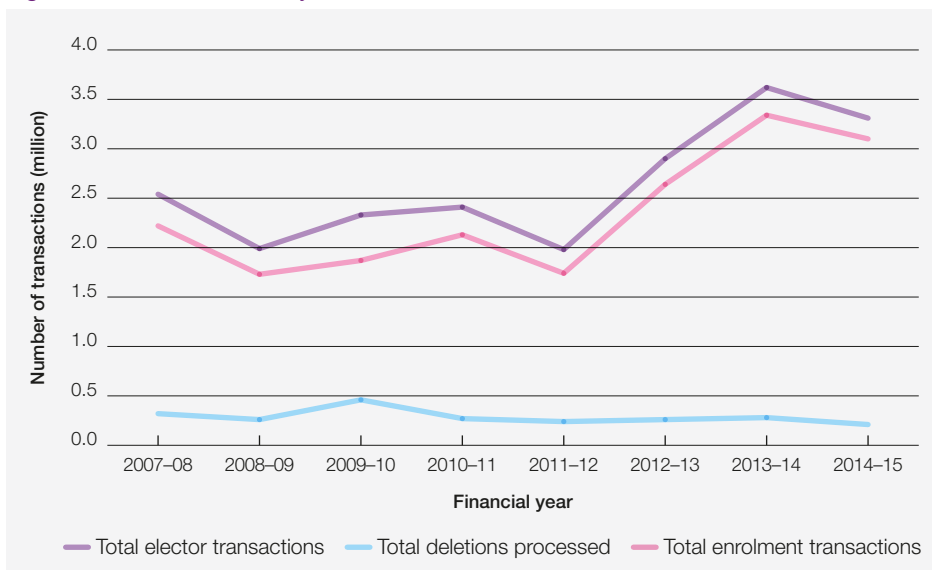
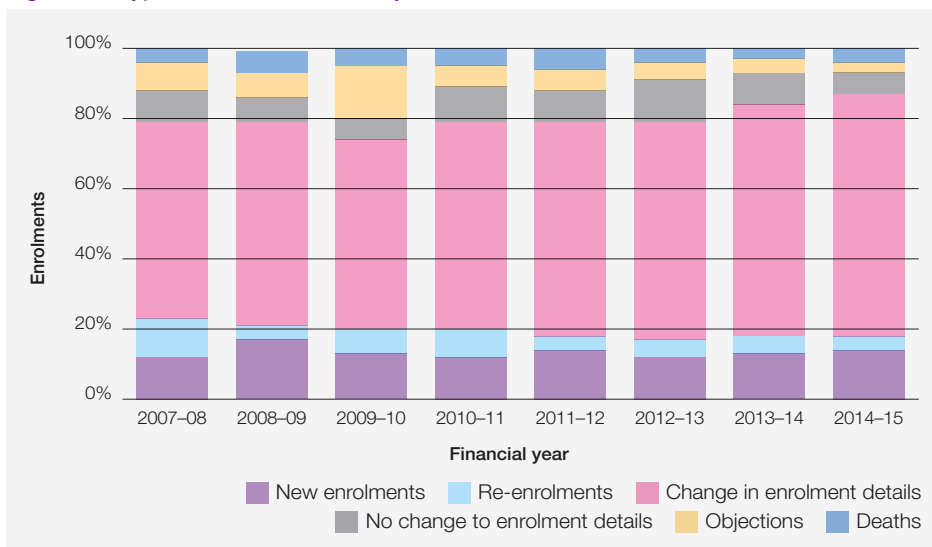


Figure 17: Types of enrolment activity 2007–08 to 2014–15



New enrolments – additions to the electoral roll of individuals who become eligible to enrol and have not been on the roll before.

Re-enrolments – additions to the electoral roll of individuals previously removed from roll.

Change in enrolment details – individual’s details altered as a result of intrastate, interstate or intra-division amendment or movement.

No change to enrolment details – enrolment application forms returned, but details do not need altering.

Objections – individuals removed from the electoral roll because they do not live at their enrolled address or no longer have entitlement for enrolment.

Deaths – individuals who have died and been removed from the electoral roll.

Table 31: Types of enrolment activity 2007–08 to 2014–15

Transaction by type	2007–08	2008–09	2009–10	2010–11	2011–12	2012–13	2013–14	2014–15
New enrolments	12%	17%	13%	12%	14%	12%	13%	14%
Re-enrolments	11%	4%	7%	8%	4%	5%	5%	4%
Change in enrolment details	56%	58%	54%	59%	61%	62%	66%	69%
No change to enrolment details	9%	7%	6%	10%	9%	12%	9%	6%
Objections	8%	7%	15%	6%	6%	5%	4%	3%
Deaths	4%	6%	5%	5%	6%	4%	3%	4%

All activity including State Only transactions.

