

# ANNUAL REPORT 2014-15

Victorian Electoral Commission **VEC**



**LETTER OF TRANSMITTAL**

The Hon. Gavin Jennings, MLC  
 Special Minister of State  
 1 Treasury Place  
 Melbourne Vic 3002

Dear Minister

In accordance with the requirements of the *Financial Management Act 1994*, I am pleased to submit the Annual Report of the Victorian Electoral Commission for the year ending 30 June 2015 for presentation to Parliament. Also included is the Report of the Electoral Boundaries Commission for the year ending 30 June 2015.

Yours sincerely



Warwick Gately AM  
 Electoral Commissioner

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Monday – Friday

# our HIGHLIGHTS

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# FAST FACTS

| Fast facts  | 2013-14   | 2014-15   |
|---|-----------|-----------|
| Enrolled voters at 30 June                              | 3,766,046 | 3,858,225 |
| Voting-eligible population enrolled (estimated)         | 93.74%    | 94.76%    |
| Staff (FTE) at 30 June (including casual staff)         | 92.6      | 87.3      |
| Training days per FTE                                   | 2.55      | 5.2       |
| Lost time claims  | 2         | 0         |
| State elections (88 District, 8 Region)                 | 0         | 1(96)     |
| State by-elections                                      | 0         | 1         |
| Local government elections                              | 0         | 0         |
| Local government by-elections                           | 7         | 5         |
| Local government countbacks                             | 10        | 11        |
| Liquor licencing polls                                  | 7         | 6         |
| Other statutory and fee-for-service elections           | 9         | 4         |
| Local government representation and subdivision reviews | 0         | 12        |

| Financial fast facts                              | 2013-14<br>(\$,000) | 2014-15<br>(\$,000) |
|---|---------------------|---------------------|
| Special appropriation                             | 23,062              | 62,623              |
| Total expenses from transactions                  | 24,987              | 65,689              |
| Net result from transactions                      | (1,925)             | (3,066)             |
| Net result for the period                         | (1,936)             | (3,097)             |
| Net cash flow from/(used in) operating activities | (1)                 | -                   |
| Total assets                                      | 11,520              | 9,606               |
| Total liabilities                                 | 3,675               | 4,257               |

Note: Figures should be read in conjunction with the report of operations and the notes accompanying the audited financial statements (page 83)

## Operational and budgetary objectives and performance against objectives

The VEC has a number of performance measures that relate specifically to Budget Paper Number 3 Service Delivery (BP3). In accordance with the Department of Treasury and Finance, Financial Reporting Directions (FRD), the following table (Figure 1) provides details of the output report provided by the VEC to the Government, including performance measures and targets for agreed outputs, and the actual performance results for the VEC over the full year ending 30 June 2015.

Figure 1: Performance against budgetary objectives

|  | Unit     | 2014-15<br>BP3 Target | 2014-15<br>Actual  | % variance |
|--|----------|-----------------------|--------------------|------------|
| State elections, municipal and statutory elections, by-elections, countbacks and polls, representation and subdivision reviews | number   | 142                   | 135 <sup>†</sup>   | -4.93%     |
| Challenges to VEC conduct upheld in Court  | number   | 0                     | 0                  | 0.00%      |
| Elector enrolment changes and new enrolments processed within set timeframes   | per cent | 98%                   | 97.4% <sup>‡</sup> | -0.61%     |

Note: <sup>†</sup> Victorian Commission for Gambling and Liquor Regulation excluded Restaurant and Café Licence applications from the dry area category partway through FY2014-15, with the result that Liquor Licensing Polls will no longer be conducted by the VEC from that date.

<sup>‡</sup> Enrolment transactions received at voting centres and election offices during the State election were higher than was anticipated and planned for. Staff numbers were increased to meet anticipated needs, but as it transpired, not in sufficient numbers to manage the number of transactions within set time-frames. It was expected and observed that there would be fewer transactions received overall during the election than at the 2010 election due to the introduction of direct enrolment and an online enrolment facility, both introduced since the previous election.

# ABOUT THE VEC

## Our vision

All Victorians actively participating in their democracy

## Our purpose

To deliver high quality, accessible electoral services with innovation, integrity and independence

## Our values

- Independence: acting with impartiality and integrity
- Accountability: transparent reporting and effective stewardship of resources
- Innovation: shaping our future through creativity and leadership
- Respect: consideration of self, others and the environment
- Collaboration: working as a team with partners and communities

## Our history and functions

Elections for the Victorian Parliament began when Victoria achieved independence from New South Wales in 1851. In 1910, Victoria's first Chief Electoral Inspector was appointed to head the new State Electoral Office.

The State Electoral Office existed as part of a public service department for 70 years. However, it became increasingly clear that it was inappropriate for the conduct of elections to be subject to ministerial direction. On 1 January 1989, legislation established the independent statutory office of Electoral Commissioner who was to report to Parliament instead of a Minister. In 1995, the State Electoral Office was renamed the Victorian Electoral Commission (VEC).

The VEC's functions and operations are governed by six main pieces of legislation:

*Electoral Act 2002*: establishes the VEC as an independent statutory authority, sets out the functions and powers of the VEC and prescribes processes for State elections

*Constitution Act 1975*: sets out who is entitled to enrol as an elector, who is entitled to be elected to Parliament, and the size and term of Parliament

*Financial Management Act 1994*: governs the way the VEC manages finances and financial reporting

*Electoral Boundaries Commission Act 1982*: governs the determination of State electoral boundaries. Under this legislation, the Victorian Electoral Commissioner is nominated as a member of the Electoral Boundaries Commission

*Local Government Act 1989*: provides for the conduct of local government elections and electoral representation reviews

*Infringements Act 2006*: provides for stages 2 and 3 of compulsory voting enforcement.

Subject to these acts, the VEC maintains the electoral enrolment register, conducts State elections, local government elections, statutory elections, commercial and community elections, and electoral boundary reviews. Electoral research and the provision of communication and education services that inform Victorians and engage them in the democratic process also form part of the VEC's operations. A list of legislation and regulations governing the VEC is included as Appendix B.

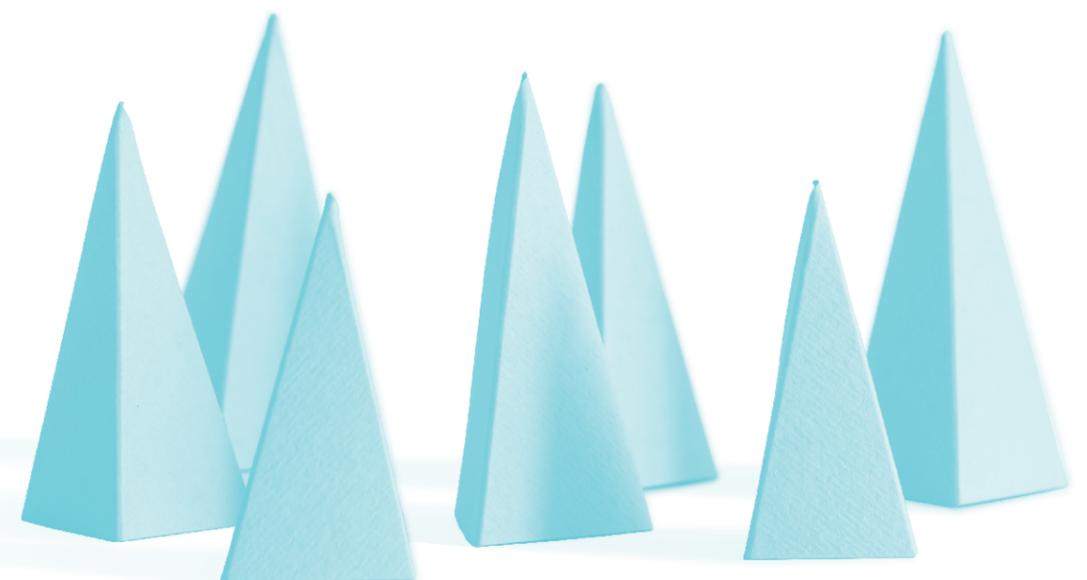
The VEC works closely with a range of advisory groups and community groups that provide information about ways to increase participation in the electoral system.

