

**To:** Executive Leadership Team

**File reference:**

---

**From:** Anusha Guler, DCE Operations Group

**Action required by:**

---

**CC:**

---

**Date:** 29 May 2023

---

**Subject:** Oversight arrangements for Election delivery

**Attachments:**

---

**For:**  Approval  Comment  Action  Noting

## Recommendations

It is recommended that ELT:

1. **agree** with the amended oversight arrangements for GE2023 to include external partners
2. **note** that the Chief Electoral Officer will liaise and update the Electoral Commission Board
3. **note** that the Programme Director has responsibility for the ELT Stand-up meetings
4. **agree** with the establishment of the General Election Delivery Taskforce (GEDT) and its terms of reference.

## Purpose

1. The purpose of this memo is to seek approval for the amended governance structure for the 2023 General Election delivery.

## Background

**Why:**

2. This paper provides an overview of governance arrangements across the Electoral Commission during the general Election, with specific focus on the establishment of the General Election Delivery Taskforce and its function.
3. The purpose of the General Election Delivery Taskforce (GEDT) is to provide regular updates to the Executive Leadership Team on the day-to-day delivery by regional managers across the regions closer to the election date. GEDT will be a forum for decision makers to inform and raise issues that may affect election delivery.
4. The secondary purpose of GEDT is to provide trust and confidence that the organisation is well prepared and ready to mitigate any real time risks and issues whilst it is delivering the election on the ground. GEDT is a point of coordination and advice to support the Regional Managers (RMs) and Executive Leadership Team (ELT).

**What:**

5. The proposed governance structure consists of five different groups/levels:
  - Electoral Commission Board
  - Executive Leadership Team

- General Election Delivery Taskforce,
- Managers reporting to GEDT - managing their teams and delivery
- External Partners – through the NZ Strategic Crisis Management System or ODESC, Senior Officials Committee and Risk and Security Working Group

**i. Electoral Commission Board**

Key focus areas for the **Board** are:

- Assure overall delivery of GE
- Monitor overall delivery of GE against statutory requirements
- Make decisions reserved to Board
- Provide direction and/or decisions on the most significant risks and issues
- Brief Prime Minister, Ministers and leaders of parties as required
- Support and advise CEO on exercise of reserved delegations.

**ii. Executive Leadership Team**

Key focus areas for **ELT** are:

- Support and advise Board and CEO on achieving their GE accountabilities and any other matters as required
- Provide strategic leadership, management and/or advice on significant issues as determined by CEO or DCE, Ops
- Ensure operational delivery, and resolution of significant issues are adequately resourced & supported.

**iii. General Election Delivery Taskforce:**

Key focus areas for **GEDT** are:

- Oversight and management of operational delivery of GE from writ day to return of writ
- Monitor, assure and allocate resources, to support successful delivery
- Support decision making delegated to DCE Ops, Directors, Relationship Managers (RMs) etc
- Escalate significant issues to CEO, ELT and or Board
- Advise CEO, ELT and Board on delivery progress and resolution of issues
- Support and coordinate field delivery by RMs.

**iv. Managers and field staff:**

- Each member of GEDT will have “Daily Stand-Ups” prior to attending GEDT to provide ‘live’ input to GEDT on key relevant topics/events whilst delivering the election.

- An example of this is, the five Regional Managers and Overseas Operations Manager receive updates from Electorate Managers on any issues/risks within each region. This is escalated and discussed at GEDT.