Table 32: Enrolment activity by jurisdiction 2014–15

	NSW	Vic.	Qld	SA	WA	Tas.	ACT	NT	Total
Additions to the roll									
New Enrolments	96 505	100 944	98 475	27 553	50 618	6 614	6 610	4 283	391 602
Reinstatements	338	351	432	80	148	33	7	76	1 465
Re-enrolments	26 194	32 329	36 590	5 347	12 542	2 133	1 153	1 386	117 674
Transfers into electoral divisions									
Intrastate	243 654	182 564	217 224	48 082	76 033	9 094	4 949	1 514	783 114
Interstate	45 485	39 995	55 306	11 213	14 998	6 393	11 110	7 281	191 781
Intra-divisional Elector Movement	282 589	173 902	245 992	75 064	86 714	25 551	22 209	10 824	922 845
No Change Enrolments	76 233	75 883	49 947	7 329	36 451	4 058	2 359	2 306	254 566
Total Enrolment Transactions	770 998	605 968	703 966	174 668	277 504	53 876	48 397	27 670	2 663 047
Deletions from the roll									
Objections	19 143	20 929	17 704	3 426	13 376	2 970	766	4 127	82 441
Deaths	43 471	29 079	23 515	10 471	10 706	3 900	1 513	904	123 559
Duplications	1 143	868	1 211	346	457	91	80	226	4 412
Cancellations	1 373	1 057	771	91	317	20	2	46	3 677
Net Deletions	65 130	51 923	43 201	14 334	24 856	6 981	2 361	5 303	214 089
Total Elector Transactions	836 128	657 891	747 167	189 002	302 360	60 857	50 758	32 973	2 877 136

Table 33: Top 10 sources of enrolment (all ages)

Source (rank in 2014–15)	All enrolment forms	Change in enrolment details	New enrolment	Re-enrolment
Federal Direct Enrol and Update ^a	1 165 211	991 762	119 064	54 385
Online Enrolment Service	836 243	697 312	118 144	20 787
State Electoral Issued	137 921	107 453	21 156	9 312
Citizenship Ceremonies	108 364	2 563	105 584	217
Post Office	84 001	72 491	9 135	2 375
Divisional Office Issued	71 890	57 792	9 967	4 131
State Declaration Voting envelopes	44 064	24 573	4 525	14 966
Internet – Static form	41 479	38 644	2 023	812
POI Acknowledgement Enrolment Forms ^b	38 383	38 335	30	18
Mail Review	18 924	14 238	2 551	2 135
Total – top 10	2 546 480	2 045 163	392 179	109 138
Total	2 596 186	2 087 453	397 650	111 083

a. FDEU and Ordinary Legislation.

b. Forms issued with acknowledgement letters to electors who do not meet both the federal and state requirements in regard to Proof of Identity (POI) legislation.

Transactions processed via State Direct Enrol and Update and the Victorian Electoral Commission (VEC) online enrolment form have not been included in the sources.

Table 34: Top 10 sources of enrolment (18–25 years)

Source (rank in 2014–15)	All enrolment forms	Change in enrolment details	New enrolment	Re-enrolment
Federal Direct Enrol and Update ^a	341 972	256 535	79 688	5 749
Online Enrolment Service	218 053	147 798	67 818	2 437
State Electoral	26 182	16 605	8 770	807
State Declaration Voting envelopes	12 471	7 668	3 774	1 029
Post Office	12 006	5 534	6 397	75
Citizenship Ceremonies	10 777	117	10 655	5
Divisional Office Issued	9 154	5 622	3 225	307
POI Acknowledgement Enrolment Forms ^b	8 116	8 090	20	6
Internet – Static PDF	4 585	3 351	1 184	50
Mail Review	3 603	1 843	1 497	263
Total – top 10	646 919	453 163	183 028	10 728
Total	654 388	458 203	185 316	10 869

a. FDEU and Ordinary Legislation.

b. Forms issued with acknowledgement letters to electors who do not meet both the federal and state requirements in regard to POI legislation.

Transactions processed via State Direct Enrol and Update and the VEC online enrolment form have not been included.