## Our people and partners

The VEC has a core staff of dedicated and highly skilled people whose specialised knowledge ensures the success of its operations. At times of peak activity the VEC draws on the experience and expertise of a number of associated personnel, such as election officials and contractors, to complement the work of its core staff. Valued partnerships with suppliers also contribute greatly to the VEC's achievements.

The VEC works closely with a range of advisory groups and community groups that provide information about ways to increase participation in the electoral system. These groups include those representing or providing services for Aboriginal and Torres Strait Islander communities, youth, people experiencing homelessness, people with disabilities, and culturally and linguistically diverse communities. The VEC thanks these people and organisations for their contributions to its work during 2014-15. A strategic initiative relating to identifying and strengthening these key partnerships was implemented in 2014-15. Achievements relating to this and other strategic initiatives are reported in Appendix O.

The VEC pays respect to Victoria's traditional owners and their elders past and present who have been custodians of this country for many thousands of years. Their living culture and their role in the life of Victoria is acknowledged by the VEC.



# ABOUT THIS REPORT

This report provides a summary of programs and initiatives implemented to meet the key objectives set out in the Strategic Plan 2013-14 to 2017-18.

The report outlines efforts to meet the strategic intents identified in the Plan, presenting a report on the progress of Strategic Initiatives, a narrative of work and presentation of key results achieved by the VEC in 2014-15, and the outlook for 2015-16.

This report has been published in accordance with Financial Reporting Direction (FRD) 30A. As part of the VEC's environmental sustainability activity, only the required number was printed and environmentally friendly paper and printing processes were used.

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## Our year

In this section, the Electoral Commissioner, Mr Warwick Gately AM provides a summary of key activities and achievements for 2014-15, and the outlook for 2015-16. The successful conduct of the 2014 State election was a significant achievement for 2014-15.

Finance Manager, Mr Simon Mahoney provides an overview of the VEC's financial performance.

A summary of achievement against the VEC's strategic initiatives is included in this section.

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## Our Commission

Good corporate governance and transparent reporting help ensure continued public confidence in the VEC and its processes.

This section provides detail of the VEC's governance and organisational structures, disclosure requirements, staff profile and the corporate systems that enable the VEC to deliver its core business and operate effectively and efficiently on a day-to-day basis.

Accountability to the Victorian public and the Parliament is critical, and the VEC's good corporate citizenship is evidenced by its performance in areas such as diversity, accessibility sustainability, information management and reporting.

Machinery of government changes brought the VEC under the auspices of the Department of Premier and Cabinet. There was continued and focused work on strategic initiatives relating to corporate systems and governance as outlined in the VEC's strategic plan. Attention has been directed towards reviewing and improving finance systems, identifying and strengthening partnerships with stakeholders, and developing a corporate reporting framework to capture both internal and external reporting. Identifying the viability of implementing a full electronic records management system has also been a priority.

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## Our core business

The VEC's core business includes the conduct of elections and ensuring fair and equitable representation for voters at State and local government levels.

The VEC maintained its record of no elections being overturned as a result of VEC error, with all elections conducted in accordance with legislation, and dismissal of two court matters arising from the 2014 State election. Throughout this report the VEC's performance and achievements in the conduct of the 2014 State election are highlighted, and a summary of achievements against key election objectives is included as Appendix P.

Electoral representation reviews and sub-division reviews of councils have commenced, constituting a significant body of work for the VEC during 2014-15 and continuing throughout 2015-16. A strategic focus has been on enhancing support structures for the review process to ensure the Minister is provided with recommendations and material to inform related decision-making.

Preparations for the next major cyclical event – the 2016 Local Government elections, and project work in support of priority strategic initiatives during 2015-16, will continue to underpin the realisation of the VEC's vision of all Victorians actively participating in their democracy.

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## Our stakeholders

Along with the provision of high quality electoral services to voters, the VEC's key strategic intents include the continued accuracy, integrity and security of the enrolment register, and strong and effective partnerships with stakeholders.

The VEC's direct enrolment program was expanded and 257,972 electors were enrolled or had their details updated under this legislation during 2014-15. During 2014-15 attention has been directed towards reviewing and improving enrolment programs and systems. This has included the introduction of a VEC online enrolment application and further streamlining of enrolment update processes.

This section includes details of the VEC's efforts to enrol, inform and engage electors as voters and candidates, to provide accessible voting services and to help ensure electors know how to cast a formal vote.

Information relating to internal and external advisory groups are detailed in this section, along with information about key election stakeholder groups such as voters, candidates, political parties and the media.

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## Our people

The VEC aims to provide staff with the environment and opportunity to learn and thrive on a personal and professional level.

This section provides information about improvements made to the performance review and development system during 2014-15 in response to staff feedback. Also included is information relating to a range of development programs responding to needs identified through analysis of the results of the Victorian Public Sector Commission - People Matter Survey, and to support the performance review process.

The VEC achieved pleasing results in relation to Occupational Health and Safety, and relevant statistics are included in this section.

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## Audited financial statements

The VEC is pleased to provide value for money electoral services to the Victorian public. Once again, the VEC's sound financial management is evidenced by an unqualified report from the Auditor-General. This section provides the VEC's audited financial statements for 2014-15.

|                   |            |
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The report can be read and downloaded at the Victorian Electoral Commission website ([vec.vic.gov.au](http://vec.vic.gov.au)).

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Look for this logo for staff reflections of the 2014 State election.

# our YEAR



“The year’s activity, including the State election, has again highlighted the critical importance of having a capable and knowledgeable staff, adept at service delivery. The VEC team delivered an election that was compliant with State law, transparent, fair and accurate and was done with efficiency and enthusiasm. The many service providers and contractors engaged throughout the year and for the election, along with VEC staff and approximately 23,000 casual staff, can be pleased with their contribution. I thank all involved.”

**Warwick Gately AM** Electoral Commissioner

## A productive and successful year in support of democracy

The focus of the VEC this year has been on the conduct of the 2014 Victorian State election. This one significant event, many months in planning, was very well conducted. While the statistics around the election tell their own story, the orderly change of Government within five days of the election says a lot about the operation of democracy in Victoria, of which all Victorians can be proud, and the important role of the VEC in this process. More detail can be found in the VEC’s *Report to Parliament on the Conduct of the 2014 State Election* due to be tabled in September 2015.

With this change of government, the VEC was brought under the auspices of the Department of Premier and Cabinet, with responsibility moved to the Special Minister of State in order to align accountability agency reporting arrangements. This change was quickly embedded into VEC operations.

The delivery of efficient and effective election services within a tight regulatory regime doesn’t just happen, but requires skilled staff, strong management, good governance and controlled resourcing. These elements were present and evident during the year and particularly for the State election. This report will expand on these elements and their critical role in operations, along with the other arrangements and programs within the VEC that facilitate agency function.

While the State election required close attention, daily operations continued within an accountability framework imposing obligations on the direction and control of the VEC. Governance, planning, systems improvement, organisational culture, and staff performance and development continued to receive attention and are reported.

This year, the VEC also conducted 27 local government by-elections, countbacks, liquor licensing polls and commercial elections. A change to regulation has now removed the requirement to conduct liquor licensing polls, resulting in cost savings.

Of note as this reporting period came to an end, the VEC was subject to a performance audit by the Victorian Auditor General reviewing the economy, efficiency and effectiveness of the Commission. I look forward to the outcome of the audit in early 2016.