**v. External Partners**

- The Commission has partnered with other agencies across government to support the Electoral Commission on any security and safety risk, major events, crisis and possible threat to the General Election 2023 event.
  - NZ Strategic Crisis Management System (ODESC) is responsible for developing plans specific for the hazards and threats they manage, and for acting as the 'Lead Agency' responsible for coordinating the all-of-government planning and response to any disruptive event, with other agencies acting in 'support'.
  - Chief Electoral Officer is represented and Chairperson of the Senior Officials Committee, to provide advice on planning (from an elections perspective for responses to disruptive events that may impact the General Election. This includes representation from Ministry of Justice, Department of Prime Minister and Cabinet (including National Emergency Management Agency), Government Communications Security Bureau, New Zealand Security Intelligence Service, Te Puni Kōkiri, Ministry for Foreign Affairs and Trade and New Zealand Police.
  - EC has also established a Risk and Security Working Group to support the delivery of the 2023 GE. This includes representatives from agencies from Senior Officials Committee and internal staff from the Commission.
6. GEDT membership will comprise representatives of three Directors of the Operations Group (Enrolment, Voting Services and Strategic Engagement and Partnerships), ICT, People & Culture, Comms & Education, Legal & Policy, Data Insights, Overseas Operations Manager, Security Advisor, Principal Advisor Voting Services, and five Regional Managers. GEDT will provide regular updates to the ELT Stand-Up with actions and mitigations and escalate any risk issues to the Chief Electoral Officer or the ELT for decision.
  7. GEDT is chaired by the Deputy Chief Executive Operations. The Deputy Chair will be the Director of Voting Services.
  8. ELT Stand Up consist of members of the Executive Leadership Team and led by the Programme Director.
  9. The Chief Electoral Officer/Chief Executive will provide updates to the Electoral Commission Board as and when required.
  10. The proposed oversight arrangements structure for GE23 is included as **Appendix A** and a draft Terms of Reference for GEDT is included (**Appendix B**) for the purpose of transparency and clarity of the function of the model.

**Roles and accountabilities:**

11. The table below provides a summary of role, membership and key purpose:

Group	Who is responsible	Members	Purpose:
EC Board	Chairperson of Electoral Commission Board	Dame Marie Shroff (Chairperson) Jane Meares Karl Le Quesne (Chief Electoral Officer)	Overall delegated authority to delivery GE
Chief Executive	Chief Executive of Electoral Commission	Chief Executive	In a crisis incident, the Chief Executive is the Senior Responsible Owner for any decision making powers and to advise the Board (only required when there is a major event/crisis)
Executive Leadership Team Stand Up	Chief Executive of Electoral Commission	Full Members of ELT and Programme Director Chief Executive Electoral Commission	Provide support to the organisation Support CE and the Board on achieving all GE accountabilities. Provide strategic leadership to GEDT
General Election Delivery Taskforce	Deputy Chief Executive Operations Group	Three Directors of the Operational Group, ICT, People & Culture, Comms & Education, Legal & Policy, Data Insights, Overseas Ops Manager, Security, Principal Advisor Voting Services, and five Regional Managers	Provide operational and tactical support to GEDT. Update the Programme Director on key matters. Escalate significant issues to ELT stand up for decision making. 10 Sep - 26 Sep – Meets 3 times a week 27 Sep – 30 Oct – Meets Daily
Management Stand-ups	Members of GEDT	Each member of GEDT will have “Daily Stand-Ups” prior to attending GEDT to provide ‘live’ input to GEDT on key relevant topics/events whilst delivering the election	Provide operational support to Electorate Managers across the region. Meets daily from 10 Sep – 30 Oct
NZ Strategic Crisis Management System (ODESC system)	DPMC	NZ Police, NZSIS, GCSB, DPMC, other agencies as required	Provide all government support to EC on any risk, major events and crisis and possible threat. Will provide information on security and safety. ODESC system is only activated when a threat or incident threshold is reached
Senior Officials Committee	Karl Le Quesne	DPMC, Ministry of Justice, Te Puni Kokiri, NZSIS, GCSB, NZ Police, NEMA, Ministry of Health, MFAT Leigh Deuchars, Mark Lawson from EC	The Chief Executive is the Senior Responsible Owner for this group. The SOC will provide advice on planning (from an elections perspective) for responses to disruptive events that may impact the GE process.
Risk & Security Working Group	Mark Lawson	DPMC, Ministry of Justice, NZ Police, Ministry of Health, MFAT, NEMA, GCSB, NZSIS, Waka Kotahi - NZ transport Agency Sarah [REDACTED] Martin Rogers, Suzanne Knight-Tinirau, Shane Whitfield, Lucy Hickman from EC	The overall purpose of the Risk and Security Working Group is to support the successful delivery of the 2023 General Election, where integrity and security of the electoral system and public and political confidence is maintained.

**How GEDT works?**

12. GEDT is a strategic advisory and decision-making forum and provides updates to the ELT Stand-Ups to assist the Chief Executive and ELT in delivering the Commission’s General Election.