Table 35: Enrolment Quality Assurance Programme results for 2014–15

Measures ^a	Results	Explanation
Essential fields found without errors ^b	99.7%	Fields on an enrolment form that would affect the enrolment – for example, surname or family name, given name/s (where known), date of birth, gender, residential address, citizenship details, signature or mark, evidence of identity, signature of witness (where required), postal address.
Non-essential fields found without errors ^c	96.8%	Any other fields on the enrolment form. These fields do not affect an enrolment.
Timing of processing ^d	88.2%	Enrolment forms processed within three business days of receipt of the form by any AEC office (excluding State Direct Enrolment and Federal Direct Enrolment and Update transactions).

a. Relates to the key performance indicators for accurate processing.

b. Measures achievement against 99.5 per cent target of enrolment transactions correctly processed.

c. Most common field for non-essential errors was where multiple forms of evidence of identity were provided. This error does not affect entitlement in any way.

d. Achievement against the target of 99 per cent of enrolment transactions processed within three business days.

EQAP reports on transactions processed 3 months prior to the reporting period to allow enough time for form imaging. Results include transactions processed up to May 2015.

The AEC implemented a new 5 and 30 day timeliness measure in July 2015.

Appendix F: Assisting electoral bodies

Table 36: Resources to assist state, territory and local government electoral bodies, 2014–15

State/Territory	AEC role
New South Wales ^a	Close of roll for the NSW State election
	Processing of 55 000 Enrolment Declaration Envelopes from the NSW State Election
	Close of rolls for 2 NSW State by-elections
	Implementation of state redistribution
	Close of rolls for 11 Local Government Area by-elections ^b
Victoria	Close of roll for the Vic. State election
	Close of roll for 1 Vic. State by-election
	Close of rolls for 4 Local Government Area by-elections
	Close of rolls for 6 liquor licencing polls
Queensland ^c	Close of roll for the Qld State election
	Close of roll for 1 Qld State by-election ^d
	Close of rolls for 2 Local Government Area by-elections ^e
	Roll snapshot for Brisbane City Council
	Roll snapshot for 1 Ekka event
	Local Government Area survey poll
Western Australia	Close of roll for 1 WA State by-election
	Close of rolls for 10 Local Government Area by-elections
	Close of roll for 1 state redistribution
	Investigation and actioning of 2 057 information reports
South Australia	Close of rolls for 2 SA State by-elections
	Checks of declaration voters not on roll for 2 SA State by-elections
	Close of roll for state-wide Local Government Area elections ^f
	Implementation of SA Local Government Area redistribution ^g
Tasmania	Close of rolls for 29 Local Government Area elections
	Conducted 87 elections for the positions of Councillors, Deputy Mayors and Mayors for the Local Government Area elections
	Close of roll for 1 Local Government Area by-election
	Close of rolls for 3 Legislative Council elections
	Pre-polling services for Legislative Council elections
	Assistance provided to the Tasmanian Electoral Commission regarding silent non-voters for the Legislative Council elections
Australian Capital Territory	Close of roll for 1 territory redistribution
Northern Territory	Close of roll for 1 NT by-election
	Close of rolls for 8 Local Government Area by-elections
	Close of rolls for 2 territory redistributions

- All NSW elections require two close of rolls.
- There was a second close of rolls for the Municipal Council of Leichhardt; the first close of roll was in the 2013–14 reporting period. Two Local Government Area by-elections were uncontested and only required one close of roll.
- Since 2015 all Qld elections require two closes of rolls.
- There was a second close of rolls for the State electoral division of Stafford; the first close of roll was in the 2013–14 reporting period.
- There was no second close of rolls for the Shire of Murweh as it was before the introduction of the second close of roll requirement for local government.
- SA also has an arrangement for monthly provision of close of rolls information to support individual Local Government Area elections.
- The redistribution was completed in the 2013–14 reporting period with the update to the electoral roll completed in 2014–15.

Appendix G: Advertising and market research

In 2014–15, the AEC did not conduct any advertising campaigns.

Payments over \$12 565 (inclusive of GST) made to advertising organisations and market research agencies are listed in [Table 37](#), as required under s.311A of the Electoral Act.

Table 37: Advertising and media placement payments, \$12 565 or more

Agency type	Agency name	Details	Amount (GST inclusive)
Media advertising organisation	Mitchell and Partners	Media placement: Non-campaign advertising	\$287 403
Market research (teachers visiting the National Electoral Education Centre)	Ipsos	Education research	\$37 007
Total			\$324 410

Appendix H: AEC regular staff

Table 38: APS ongoing staff (including staff on higher duties arrangements) demographics as at 30 June 2014 and 30 June 2015