## Financial Management and Controls demonstrate accountability to the Victorian public

The VEC’s special appropriation in this election year was nearly tripled with the inclusion of election funding over the past 18 months comprising about \$48m. The purchase of services, property leasing, advertising and the employment of contract and casual staff accounted for most of this election expenditure. The VEC’s established tendering, purchasing, accounting and control arrangements effectively managed these additional funds. Around the election, internal audits continued, and included the operation of election offices, payroll processes and the management of election candidate deposits. In preparing this year’s financial statements, attention was given to the Financial Management Compliance Framework as a checklist of the required controls over expenditure authority, with a tightening of processes as a consequence.

The Audit Committee met on three occasions with the normally scheduled November meeting not arranged due to the State election workload. Again the advice and assistance of the Audit Committee was invaluable. It is pleasing to note that again the VEC has received an unqualified report from the Auditor General on its financial performance for the year.

## Rigor in planning results in successful implementation

The VEC’s planning framework was fully tested. Implementation of the five year strategic plan continued. Our vision of all Victorians actively participating in their democracy is slowly being realized with, for example, an estimated 94% of eligible Victorians enrolled to vote in the State election and over 93% of these voting.

Pleasingly, the planning and implementation of several strategic initiatives occurred. Among these, support structures for local government representation reviews were put in place and are operating; enrolment programs and systems were reviewed and adjusted; and engagement practices around key partners revised. A full report on the strategic plan is provided on page 16.

The State election was a planning success. A comprehensive plan was developed and given to stakeholders early, identifying a clear intent for the election along with performance measures, key timings and details around VEC operations. While most performance targets were met or exceeded, continuing challenges exist. These include responding to the demand by electors to vote early, reducing informal voting, and identifying a larger number of wheelchair accessible voting centres.

These matters will be considered in the established continuous improvement process that makes up the VEC’s planning and post-election activity analysis cycle.

Planning for Local Government elections in 2016 has commenced. A high level planning brief has been completed and passed to Planning Group for development into specific project plans and implementation.

## Staff satisfaction and engagement is high

The very effective melding of core staff and contract staff for the State election contributed to its success. The availability of an experienced occasional workforce to assist with short-term election projects released core staff to concentrate on supervisory roles. Additionally, a casual workforce of approximately 23,000 for the election required a streamlined approach to recruitment, appointment, training and assessment and this was well handled. Reassuringly, in a post-election survey, over 97% of respondents indicated they would work for the VEC again.

With core staff, the learnings from a cultural realignment program are still being practiced with a recent staff survey showing high levels of job satisfaction and engagement. A full cycle of an improved performance and development process has been completed and following a review, adjustments were made to progression criteria. Also the investment in middle management has continued with sessions being held on various elements of leadership.

## New and streamlined systems and services improve functionality and reduce costs

The importance of information and communication technology in the Commission’s business was evident in the State election. The ongoing investment in a new Election Management System (EMS) was justified with improved functionality and reduced election office setup costs realised. That said, a number of modules in the development remain to be completed and will be progressively introduced over the next three years. While project completion has shifted to 2018, project costs remain well controlled.

The implementation of a new personnel and payroll system, through which the large number of casual election staff were managed, resulted in significant staff and cost savings.

Investment in disaster recovery arrangements for the State election, though not called upon, was a necessary expense and the need remains to establish more enduring protections, which can be expanded during peak activities.

## OUR YEAR (CONTINUED)

### Successful electoral engagement strategies built on stakeholder input and research

The VEC's many community engagement and communication activities and services peaked during the State election. The advice provided by standing advisory groups was invaluable in informing these activities, providing a clear insight into particular needs. Services included outreach enrolment sessions, targeted information and education sessions, special mobile voting sessions and a roadshow. Of note, 151 electoral information sessions were provided to culturally diverse communities. In all respects the VEC's election information and advertising campaign for the State election was very successful.

Involvement with other jurisdictions continued through meetings of the Electoral Council of Australia and New Zealand, and State and Territory Electoral Commissioners. Pleasingly, the VEC received specialist officer support from other states and territories for the State election in this popular and mutually beneficial arrangement.

The Electoral Regulation Research Network, formed in collaboration with the New South Wales Electoral Commission and the University of Melbourne Law School, continued its contribution to the discussion on electoral administration through seminars and papers. A biennial conference later this year will further advance the discussion around electoral systems, processes and challenges.

### Looking Ahead

While the VEC will provide a post-State election report to Parliament, separately the Electoral Matters Committee of Parliament has commenced its inquiry into the State election to which the VEC will respond. This important public inquiry will draw out experiences from the election, which may lead to improvements in administration or changes to electoral law. For example, opportunity exists to consider the future of vVote (electronically assisted voting) and whether a remote voting solution would now capitalise on this earlier investment.

In advance of the 2016 Local Government elections the VEC will continue its review of certain local government councils and their representation arrangements. With input from the community, each of the 24 reviews will consider councillor numbers and internal structures so that electors are fairly and equitably represented. For the 2016 local government elections, 79 councils are likely to engage the VEC to undertake their elections in what is a complex and demanding program of activity; planning has already commenced.

As an imperative, a move to electronic records management will occur in the next year. This modernisation project is necessary to ensure and improve record keeping compliance in response to changing communication and administration practices.

An associated matter is the longer term requirement to examine Commission datasets and their privacy and security settings.

Implementation of the strategic plan will continue with the focus moving to business systems and assets and their development, along with information storage and management - reflecting State changes to data protection requirements.

### Team and partnership contributions result in overall success

The year's activity, including the State election, has again highlighted the critical importance of having a capable and knowledgeable staff, adept at service delivery. The VEC team delivered an election that was compliant with State law, transparent, fair and accurate and was done with efficiency and enthusiasm. The many service providers and contractors engaged throughout the year and for the election, along with VEC staff and approximately 23,000 casual staff, can be pleased with their contribution. I thank all involved. The VEC Management Group is commended for their important role in setting the direction, tone and standards of the VEC in this demanding year, and for their considered opinion and advice.



**Warwick Gately AM**  
Electoral Commissioner

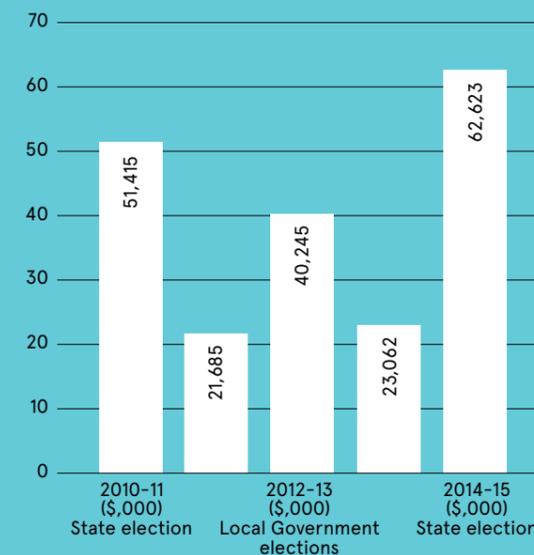
# our FINANCIAL YEAR

Figure 2: Five year financial summary 2010-11 to 2014-15

|   | 2010-11<br>(\$,000) | *2011-12<br>(\$,000) | 2012-13<br>(\$,000) | 2013-14<br>(\$,000) | 2014-15<br>(\$,000) |
|---|---------------------|----------------------|---------------------|---------------------|---------------------|
| Special appropriation                             | 51,415              | 21,685               | 40,245              | 23,062              | 62,623              |
| Total expenses from transactions                  | 54,592              | 22,519               | 41,663              | 24,987              | 65,689              |
| Net result from transactions                      | (3,177)             | (834)                | (1,418)             | (1,925)             | (3,066)             |
| Net result for the period                         | (3,177)             | (896)                | (1,411)             | (1,936)             | (3,097)             |
| Net cash flow from/(used in) operating activities | 2                   | (2)                  | 4                   | (1)                 | -                   |
| Total assets                                      | 8,323               | 9,017                | 10,471              | 11,520              | 9,606               |
| Total liabilities                                 | 2,416               | 2,394                | 3,020               | 3,675               | 4,257               |

\*Restated

Figure 3: Special Appropriation (\$,000) 2010-11 to 2014-15



## OUR FINANCIAL YEAR (CONTINUED)

### Revenue and Expenses

The VEC's revenue fluctuates significantly over the four year electoral cycle as can be seen in Figure 2. Every two years the VEC undertakes either a State Election or Local Government elections across Victoria. The VEC is funded solely from Government Special Appropriations and this amount represents the reimbursement to the VEC for all its cash payments. In 2014-15, \$62.6 million was received, which is significantly higher than the prior year of \$23 million and this is mainly due to the costs incurred in delivering the State Election in November 2014.