13. The suggested cadence for GEDT:

Cadence for GEDT:	Notes:
<p>ELT Stand Up – Led by Programme Director - 9am (15m)</p> <p>GEDT – Led by DCE Ops Groups - 1pm (30m)</p> <p>ELT Stand Up – Led by Programme Director – 4.30pm (15m)</p>	<p>GEDT starts in the middle of the day and receives current information and actions. ELT is kept abreast with current information. The morning stand-up allows ELT to discuss actions/updates from the previous day and the afternoon stand-op is to check-in on the actions.</p> <p>The Chief Electoral Officer provides updates to the Electoral Commission Board</p>

14. The role of the Chairperson is to lead GEDT and facilitate the effective contribution of all members to update GEDT on events, reach robust decisions and ensure outcomes and actions are linked to a staff with timeframes. GEDT will be supported with a secretariat to provide administrative support.

15. Each member and their respective team are expected to have their own stand-up meetings to identify and raise issues/incidents and oversee issue resolution. This will provide senior managers with the information they need to report into the Situation Report (SitRep).

16. A Situation Report (SitRep) will be captured daily including decisions and action register. SitRep will include confirmation of any actions, due date, accountable member and the person responsible for implementation of the action item.

17. A SitRep with outcomes will be provided to ELT Stand-Up.

18. The suggested input that GEDT will be seeking for are as follows:

- Trends from dashboards
- Risks
- Staffing challenges across the regions
- Health and Safety
- Media (including other channels e.g social media trends, issues,)
- Call Centre stats
- Supply Chain issues/updates
- Roading and Transportation issues
- Materials update
- IT issues
- Security.

19. The above is not a full exhaustive list as it is dependent on events and timeline of the election and some of the above items may no longer be relevant closer to the election date.

### **What happens when there is a security crisis or a major incident?**

19. If there is major security crisis or event that requires all-government response (e.g national security risk, cyber-attack, etc), this is managed by the NZ Strategic Crisis Management System (ODESC) which is run by the Department of the Prime Minister and Cabinet (DPMC) with other relevant government agencies in supporting the delivery of the General Election.
20. ODESC provides the governance and response architecture to mitigate and manage hazards and threats which have the potential to disrupt the electoral process. Within the ODESC system, individual government agencies are responsible for developing plans specific for the hazards and threats they manage, and for acting as the 'Lead Agency' responsible for coordinating the all-of-government planning and response to any disruptive event created by that hazard or threat, with other agencies acting in 'support'.
21. ODESC system will support the Electoral Commission as the parliamentary electoral events meets the threshold for central government and inter-agency support through the National Security System (NSS).
22. The ODESC System will be triggered when Lead Agencies escalate concerns about emerging national security risk/events for appropriate consideration and possible activation. If the threat could impact the 2023 GE process, the Lead Agency will contact the EC to discuss that the situation warrant the activation of ODESC System.
23. The Senior Officials Committee (SOC) and Risk & Security Working Group provide support for the delivery of the 2023 GE process. The Chairs of these two bodies report into the National Security System governance system.
24. The SOC will provide advice on planning (from an election perspective) for responses to disruptive events that may impact the GE23 process.
25. The SOC ensures the EC and government agencies are clear on their individual and shared responsibilities for the management of, and response to, disruptive events.
26. The Risk & Security Working Group keeps the Senior Officials Committee (SOC), wider ODESC system and other required agencies/entities informed of the risk profile and inter-agency preparedness for the election. Through the Working Group, the EC will work with other government agencies to understand current threshold, authorities, freedoms, limitations and constraints granted by legislation.

### **When to activate GEDT?**

24. The Chief Electoral Officer receives the writ from the Governor-General on Sunday, 10 September 2023. The suggested timeline to activate GEDT is from Sunday, 10 September to Saturday, 27 September. GEDT will meet three times a week (Monday, Wednesday and Friday). If required, depending on current event, we can change this to a daily event.
25. Closer to the election, from Saturday, 27 September to Friday, 20 October, GEDT will meet daily.

### **Discussion**

26. We are seeking approval on the amended oversight arrangements for GE2023 and the establishment of the General Election Delivery Taskforce.

27. The DCE has consulted with individual key ELT members, Programme Director and key staff on the proposal and had received their feedback.