Classification	Female part time		Female full time		Male part time		Male full time		Total	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
NSW										
AEO	0	0	0	0	0	0	0	0	0	0
EL 2	0	0	0	2	0	0	2	0	2	2
EL 1	0	1	6	5	0	0	6	6	12	12
APS 6	0	1	27	27	0	0	16	13	43	41
APS 5	0	0	10	14	0	0	4	5	14	19
APS 4	2	0	8	9	0	0	1	2	11	11
APS 3	4	5	20	15	1	1	8	7	33	28
APS 2	27	23	7	7	2	3	2	1	38	34
Total	33	30	78	79	3	4	39	34	153	147
Vic.										
AEO	0	0	1	0	0	0	0	0	1	0
EL 2	0	0	0	1	0	0	1	0	1	1
EL 1	0	0	7	7	0	0	2	3	9	10
APS 6	2	1	14	22	0	0	23	21	39	44
APS 5	0	0	4	3	0	0	3	2	7	5
APS 4	3	2	3	3	1	1	0	0	7	6
APS 3	5	4	24	18	0	0	3	5	32	27
APS 2	27	26	11	4	1	1	3	1	42	32
Total	37	33	64	58	2	2	35	32	138	125

Classification	Female part time		Female full time		Male part time		Male full time		Total	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
Qld										
AEO	0	0	0	0	0	0	1	1	1	1
EL 2	0	0	0	0	0	0	1	1	1	1
EL 1	0	0	2	3	0	0	2	1	4	4
APS 6	0	1	12	11	0	0	10	12	22	24
APS 5	0	0	9	11	0	0	4	4	13	15
APS 4	0	0	4	5	0	0	3	0	7	5
APS 3	4	3	18	17	0	0	5	4	27	24
APS 2	19	16	8	10	0	0	1	1	28	27
Total	23	20	53	57	0	0	27	24	103	101
WA										
AEO	0	0	1	1	0	0	0	0	1	1
EL 2	0	0	0	0	0	0	1	1	1	1
EL 1	0	0	0	2	0	0	2	2	2	4
APS 6	0	1	6	7	1	0	10	7	17	15
APS 5	0	0	3	3	0	0	2	3	5	6
APS 4	1	1	3	4	0	0	1	1	5	6
APS 3	1	6	13	6	0	0	0	0	14	12
APS 2	13	11	2	0	0	0	0	0	15	11
Total	15	19	28	23	1	0	16	14	60	56
SA										
AEO	0	0	0	0	0	0	1	1	1	1

Classification	Female part time		Female full time		Male part time		Male full time		Total	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
	EL 2	0	0	0	0	0	0	0	0	0
EL 1	0	0	2	3	0	0	0	0	2	3
APS 6	0	0	7	6	0	0	4	3	11	9
APS 5	0	0	4	6	0	0	0	0	4	6
APS 4	1	0	0	0	1	1	2	2	4	3
APS 3	1	1	6	6	0	0	2	2	9	9
APS 2	5	2	2	3	0	0	0	0	7	5
Total	7	3	21	24	1	1	9	8	38	36
Tas.										
AEO	0	0	0	0	0	0	0	0	0	0
EL 1	0	0	0	0	0	0	2	2	2	2
APS 6	0	0	3	3	0	0	2	3	5	6
APS 5	0	0	2	2	0	0	2	2	4	4
APS 4	0	1	2	1	0	0	1	0	3	2
APS 3	2	0	3	3	0	0	0	0	5	3
APS 2	1	2	3	1	0	0	0	0	4	3
Total	3	3	13	10	0	0	6	7	23	20
ACT										
Deputy Electoral Commissioner	0	0	0	0	0	0	1	1	1	1
SES Band 2	0	0	0	0	0	0	2	2	2	2
SES Band 1	0	0	5	5	0	0	2	4	7	9
EL 2	3	2	15	21	0	0	15	14	33	37

Classification	Female part time		Female full time		Male part time		Male full time		Total	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
EL 1	10	8	31	31	1	0	38	37	80	76
APS 6	6	4	32	35	0	2	27	29	65	70
APS 5	2	5	17	24	1	0	23	18	43	47
APS 4	10	7	20	14	1	0	10	7	41	28
APS 3	2	1	2	3	0	0	0	0	4	4
Graduates	0	0	3	0	0	0	1	0	4	0
APS 2	0	1	0	0	0	0	1	1	1	2
Total	33	28	125	133	3	2	120	113	281	276
NT										
AEO	0	0	0	0	0	0	1	0	1	0
EL 1	0	0	0	0	0	0	2	1	2	1
APS 6	0	0	1	2	0	0	1	1	2	3
APS 5	0	0	2	2	0	0	0	1	2	3
APS 4	0	0	1	0	0	0	1	1	2	1
APS 3	0	0	2	2	0	0	1	1	3	3
APS 2	0	0	1	1	0	0	0	0	1	1
Total	0	0	7	7	0	0	6	5	13	12
AEC total	151	136	389	391	10	9	259	237	809	773

AEO = Australian Electoral Officer, APS = Australian Public Service, SES = Senior Executive Service.