In addition, the VEC administers or manages other activities and resources on behalf of State and Local Government, and this income for the year was \$12.3 million. This is not shown in the VEC financial results above, or in the financial statements, but is declared in note 3: Administered (non-controlled) items. This revenue collected by the VEC on behalf of the State is forwarded to the Department of Treasury and Finance as consolidated revenue. Monies received from local government election fines and forfeited candidate deposits are collected by the VEC on behalf of councils, and remitted to the appropriate council.

The VEC's expenses for 2014-15 were \$65.7 million which is slightly higher than the Special Appropriation received from government of \$62.6 million. This is due to the expenses including cash payments and non-cash expenses such as depreciation and accruals. Government reimbursement or appropriation does not include non-cash expenses. Consequently, the VEC's funding arrangements will always report a small Net result (deficit) and this year it was \$3.1 million.

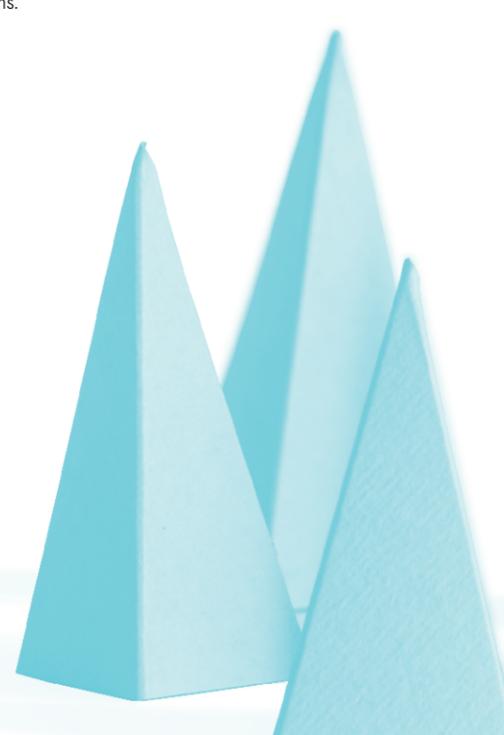
### Cash flows

The Net cash flow from/used in operating activities for the year was nil, which is consistent with the previously very small amounts reported over the last five years. This reflects the government's funding model that reimburses the Commission for all its cash payments during the year. Further, the VEC does not hold a cash reserve in its bank accounts as it is reimbursed on a daily basis for its cash payments.

### Assets, Liabilities and Equity

The VEC leases its head office and warehouse facilities and does not own any major physical assets. Its major asset is the Election Management System which is an intangible asset. This software system has been custom built to enable the VEC to conduct elections and has a net book value at 30 June 2015 of \$4.9 million. This asset is amortised over its useful life with a proportional expense recognised each financial year.

The equity of the VEC is split into contributed capital and accumulated loss. The contributed capital represents the amount of funding contributed by the Government of Victoria for the purchase and development of VEC non-current assets. The accumulated loss represents the accumulated result from continuing its operations.



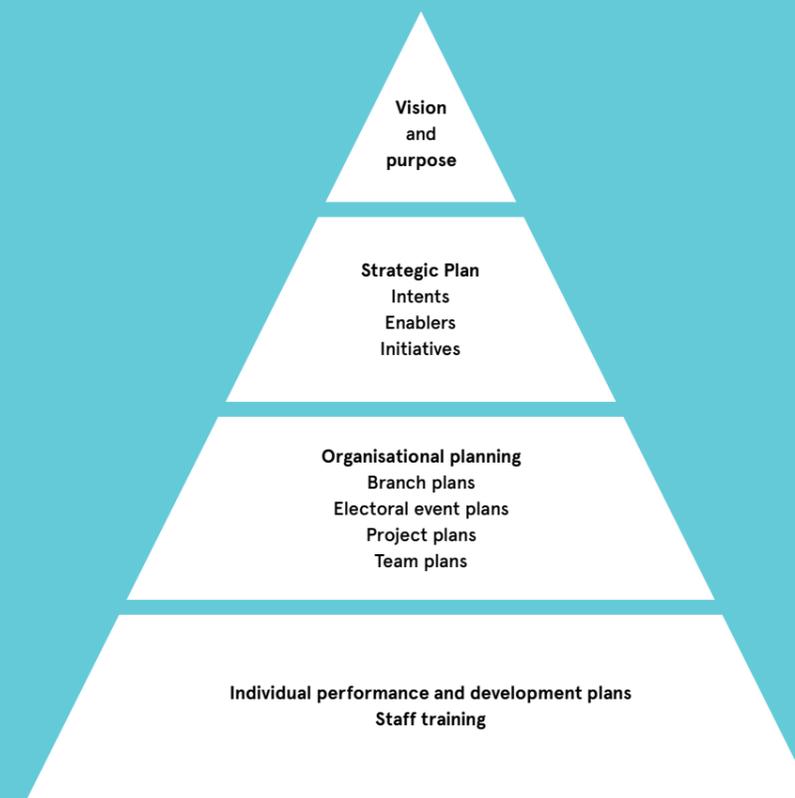
# our STRATEGIC PLAN

The VEC Strategic Plan 2013-14 to 2017-18 provides the basis for operations. Strategic initiatives, organisational planning and staff training are linked to three key strategic intents and associated enablers, or conditions that need to be in place in order for the VEC to achieve its strategic intent.

Areas for focus were identified to guide the development and prioritisation of strategic initiatives, enabling the VEC to successfully pursue its vision of all Victorians actively participating in their democracy. Twenty-seven strategic initiatives were developed and prioritised for action over the five-year term of the Plan.

While certain initiatives will be designated as having priority for a particular year, work in support of all initiatives will occur throughout the five-year period. See Appendix O for an overview of the Plan.

Eight strategic initiatives were selected for focus during 2014-15. See Figure 4 for a report on these initiatives at 30 June 2015.



# OUR STRATEGIC INITIATIVES

Figure 4: Report on Strategic Initiatives 2014-15

| Enabler                     | Comprehensive electoral event programs   |
|-----------------------------|--|
| <b>Strategic Initiative</b> | <b>1. Maintain an effective set of electoral event plans</b>   |
| Objective                   | Establish a framework for electoral planning documents relating to events within the VEC's responsibility, and a review protocol for the maintenance of documents within the framework   |
| Outcomes/Benefits           | <ul style="list-style-type: none"> <li>The VEC is able to deliver electoral events within legislative requirements at any time</li> <li>Collaboration and communication across functional areas during the planning and implementation of electoral events is enhanced</li> </ul>  |
| Report 2014-15              | <ul style="list-style-type: none"> <li>Annual review of Electoral Event Planning Framework and Maintenance Protocol completed June 2015</li> <li>State election planning documentation reviewed and updated as part of 2014 State election program</li> <li>Other electoral event planning documentation reviewed and updated in accordance with maintenance protocol</li> </ul> |
| Outlook 2015-16             | <ul style="list-style-type: none"> <li>Ongoing review of the framework and planning documentation will continue in accordance with the protocol</li> <li>Local government event planning documentation will be updated to align with the VEC's project management framework</li> </ul>   |