### **Timeframe**

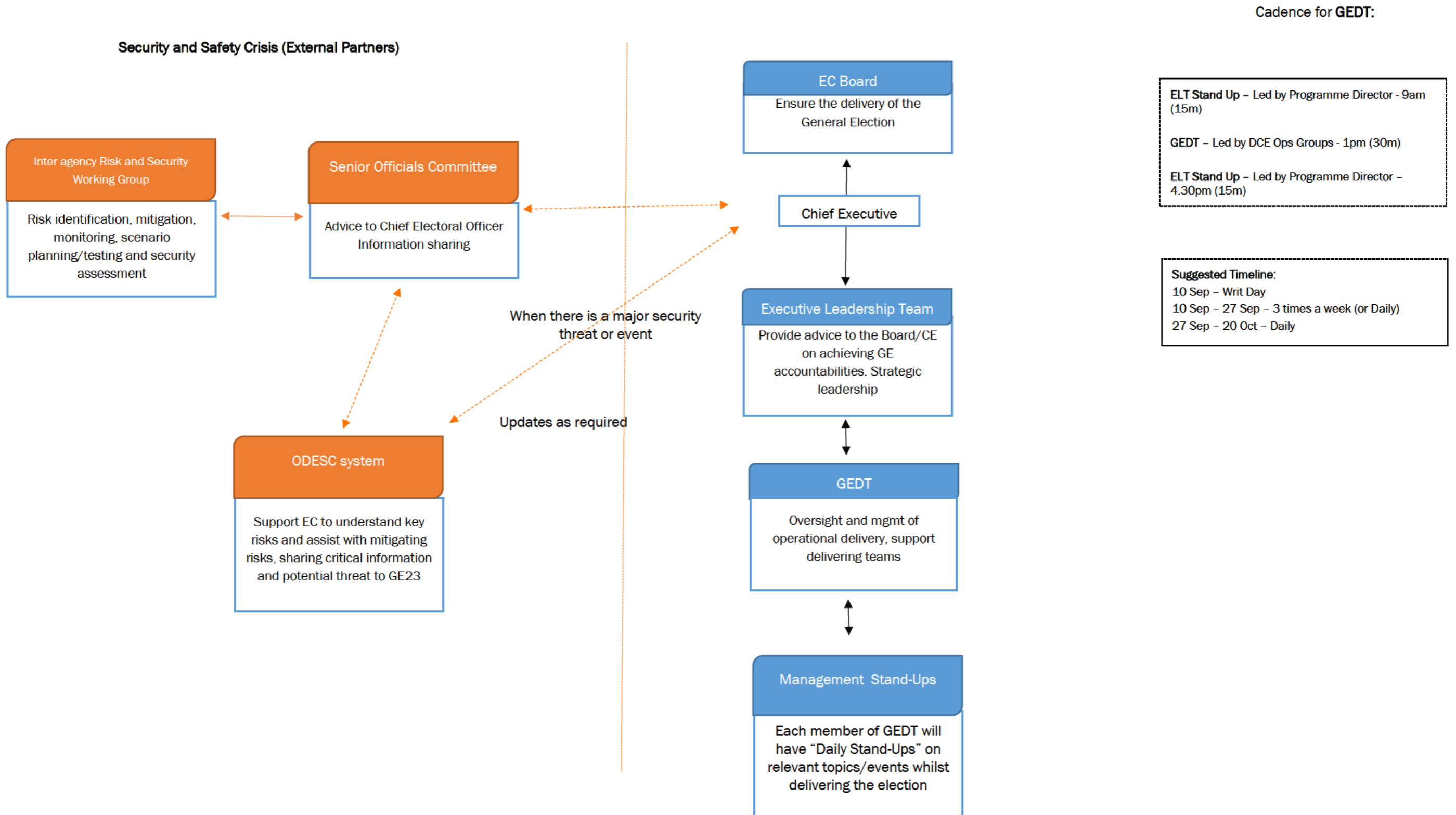
28. When as required.

### **Next steps**

29. To brief the Electoral Commission Board at the next Board meeting

30. Present to the Regional and Overseas Operations managers the governance structure, purpose and how GEDT will work and timeline to stand up the group.