Figures include all ongoing staff employed at 30 June 2015 under the *Public Service Act 1999*.

ACT electoral divisions co-located with National Office employees in the ACT during 2014–15.

Source: PayGlobal HR System.

Table 39: APS non-ongoing staff (including staff on higher duties arrangements) demographics as at 30 June 2014 and 30 June 2015

Classification	Female part time		Female full time		Male part time		Male full time		Total	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
NSW										
EL 1	0	0	0	0	0	0	0	0	0	0
APS 6	0	0	1	1	0	0	0	0	1	1
APS 5	0	0	0	0	0	0	0	0	0	0
APS 4	1	0	1	1	0	0	0	0	2	1
APS 3	1	0	3	1	0	0	0	0	4	1
APS 2	8	8	0	0	1	0	0	0	9	8
Total	10	8	5	3	1	0	0	0	16	11
Vic.										
AEO	0	0	0	0	0	0	0	0	0	0
EL 1	0	0	0	0	0	0	0	0	0	0
APS 6	0	0	0	0	0	0	0	0	0	0
APS 5	0	0	0	0	0	0	0	0	0	0
APS 4	0	0	0	0	0	0	0	0	0	0
APS 3	0	0	0	0	0	0	0	0	0	0
APS 2	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0
Qld										
EL 1	0	0	0	0	0	0	0	0	0	0
APS 6	0	0	0	0	0	0	0	0	0	0
APS 5	0	1	0	0	0	0	0	0	0	1

Classification	Female part time		Female full time		Male part time		Male full time		Total	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
APS 4	0	0	0	0	0	0	0	0	0	0
APS 3	0	0	0	0	0	0	0	0	0	0
APS 2	0	0	1	0	0	0	0	0	1	0
Total	0	1	1	0	0	0	0	0	1	1
WA										
EL 1	0	0	0	0	0	0	0	0	0	0
APS 6	0	0	0	0	0	0	0	1	0	1
APS 5	0	0	0	1	0	0	0	0	0	1
APS 4	0	0	0	0	0	0	0	0	0	0
APS 3	0	0	0	0	0	0	0	0	0	0
APS 2	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	1	0	0	0	1	0	2
SA										
EL 1	0	0	0	0	0	0	0	0	0	0
APS 6	0	0	0	0	0	0	0	0	0	0
APS 5	0	0	0	0	0	0	0	0	0	0
APS 4	0	0	0	0	0	0	0	0	0	0
APS 3	0	0	0	0	0	0	0	0	0	0
APS 2	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0
Tas.										
APS 6	0	0	0	0	0	0	0	0	0	0

Classification	Female part time		Female full time		Male part time		Male full time		Total	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
	APS 5	0	0	0	0	0	0	0	0	0
APS 4	0	0	0	0	0	0	0	0	0	0
APS 3	0	0	0	0	0	0	0	0	0	0
APS 2	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0
ACT										
Electoral Commissioner	0	0	0	0	0	0	0	0	0	0
SES Band 1	0	0	0	0	0	0	0	0	1	0
EL 2	0	0	0	0	0	0	1	3	1	3
EL 1	0	0	0	4	0	0	0	3	0	7
APS 6	0	0	0	1	0	1	0	1	0	3
APS 5	0	0	0	1	0	0	0	0	0	1
APS 4	6	7	5	11	0	1	0	1	11	20
APS 3	0	0	0	2	0	0	0	2	0	4
APS 2	0	0	0	0	0	1	0	0	0	1
Total	6	7	5	19	0	3	1	11	12	40
NT										
AEO	0	0	0	0	0	0	0	0	0	0
EL 1	0	0	0	0	0	0	0	0	0	0
APS 6	0	0	0	0	0	0	0	0	0	0
APS 5	0	0	0	0	0	0	0	0	0	0
APS 4	0	0	0	0	0	0	0	0	0	0

Classification	Female part time		Female full time		Male part time		Male full time		Total	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
APS 3	0	0	0	0	0	0	0	0	0	0
APS 2	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0
AEC total	16	16	11	23	1	3	1	12	29	54

AEO = Australian Electoral Officer, APS = Australian Public Service, SES = Senior Executive Service.

Figures include all non-ongoing staff employed at 30 June 2015 under the *Public Service Act 1999*.