| Enabler                     | Comprehensive electoral event programs   |
|-----------------------------|--|
| <b>Strategic initiative</b> | <b>2. Maintain and enhance support structures for electoral representation activities</b>  |
| Objective                   | Ensure the 2015-16 Representation Review program has appropriate planning and governance structure in place to deliver the program   |
| Outcomes/Benefits           | <ul style="list-style-type: none"> <li>Local Government Minister has the necessary information and recommendations to make decisions</li> </ul>  |
| Report 2014-15              | This initiative has delivered: <ul style="list-style-type: none"> <li>A review of previous Representation Review Programs</li> <li>A comprehensive planning and scheduling process</li> <li>A more robust governance structure to support the delivery of the 2015-16 Representation reviews</li> <li>12 completed representation reviews, including recommendations to the Local Government Minister</li> </ul> |
| Outlook 2015-16             | <ul style="list-style-type: none"> <li>The delivery of a further 12 representation reviews</li> <li>A formal debrief for the program including a comprehensive 'lessons learned'</li> <li>Update and completion of a full suite of representation review event planning documentation for the VEC event planning framework</li> </ul>  |

| Enabler                     | A complete, secure and accurate register of electors  |
|-----------------------------|---|
| <b>Strategic initiative</b> | <b>3. Review and improve enrolment programs</b>   |
| Objective                   | Continuous improvement of VEC enrolment programs to ensure eligible Victorians are enrolled accurately and able to participate in electoral events  |
| Outcomes/Benefits           | <ul style="list-style-type: none"> <li>Enrolment program targets achieved</li> </ul>  |
| Report 2014-15              | This initiative has delivered: <ul style="list-style-type: none"> <li>VEC Online enrolment service – resulting in Victorians being able to update their enrolment details, or to enrol for the first time, directly with the VEC</li> <li>A review of the Enrolment function and operating model to ensure that enrolment programs and transaction processing can be more streamlined and efficient</li> </ul>  |
| Outlook 2015-16             | <ul style="list-style-type: none"> <li>The progressive implementation of a new enrolment operating model within the Electoral Enrolment Branch, ensuring the ability to take advantage of system and program improvements</li> <li>The VEC will implement data entry of enrolment forms from 1 September 2015, ensuring that all forms received by the VEC are processed in a timely manner and that Victorians enrolment details are updated within 3 working days of receipt of the form</li> </ul> |

| Enabler                     | A complete, secure and accurate register of electors   |
|-----------------------------|--|
| <b>Strategic initiative</b> | <b>4. Review and improve enrolment systems</b>   |
| Objective                   | Continuous improvement of VEC enrolment related systems to ensure eligible Victorians are enrolled accurately and are able to participate in electoral events  |
| Outcomes/Benefits           | <ul style="list-style-type: none"> <li>Enrolment transactions captured effectively</li> <li>Enrolment systems are elector-centric</li> <li>Successful security audit</li> </ul>  |
| Report 2014-15              | This initiative has delivered: <ul style="list-style-type: none"> <li>The VEC online enrolment service – comprising a web application and the associated enhancements to the Roll Management System (RMS) to enable the entries to undergo quality assurance prior to application to the Register</li> <li>The development of a data entry module for the RMS to enable the data entry of enrolment forms</li> <li>Enhancements to the RMS to allow concurrent application of enrolment transactions to the Register, providing the VEC with the ability to streamline its enrolment function and operating model</li> </ul> |
| Outlook 2015-16             | 2015-16 will be a year of consolidation and enhancement of the current RMS. There will be a focus on enhancements to support the delivery of 79 council electoral rolls in October 2016. In particular, the creation of a matching module to support councils with data quality and improvements will reduce time and effort in the creation of final rolls, this is typically one of the more complex elements of roll production   |

| Enabler                     | An engaged and informed community  |
|-----------------------------|--|
| <b>Strategic initiative</b> | <b>6. Design and implement responsive electoral education and awareness programs</b>   |
| Objective                   | Establish an enduring framework for the design, implementation and evaluation of electoral education and engagement programs   |
| Outcomes/Benefits           | <ul style="list-style-type: none"> <li>Provide context, narrative and where relevant, research to support the direction the VEC takes with the design and delivery of education/outreach and public awareness activities; it has a four year outlook period</li> </ul> |
| Report 2014-15              | This initiative has delivered : <ul style="list-style-type: none"> <li>2014 State Election Marketing Communication Plan – covering media, social media, advertising and research activities for the State election successfully delivered in September 2014</li> </ul> |
| Outlook 2015-16             | <ul style="list-style-type: none"> <li>The framework will be used as a reference point for the development of an approach to awareness and education and engagement programs for the 2016 council elections</li> </ul>   |

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## OUR STRATEGIC INITIATIVES (CONTINUED)

| Enabler                     | Strong and effective partnerships   |
|-----------------------------|---|
| <b>Strategic initiative</b> | <b>7. Identify and engage key partners</b><br><b>8. Establish robust and resilient partnering arrangements</b>  |
| Objective                   | To identify the VEC's key partners and establish guiding principles governing the engagement and management of partner relationships to ensure consistency, compliance with legislation and policies and achievement of business objectives   |
| Outcomes/Benefits           | <ul style="list-style-type: none"> <li>Greater transparency of the VEC's key partners</li> <li>Clarity around engagement and relationship management standards</li> <li>Strong and effective relationships are established and maintained</li> <li>The achievement of VEC objectives via appropriate partnerships</li> </ul>  |
| Report 2014-15              | This initiative has delivered: <ul style="list-style-type: none"> <li>Establishment of a register containing details of current VEC partners, the function they support, terms of engagement and supervising manager.</li> <li>Partnership Management Policy and Procedures developed and included in the VEC's suite of internal policies. These provide guidance to staff on the identification, engagement and management of VEC partnerships</li> </ul> |
| Outlook 2015-16             | <ul style="list-style-type: none"> <li>Annual review of register and policy documentation</li> <li>Development of supporting templates and a summary of engagement instruments</li> </ul>   |

| Enabler                     | Quality business systems   |
|-----------------------------|--|
| <b>Strategic initiative</b> | <b>14. Develop and implement a VEC corporate reporting framework</b>   |
| Objective                   | The VEC will have a robust, transparent corporate reporting framework  |
| Outcomes/Benefits           | <ul style="list-style-type: none"> <li>Ensure strong governance and accountability in corporate decision making and reporting</li> </ul>   |
| Report 2014-15              | This initiative has delivered: <ul style="list-style-type: none"> <li>Identification of VEC's external reporting obligations, authority, content, format and timings</li> <li>Identification of internal information sets and reports required for decision-making and reporting</li> <li>Review of Management Group Meeting structure, procedure and content to ensure the compliant and accountable operation and governance of the VEC</li> </ul> |
| Outlook 2015-16             | <ul style="list-style-type: none"> <li>Implementation will be monitored and advanced</li> </ul>  |

| Enabler                     | Robust performance management and professional development   |
|-----------------------------|--|
| <b>Strategic initiative</b> | <b>21. Effectively engage staff in the performance and development (P&amp;D) program</b>   |
| Objective                   | The VEC will have a robust P&D program where staff are engaged, actively participating and recognise the benefits of performance and development planning, monitoring and assessment   |
| Outcomes/Benefits           | Staff will: <ul style="list-style-type: none"> <li>In collaboration with their manager, establish performance goals and confirm performance expectations</li> <li>Be appropriately skilled to meet organisational needs</li> <li>Understand the corporate planning process and how they contribute to their branch goals</li> <li>Be supported by their manager throughout the performance cycle</li> <li>Achieve their performance goals and progress to the next value range where eligible</li> <li>Access appropriate learning and development</li> </ul>  |
| Report 2014-15              | This initiative has delivered: <ul style="list-style-type: none"> <li>Structured P&amp;D program with defined timelines, protocols, roles and responsibilities</li> <li>Workshops for staff and managers on the VEC values and behavioural standards as featured in the P&amp;D plans</li> <li>Feedback forum for managers and bite-sized learning sessions to support 100% staff participation</li> <li>Review and evaluation of the effectiveness of PD program</li> <li>Implementation of a new 4 point rating scale, revised performance standards across all VPS grades and consequential amendments to rating definitions</li> </ul> |
| Outlook 2015-16             | <ul style="list-style-type: none"> <li>Continued monitoring and ongoing advice and support to ensure full engagement</li> </ul>  |