## Appendix A: Oversight arrangements structure for GE23 delivery





**Appendix B:**

## **DRAFT Terms of Reference**

### **General Election Delivery Taskforce (GEDT)**

Version 1 – 3 May 2023

Version 2 – 8 May 2023

Version 3 – 10 May 2023

Version 4 – 23 May 2023

Version 5 – 29 May 2023

#### **Purpose:**

The overarching purpose of the General Election Delivery Taskforce is to assist and enable the Electoral Commission to fulfil its key areas of focus:

- Provide assurance to ELT and the Board on the status of election activities across the country
- Provide trust and confidence in the General Election
- Provide a point of escalation of issues and risks
- Provide support and solutions to field staff

#### **Functions:**

The GEDT is responsible for:

- Driving, coordinating, monitoring the conduct of the electoral event/s across the country, to ensure consistent election delivery;
- Managing key operational risks and ensuring the effectiveness of the controls;
- Driving coordinated and consistent progression of activities against the Writ to Writ timetable;
- Identifying, raising and discussion issues in a timely manner;
- Exemplifying leadership and best practise in the management of GE operations and delivery;
- Ensuring fit for purpose briefings on new and emerging issues impacting on election delivery;
- Ensuring awareness of media coordination and responses; and
- Ensuring where appropriate awareness of security issues.

## Members

Members of the General Election Delivery Taskforce are as follows:

- Deputy Chief Executive Operations Group (Chairperson),
- Director Voting Services (Deputy Chairperson)
- Director Enrolment
- Director Strategic Engagement and Partnerships
- Chief Information Officer,
- P&C Manager,
- Comms & Education Manager,
- Legal & Policy Manager,
- Principal Advisor Data Insights,
- Manager Finance and Administration,
- Overseas Operations Manager,
- Senior Advisor Security,
- Principal Advisor Voting Services,
- 5 Regional Managers
- Secretariat - Principal Advisor Operations and Executive Assistant to DCE

Member responsibilities are to provide updates on areas of responsibility as required and ensuring the completion of relevant action items raised at meetings. Each member and their respective team are expected to have their own stand-up meetings to identify and raise issues/incidents and oversee issue resolution. This will provide members of GEDT with the information they need to report into SitRep.

Members are expected to attend all meetings and are required to send a representative if they are unable to attend.

Majority members of the GEDT form the quorum of the meeting.

### Role of the Chairperson:

The role of the Chairperson is to lead GEDT and facilitate the effective contribution of all members to update GEDT on events, reach robust decisions and ensure outcomes and actions are linked to a staff with timeframe.

The Chairperson's role includes the following:

- Hold responsibility for facilitating the effectiveness of the meeting and its outcomes;
- Evaluate options, identify problems and provide the relevant resources to support the delivery of the election

- Monitor and mitigate any risks escalated to GEDT
- Assess any critical issues and escalate to CE, and ELT.
- Liaison between GEDT, ELT and the Programme Director.
- Update the Programme Director and ELT Stand Up on GEDT's response

Post GEDT update, the Chairperson will attend the afternoon ELT Stand Up to provide a summary update, lessons learnt, assessment of the day and urgent request/decision that has been highlighted in the Actions Register from ELT.

ELT Stand Up will be provided with the daily SitRep and Actions Register. The focus for ELT for the Stand Up are on (critical) risk and challenges that is beyond the scope and functions of GEDT.

The Chairperson of GEDT is the Deputy Chief Executive of the Operations Group. Deputy Chairperson is the Director of Voting Services.

GEDT will be supported with a secretariat to provide administrative support.

## **Administration:**

### **Meeting Frequency:**

Once the Chief Electoral Officer has received the Writ (10 September 2023), GEDT will be activated. GEDT will meet 3 times a week (Monday, Wednesday and Friday) until 27 September 2023.

Closer to the election date, from 27 September to 20 October, GEDT will be daily at 1pm daily, including weekend meetings.

### **Structure of Meetings:**

Meetings are a mix of face-to-face and virtual platform.

### **Agenda:**

The secretariat will provide an agenda to all members at an agreed time.

### **Situation Report (SitRep):**

A decision/actions register will be created which will document all relevant items from the daily updates. SitRep will capture the following:

- Decision and action register
- Confirmation of any actions
- Due date
- Accountable GEDT member
- The person responsible to implement the action.

The secretariat will provide the SitRep of the day and Actions Register for the afternoon ELT Stand Up. These documents will be saved in a folder that will be accessible to all members of GEDT.