South Australia, Tasmania, the Northern Territory and Victoria had no APS non-ongoing staff at 30 June 2015.

ACT electoral divisions co-located with National Office employees in the ACT during 2014–15.

Source: PayGlobal HR System.

Table 40: Staff employed under the Electoral Act by demographics as at 30 June 2014 and 30 June 2015

Classification	Female part time		Female full time		Male part time		Male full time		Total	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
NSW										
AEONSW	0	0	0	0	0	0	1	1	1	1
Total	0	0	0	0	0	0	1	1	1	1
Vic.										
AEOVIC	0	0	0	0	0	0	1	1	1	1
Total	0	0	0	0	0	0	1	1	1	1
Qld										
AEOQLD	0	0	1	0	0	0	0	0	1	0
Total	0	0	1	0	0	0	0	0	1	0
WA										
AEOWA	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0
SA										
AEOSA	0	0	1	1	0	0	0	0	1	1
Total	0	0	1	1	0	0	0	0	1	1
Tas.										
AEOTAS	0	0	1	1	0	0	0	0	1	1
Total	0	0	1	1	0	0	0	0	1	1
ACT										
Electoral Commissioner	0	0	0	0	0	0	1	1	1	1
SES Band 1	0	0	1	1	0	0	0	0	1	1
Total	0	0	1	1	0	0	1	1	2	2

Classification	Female part time		Female full time		Male part time		Male full time		Total	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
NT										
AEONT	0	0	0	0	0	0	1	0	0	1
Total	0	0	0	0	0	0	1	0	0	1
AEC total	0	0	4	3	0	0	4	7	7	7

AEO = Australian Electoral Officer, SES = Senior Executive Service.

This table includes full time statutory office holders of the AEC engaged under the Electoral Act working in, or in conjunction with, an agency that operates under the *Public Service Act 1999*.

Source: PayGlobal HR System.

Table 41: AEC Enterprise Agreement 2011–2014 – salary ranges by classification, 30 June 2014

Classification	Remuneration band
APS 1	\$42 638 – 47 126
APS 2	\$48 254 – 53 513
APS 3	\$54 964 – 60 234
APS 4	\$61 260 – 67 131
APS 5	\$68 325 – 74 879
APS 6	\$75 633 – 84 770
EL 1	\$94 453 – 106 439
EL 2	\$111 670 – 131 118

APS = Australian Public Service; EL = executive level

Appendix I: List of requirements

Section and description	Requirement	Page
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Review by Secretary		
Review by departmental secretary	Mandatory	2
Summary of significant issues and developments	Suggested	2
Overview of department's performance and financial results	Suggested	3
Outlook for following year	Suggested	5
Significant issues and developments – portfolio	Suggested for portfolio departments	N/A
Departmental Overview		
Role and functions	Mandatory	10
Organisational structure	Mandatory	12–14
Outcome and programme structure	Mandatory	11
Where outcome and programme structures differ from PB Statements/PAES or other portfolio statements accompanying any other additional appropriation bills (other portfolio statements), details of variation and reasons for change	Mandatory	N/A
Portfolio structure	Mandatory for portfolio departments	N/A
Report on Performance		
Review of performance during the year in relation to programmes and contribution to outcomes	Mandatory	20–63
Actual performance in relation to deliverables and KPIs set out in PB Statements/PAES or other portfolio statements	Mandatory	20–63
Where performance targets differ from the PBS/PAES, details of both former and new targets, and reasons for the change	Mandatory	N/A
Narrative discussion and analysis of performance	Mandatory	20–63
Trend information	Mandatory	20–63
Significant changes in nature of principal functions/services	Suggested	2–4, 14, 16–17, 35–39, 61
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Section and description	Requirement	Page
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Training and development undertaken and its impact	Suggested	100
Work health and safety performance	Suggested	103–106, 118–119

Section and description	Requirement	Page
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Statistics on employees who identify as Indigenous	Mandatory	96–97
Enterprise or collective agreements, IFAs, determinations, common law contracts and AWAs	Mandatory	79, 92–94
Performance pay	Mandatory	94
Assets management		
Assessment of effectiveness of assets management	If applicable, mandatory	90–92, 111–117
Purchasing		
Assessment of purchasing against core policies and principles	Mandatory	107–111
Consultants		
Annual report must include a summary statement detailing the number of new consultancy services contracts let during the year; the total actual expenditure on all new consultancy contracts let during the year (inclusive of GST); the number of ongoing consultancy contracts that were active in the reporting year; and the total actual expenditure in the reporting year on the ongoing consultancy contracts (inclusive of GST). The annual report must include a statement noting that information on contracts and consultancies is available through the AusTender website.	Mandatory	107–110, 113
Australian National Audit Office Access Clauses		
Absence of provisions in contracts allowing access by the Auditor-General	Mandatory	111
Exempt contracts		
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Small business		
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<i>Advertising and Market Research (Section 311A of the Commonwealth Electoral Act 1918) and statement on advertising campaigns</i>	Mandatory	62, 143, 190
<i>Ecologically sustainable development and environmental performance (Section 516A of the Environment Protection and Biodiversity Conservation Act 1999)</i>	Mandatory	111–117
<i>Compliance with the agency's obligations under the Carer Recognition Act 2010</i>	If applicable, mandatory	97, 103