| Enabler                     | A safe and inclusive working environment  |
|-----------------------------|---|
| <b>Strategic initiative</b> | <b>23. Build and foster an effective health and safety and wellbeing framework</b>  |
| Objective                   | Develop and implement a refreshed Occupational Health and Safety Management System (OHSMS) and a wellbeing program  |
| Outcomes/Benefits           | The VEC will have an effective OHSMS and a wellbeing program established with the following features: <ul style="list-style-type: none"> <li>Occupational Health and Safety (OHS) policy endorsed and displayed in public area</li> <li>OHS roles and responsibilities are understood, agreed and executed</li> <li>Job-related training is identified and provided, enabling staff to carry out duties safely</li> <li>Hazards and near misses are identified and appropriate action taken</li> <li>Incidents are efficiently and effectively managed and preventative action is taken</li> <li>Staff are provided with information to support their general wellbeing</li> </ul>  |
| Report 2014-15              | This initiative has delivered: <ul style="list-style-type: none"> <li>Refreshed OHSMS aligned to VEC operations</li> <li>Training to equip managers to meet their obligations</li> <li>Risk register for corporate head office and warehouse</li> <li>OHS training for Election Managers and risk registers for temporary election offices</li> <li>A safety action plan established and updated in response to identified hazards, near-misses and incidents</li> <li>Health and safety representatives attended five-day training or refresher training</li> <li>OHS committee charter reviewed and updated</li> <li>Quarterly OHS reporting established</li> <li>Health and safety alerts sent to people managers in response to workplace incidents</li> <li>OHS intranet site reviewed and content refined to ensure easy access to relevant information</li> <li>Wellbeing calendar with activities, briefings and information provided to staff monthly</li> </ul> |
| Outlook 2015-16             | <ul style="list-style-type: none"> <li>Continued monitoring and ongoing advice and support to ensure full engagement</li> </ul>   |

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# our COMMISSION

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## 2014-15

### Strategic initiatives 2014-15

|                      |   |
|----------------------|---|
| Strategic initiative | 14. Develop and implement a VEC corporate reporting framework |
| Result 2014-15       | Framework developed and implementation commenced              |
| Outlook 2015-16      | Framework will be monitored and implementation advanced       |

### Strategic intent

The VEC will have transparent and accountable governance and business support systems that reinforce and sustain organisational capacity

### Enablers

- Quality business systems
- Effective management of resources
- VEC operating model is fit for business

### Achievements 2014-15

- Unqualified report from Auditor-General evidences effective management of financial resources
- An approved, consistent budgeting process is implemented across the VEC as Strategic Initiative 18 is completed
- All reports provided to relevant bodies on schedule and within budgets
- Annual Report 2013-14 achieves Gold Australasian Reporting Award

## 2015-16

### Priority strategic initiative 2015-16

| Enabler                  | Strategic initiative  | Success indicator   |
|--------------------------|---|---|
| Quality business systems | Review business systems to ensure they support business processes | <ul style="list-style-type: none"> <li>• VEC systems are fit for purpose</li> <li>• Consistent business methodologies are applied</li> <li>• Corporate knowledge is accessible</li> </ul> |

### Outlook 2015-16

- Work will continue on Strategic Initiative 11: Map, document and regularly review key organisational business processes
- Work will commence on Strategic Initiative 12: Review business systems to ensure they support business processes
- Implementation of the VEC's internal audit schedule, responsive actions and policy reviews will continue
- Focus on information management, compliance training and procedural compliance will continue

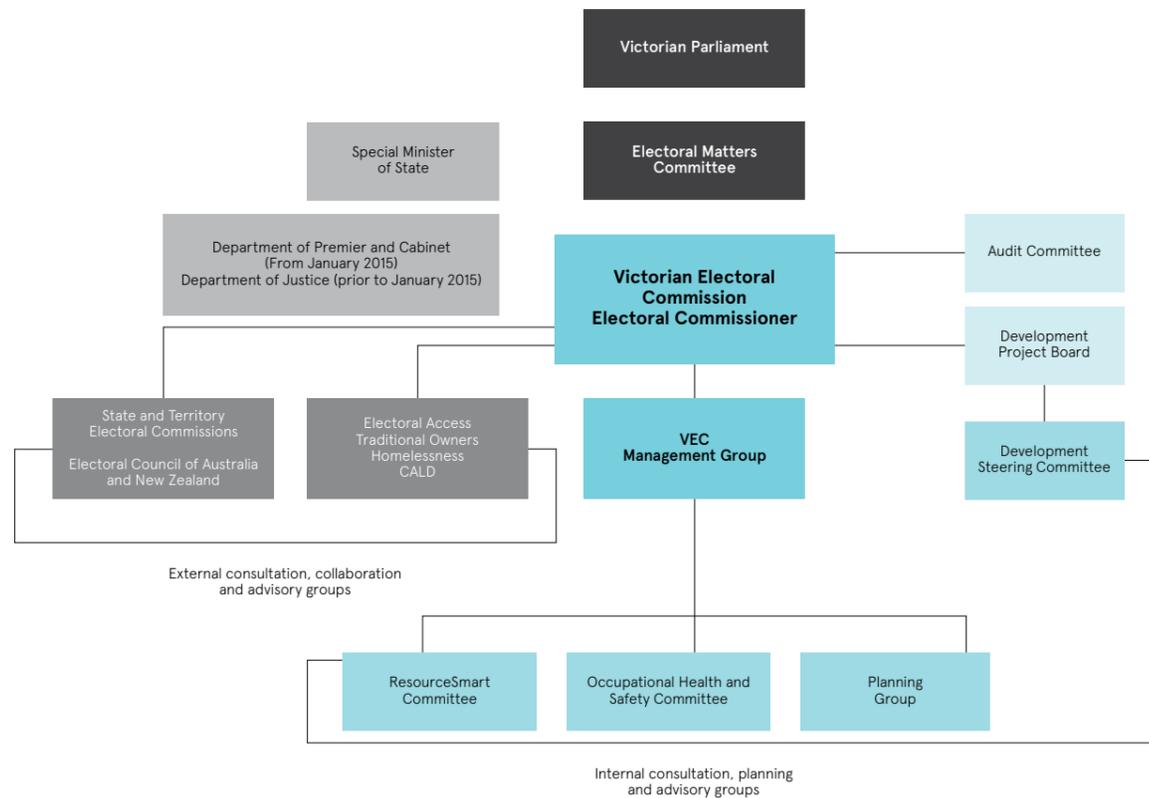
# GOVERNANCE

The VEC is the administrative agency through which the Electoral Commissioner's legislative obligations are exercised. The VEC is committed to ensuring that its policies and practices reflect good governance, as well as complying with all relevant legislation. Adherence to the VEC's governance framework demonstrates accountability to stakeholders and ensures the vitality and impartiality of the electoral system, now and into the future. Staffing and work practices are determined by the *Public Administration Act 2004* and guided by the Victorian Public Sector Commission.

The VEC is an independent agency, which until January 2015, operated under the auspices of the Department of Justice, within the portfolio of the Attorney-General. In January 2015, as part of the incoming Government's Machinery of Government changes, the VEC was moved under the auspices of the Department of Premier and Cabinet, within the portfolio of the Special Minister of State, the Honourable Gavin Jennings MLC. The VEC is not subject to the direction or control of the Minister in respect of the performance of its responsibilities and functions or the exercise of its powers.

The Secretary of the Department of Premier and Cabinet, Mr Chris Eccles is responsible for providing support to the Minister and Cabinet on matters relating to the VEC. The VEC thanks Mr Greg Wilson Secretary, Department of Justice and Mr Donald Speagle, Deputy Secretary, Civil Justice, and Ms Marisa De Cicco, Deputy Secretary, Criminal Justice who worked with the VEC prior to these major governance changes. Figure 5 shows the governance and consultation structure of the VEC.

Figure 5: Governance and consultation structure of the VEC

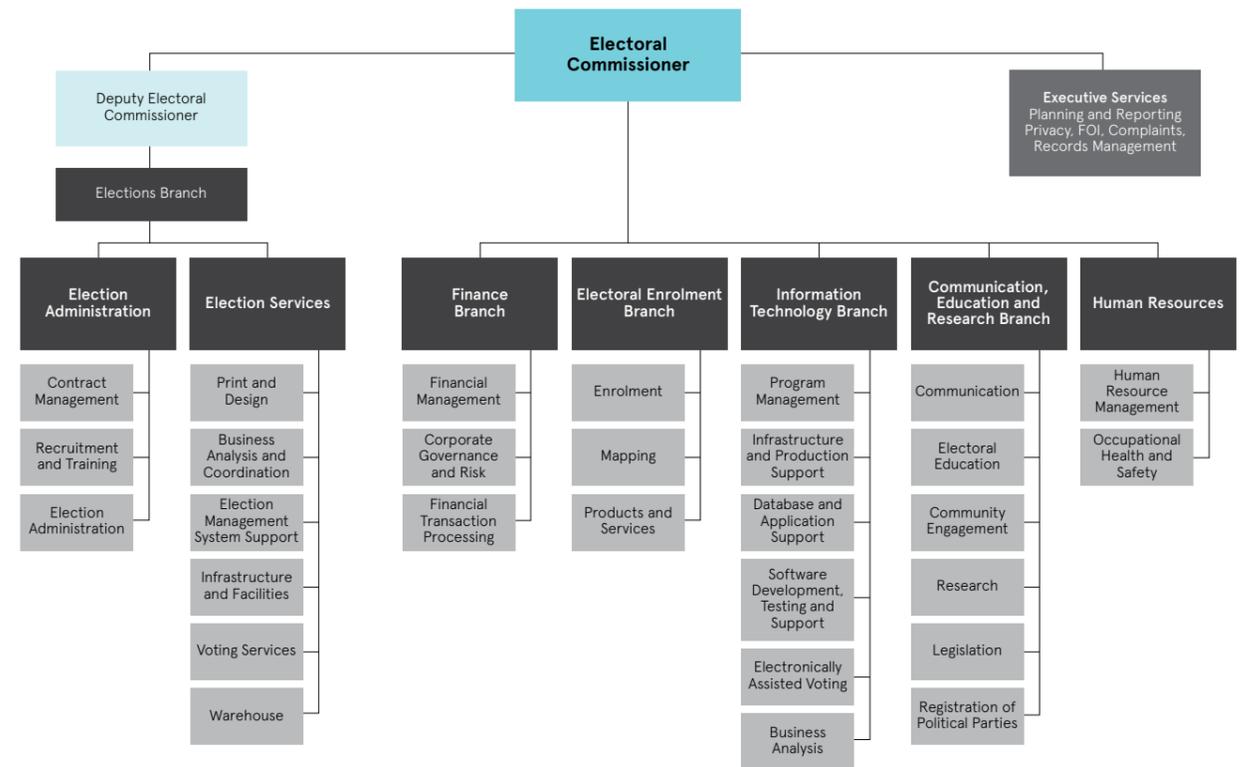


# ORGANISATIONAL STRUCTURE

The VEC's organisational structure reflects the main activity areas of the VEC (see Figure 6).

The VEC Management Group works closely with the Electoral Commissioner and Deputy Electoral Commissioner to develop and implement strategic and operational plans.

Figure 6: VEC Organisational Structure



## STAFF PROFILE

### Comparative workforce data

Figure 7: Full time equivalent (FTE) staffing trends, 30 June 2011 to 2015

|      | Ongoing Employees  |                       |                       | Fixed Term |                    | Casual |                    | Totals |                    |      |
|------|--------------------|-----------------------|-----------------------|------------|--------------------|--------|--------------------|--------|--------------------|------|
|      | Number (Headcount) | Full Time (Headcount) | Part Time (Headcount) | FTE        | Number (Headcount) | FTE    | Number (Headcount) | FTE    | Number (Headcount) | FTE  |
| 2015 | 62                 | 54                    | 8                     | 59.8       | 23                 | 21.2   | 16                 | 6.3    | 101                | 87.3 |
| 2014 | 65                 | 56                    | 9                     | 62.5       | 20                 | 18.8   | 14                 | 11.3   | 99                 | 92.6 |
| 2013 | 62                 | 52                    | 10                    | 58.4       | 16                 | 16.0   | 6                  | 2.6    | 84                 | 77.0 |
| 2012 | 60                 | 49                    | 11                    | 56.7       | 16                 | 16.0   | 9                  | 5.2    | 85                 | 77.9 |
| 2011 | 59                 | 47                    | 12                    | 55.0       | 14                 | 13.5   | 9                  | 6.1    | 82                 | 74.6 |

Figure 8: VEC staff profile, last pay period June 2015 (Not including statutory appointees)

|                       | 2014      |       |                     |       |       | 2015      |      |                     |      |       |
|-----------------------|-----------|-------|---------------------|-------|-------|-----------|------|---------------------|------|-------|
|                       | Ongoing   |       | Fixed term & Casual |       | Total | Ongoing   |      | Fixed term & Casual |      | Total |
|                       | Headcount | FTE   | Headcount           | FTE   | FTE   | Headcount | FTE  | Headcount           | FTE  | FTE   |
| <b>Gender</b>         |           |       |                     |       |       |           |      |                     |      |       |
| Male                  | 26        | 26.00 | 14                  | 12.38 | 38.38 | 25        | 25.0 | 14                  | 10.0 | 35.0  |
| Female                | 39        | 36.50 | 20                  | 17.73 | 54.23 | 37        | 34.8 | 25                  | 17.5 | 52.3  |
| Total                 |           |       |                     |       | 92.61 |           |      |                     |      | 87.3  |
| <b>Age</b>            |           |       |                     |       |       |           |      |                     |      |       |
| Under 25              | 0         | 0.00  | 2                   | 2.00  | 2.00  | 0         | 0.0  | 2                   | 1.1  | 1.1   |
| 25-34                 | 11        | 11.00 | 10                  | 8.74  | 19.74 | 13        | 13.0 | 9                   | 7.2  | 20.2  |
| 35-44                 | 20        | 18.80 | 5                   | 4.60  | 23.40 | 13        | 12.5 | 11                  | 5.9  | 18.4  |
| 45-54                 | 13        | 12.90 | 7                   | 6.08  | 18.98 | 15        | 14.7 | 10                  | 8.1  | 22.8  |
| 55-64                 | 17        | 15.80 | 9                   | 7.69  | 23.49 | 18        | 16.6 | 6                   | 4.9  | 21.5  |
| Over 64               | 4         | 4.00  | 1                   | 1.00  | 5.00  | 3         | 3.0  | 1                   | 0.3  | 3.3   |
| Total                 |           |       |                     |       | 92.61 |           |      |                     |      | 87.3  |
| <b>Classification</b> |           |       |                     |       |       |           |      |                     |      |       |
| STS                   | 2         | 2.00  |                     |       | 2.00  | 3         | 3.0  |                     |      | 3.0   |
| VPS Grade1            | 0         | 0.00  | 2                   | 2.00  | 2.00  | 0         | 0.0  | 2                   | 0.5  | 0.5   |
| VPS Grade2            | 12        | 11.20 | 6                   | 5.49  | 16.69 | 13        | 12.0 | 13                  | 7.5  | 19.5  |
| VPS Grade3            | 14        | 13.80 | 17                  | 13.84 | 27.64 | 12        | 11.8 | 15                  | 11.4 | 23.2  |
| VPS Grade4            | 12        | 11.60 | 6                   | 5.78  | 17.38 | 13        | 12.6 | 7                   | 6.1  | 18.7  |
| VPS Grade5            | 19        | 18.10 | 2                   | 2.00  | 20.10 | 16        | 15.6 | 1                   | 1.0  | 16.6  |
| VPS Grade6            | 6         | 5.80  | 1                   | 1.00  | 6.80  | 5         | 4.8  | 1                   | 1.0  | 5.8   |
| Total (non-exec)      | 65        | 62.50 | 34                  | 30.11 | 92.61 |           |      |                     |      | 87.3  |