Section and description	Requirement	Page
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Glossary

Abbreviations and acronyms

Term	Description
ABS	Australian Bureau of Statistics
ACT	Australian Capital Territory
AEC	Australian Electoral Commission
AEO	Australian Electoral Officer
AGIMO	Australian Government Information Management Office
ANAO	Australian National Audit Office
APM	Australian Project Management
APS	Australian Public Service
APSC	Australian Public Service Commission
BAC	Business Assurance Committee
BRIDGE	Building Resources in Democracy, Governance and Elections
CDPP	Commonwealth Director of Public Prosecution
CNE	Comissão Nacional de Eleições (National Electoral Commission of Democratic Republic of Timor-Leste)
CRU	Continuous Roll Update
DFAT	Department of Foreign Affairs and Trade
DKPP	Dewan Kehormatan Penyelenggara Pemilu (Indonesian Elections Ethics Council)
DLER	Directed Level of Election Readiness
DLP	Democratic Labor Party
DRO	Divisional Returning Officer
EAP	Employee assistance program
ECANZ	Electoral Council of Australia and New Zealand
ECN	Election Commission of Nepal
ECSA	Electoral Commission South Australia
EEIC	Electoral Education and Information Centre
EEN	Electoral Education Network

Term	Description
EIU	Electoral Integrity Unit
ELT	Executive Leadership Team
EPBC	Environment Protection and Biodiversity Conservation
EQAP	Enrolment Quality Assurance Program
ERRM	Election Ready Road Map
FCC	Fraud Control Committee
FDEU	Federal Direct Enrolment and Update
FMA Act	<i>Financial Management and Accountability Act</i>
FOI	Freedom of Information
HCO	Harassment Contact Officer
ICARE	APS values – Impartial, Committed to service, Accountable, Respectful, Ethical
ICT	Information and Communications Technology
IDEA	(International) Institute for Democracy and Electoral Assistance
IEPP	Indigenous Electoral Participation Program
IFA	Individual flexibility arrangements
IFES	International Foundation for Electoral Systems
IPS	Information Publication Scheme
JSCEM	Joint Standing Committee on Electoral Matters
KPI	Key Performance Indicator
KPU	Komisi Pemilihan Umum (General Elections Commission of Indonesia)
MFD	Multi-function
NEDC	National Election Delivery Committee
NEEC	National Electoral Education Centre
NEM	National Election Manager
NRS	National Relay Service
OBEC	Office of the Bougainville Electoral Commissioner
OCG	Operational Compliance Group
OES	Online Enrolment Service
OTM	Other Trust Monies
PBS	Portfolio Budget Statement
PIANZEA	Pacific Islands, Australia and New Zealand Electoral Administrators
PNG	Papua New Guinea
PNGEC	Papua New Guinea Electoral Commission
POI	Proof of Identity
PSB	People Services Branch
SAF	Sample Audit Fieldwork
SDG	Strategic Directions Group
SE	Senior Executive
SME	Small and Medium Enterprises
STAE	Secretariado Técnico de Administração Eleitoral (Timor-Leste's Technical Secretariat for Electoral Administration)

Term	Description
TSRA	Torres Strait Regional Authority
VEC	Victorian Electoral Commission
VITS	Victorian Interpreting and Translating Service
UNDP	United Nations Development Programme
UNEDD	United Nations Electoral Assistance Division
WHS	Work health and safety

Glossary of terms

Term	Description
Amortisation	Reductions in the value of assets to reflect their reduced worth over time.
Ballot	A secret vote, normally written.
Ballot box	The sealed container into which a voter places a completed ballot paper.
Ballot paper	A paper that shows the questions to be put or the names of the candidates who are standing for election and on which voters mark their vote.
By-election	An election held to fill a single vacancy in the House of Representatives.
Candidate	A person standing for election to the House of Representatives or Senate.
Certified list	The official electoral roll used to mark off voters at an election.
Claims for enrolment	Application form to enrol to vote or update enrolment.
Close of rolls	The date the electoral roll closes for the federal election, which is 8pm local Australian time on the seventh calendar day after the writs are issued.
Compulsory voting	The requirement for Australian citizens aged 18 years and over to enrol to vote and to vote at each election.
Constitution (Australian)	The document that sets out the structure under which the Australian Government operates. It can only be amended through a referendum.
Court of Disputed Returns	A court (in Australia the High Court) that determines disputes about elections.
Declaration vote	Any vote where, instead of the voter being marked off the certified list, the vote is sealed in an envelope and signed by the voter and admitted to the count only after further checks are completed.
Declaration of Nominations	Formal announcement of registered candidates whose names will appear on a ballot paper in an election.
Depreciation	A method of allocating the cost of a tangible asset over its useful life.
Electoral cycle	The period from one federal election to the next – usually three years.
Electoral division	The voting area, containing approximately equal numbers of voters, for which one member is elected to the House of Representatives. Australia is divided into 150 electoral divisions.
Electoral roll	The list of people entitled to vote in an election or referendum.
Electorate	See entry for 'Electoral division' above.
Employee	Member of staff that is ongoing, non-ongoing, intermittent or irregular.

Term	Description
Enrolment form	See entry for 'Claims for enrolment' above.
Federal election	A general election for the House of Representatives and Senate.
Fee-for-service election	An election or ballot conducted on a full cost recovery basis.
Financial disclosure return	A document detailing information on the receipts and expenditure of participants in the political process.
Formality or formal vote	A vote in an election or referendum where the ballot paper has been marked correctly and is counted towards the result. A ballot paper incorrectly marked is called informal.
Franchise	The right to vote.
Funding and disclosure	Public funding of election campaigns and disclosure of certain financial details by candidates, political parties and others.
General postal voter	A voter who is registered to have postal ballot papers sent automatically.
House of Representatives	The house of parliament in which the government is formed. Under a preferential voting system, each electoral division elects one member of the House of Representatives.
Inventory balance	The worth of held goods and materials.
Joint Standing Committee on Electoral Matters (JSCEM)	The parliamentary committee that reports on, and refers inquiries into, matters relating to electoral laws, practices and administration.
Member	Any person elected to parliament, but commonly used for the House of Representatives.
Mobile polling team	Polling officials who bring polling to hospitals, nursing homes and remote locations.
Nomination	Submission for candidacy for election to the Senate or House of Representatives.
Operating deficit	Financial status in which expenditure exceeds revenue.
Ordinary vote	A vote cast on or before election day within the electoral division in which the voter is enrolled.
Poll	An election – a count of votes or opinions.
Polling day	The day fixed for the election.
Polling place	A location for people to vote.
Postal vote	Ballot papers sent to a voter and posted back.
Preferential voting	A system of voting where a voter shows an order of preference for candidates by numbering their choices.
Pre-poll vote	A vote cast before election day.
Protected action ballot	A workplace voting system whereby employees participate in a fair and secret ballot to determine whether industrial action should proceed in their workplace.
Provisional vote	Vote cast at a polling place where the elector's name cannot be found on the roll, the name has been marked off, or the voter has a silent enrolment.
Redistribution	A redrawing of electoral boundaries to ensure (as closely as possible) the same number of voters in each electoral division.
Referendum	A vote to change the Constitution.
Returned candidate	Candidate who is officially declared elected by a returning officer.

Term	Description
Returning officer	The person responsible for conducting an election in a particular area. A divisional returning officer is responsible for conducting the House of Representatives election in their electoral division. An Australian Electoral Officer is the returning officer for the Senate election in their state or territory.
Registered political party	A party registered with the AEC under Part XI of the <i>Commonwealth Electoral Act 1918</i> .
Revenue appropriations	Federal funds set aside each year for specific government programmes
Roll	The list of people entitled to vote in an election or referendum.
Scrutineer	Someone nominated by a candidate to watch the counting, or scrutiny of votes.
Scrutiny	The counting of votes is also known as the scrutiny.
Secret ballot	A vote made in secret.
Senate	The house of parliament representing the states. A total of 76 senators are elected – 12 from each state and two from each territory – under a proportional representation system.
Silent elector	A voter whose address does not appear on the electoral roll, for reasons of personal safety.
Turnout	The percentage of people who voted in the election (formal and informal votes as a percentage of eligible enrolled electors).
Vote	To choose a representative, or indicate a preference, in an election.
Writ	A document commanding an electoral officer to hold an election, containing dates for the close of rolls, the close of nominations, the election day and the return of the writ.

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