## THE ELECTORAL COMMISSIONER



### Electoral Commissioner

Warwick Gately AM

The Electoral Commissioner is appointed by the Governor in Council for a period of 10 years, and is responsible for the administration of the enrolment process and the conduct of parliamentary elections and referendums in Victoria. Mr Warwick Gately AM was appointed as the Electoral Commissioner for Victoria on 29 April 2013.

Warwick's early career was with the Royal Australian Navy spanning thirty-two years. He was appointed as a Member (AM) in the Military Division of the Order of Australia in June 1999, for exceptional service to the Australian Defence Force in a number of key operational appointments.

In 2003, Warwick joined the Western Australian Electoral Commission as the Deputy Electoral Commissioner. He was appointed as the Electoral Commissioner for Western Australia in August 2006, and reappointed in 2009 for a further five-year term.

During this time, he was responsible for the conduct of the 2005, 2008 and 2013 State general elections and State-wide referendums on retail trading hours and daylight saving. He oversaw the State electoral boundary redivision, and conducted local government elections every two years. Continuing his long-standing career in public service, now as Victorian Electoral Commissioner, Warwick is committed to the provision of effective electoral services to the Victorian community.

The Electoral Commissioner is assisted by the Deputy Commissioner and the Executive Services team, with responsibilities including:

- planning and reporting
- complaints management
- records management
- freedom of information
- information privacy awareness.



### Deputy Electoral Commissioner

Liz Williams

As Deputy Electoral Commissioner, Liz works closely with the Electoral Commissioner in the management and administration of the VEC. Liz also oversees the Elections Branch, which is divided into two areas: Election Administration, managed by Liz, and Election Services, managed by Glenda Frazer (see page 26).

Liz has significant electoral experience gained in various roles held during the numerous State, local government and non-government elections that have been conducted since starting with the VEC.

After commencing her career in education, Liz joined the VEC as a Returning Officer in 1992, moved to an ongoing full-time appointment in 1996 and was appointed Deputy Electoral Commissioner in 2005. Liz was Acting Electoral Commissioner between May 2012 and April 2013.

Liz believes fostering a working environment that promotes learning and collaboration drives innovation and excellence in election administration; and that efficient and inclusive electoral processes are integral to full democratic participation.

## THE VEC MANAGEMENT GROUP

### Elections Branch

Elections Branch operates in two sub-branches or major areas - Election Administration and Election Services.

#### Election Administration

Managed by the Deputy Commissioner, Liz Williams (see page 25), the Election Administration area manages substantial election contracts with councils, statutory and fee-for-service clients. The team also undertakes large-scale recruitment and training projects, and provides information and support for Election Managers, Returning Officers and their staff.

#### Election Services

Working closely with the Deputy Commissioner and the Elections Administration area, the Election Services area aims to provide accessible and well-equipped voting centres and election offices, and to ensure that voting materials are accurate, easily understood and available on time.

The Election Services area has responsibility for the preparation and distribution of voting material via Australia Post and the VEC mail-house, the operation of the central processing centre for postal voting at State elections and by-elections, computerised counts, compulsory voting enforcement, the review and identification of voting centres and the provision of voting services for interstate and overseas elections. The team is also responsible for establishing temporary remote election offices, management of the VEC warehouse, purchasing and supply of all resources for VEC head office and election offices and the printing and design of products used for elections. In addition, the Election Services team provides application support and support materials for the VEC's election management system.

### Manager

*Glenda Frazer*

Glenda Frazer commenced with the VEC in 1988 as an election manager, moving to a full-time position in 1995. Glenda has extensive knowledge of the conduct of elections with significant experience in the application of information technology to elections.

Glenda is responsible for major contracts and large scale operations for the VEC, the VEC's remote warehouse at Tullamarine and is the State election program manager. She believes thorough planning and preparation enables voters to experience trouble-free elections. Glenda and her team are focused on the efficient and effective delivery of election services. Glenda is also the Prosecution Officer for State and local government elections and liquor licensing polls.



### Finance Branch

The Finance Branch ensures the VEC has an effective financial management environment including:

- Financial management governance, compliance and risk
- Financial management structures, systems, policies and procedures
- Financial management planning, budgeting and reporting
- Financial transactions processing

### Manager

*Matthew Beattie (July 2014 - March 2015)*

Matthew left the VEC in March 2015. Prior to joining the VEC, Matthew worked in various senior finance roles in the public and private sectors. The VEC thanks Matthew for his contributions.



### Manager

*Simon Mahony (from March 2015-current)*

Simon is a very experienced senior finance & business manager and is also a director on not for profit boards. He has been working in Victorian Government for over 15 years and his last role was as Chief Financial Officer for a large statutory authority. Prior to that Simon worked in senior finance roles with several multi-national organisations after commencing his career with a top tiered chartered accounting firm.

Simon believes strong financial management is an essential ingredient for business success and also sees the finance function as having an ever-growing role in partnering with the business units to enable and support them to achieve their plans.



## THE VEC MANAGEMENT GROUP (CONTINUED)

### Electoral Enrolment Branch

The Electoral Enrolment Branch is responsible for maintaining an up-to-date and accurate Register of Electors. The Electoral Enrolment Branch services include:

- implementation of electoral enrolment programs
- conduct of electoral representation reviews for councils and supports electoral boundary work by the Electoral Boundaries Commission
- production of electoral rolls, other roll products and mapping data.
- provision of advice on electoral enrolment matters.

As the VEC has moved towards a direct enrolment approach for managing enrolment, the focus is on the continued integrity of the Register of Electors, while offering more customer-focused means of updating elector enrolment details and ensuring they are current. The Branch is also involved in managing electoral representation reviews and supporting the work of the Electoral Boundaries Commission. The Electoral Enrolment Branch also employs a variety of administrative, technological, mapping and geo-spatial experts whose knowledge and skills help ensure that Victorian voters have fair and equitable representation.

**Manager**  
*Melanie Davidson*

Melanie joined the VEC in January 2013, having migrated to Melbourne from Wellington, New Zealand. Melanie was in the New Zealand Public Service for more than 12 years, in a range of operational and management roles, with a particular focus on operational accountability and business improvement. As the Manager of the Enrolment Branch, Melanie is responsible for a wide range of activity related to the Register of Electors.



### Information Technology Branch

Providing information technology (IT) expertise and support across the VEC, both at head office and throughout the State, the Information Technology Branch:

- manages and provides the VEC with a stable and reliable technology environment
- plans, sets up and supports the technology used during the conduct of all elections
- maintains and enhances the VEC's enterprise software
- maintains and administers the VEC's corporate databases

The Information Technology team provides hardware and software support for everyday VEC activities and provides extremely high volume support during election periods.

**Manager**  
*Simon Hancock*

Simon commenced at the VEC in 2000 and has managed the Information Technology Branch since 2003. Prior to working at the VEC, Simon worked for a number of IT companies providing project management and technical consultancy over a range of industry settings. Simon considers that the provision of excellent IT services is vital for the success of VEC operations.



### Communication, Education and Research Branch

The Communication, Education & Research Branch comprises three distinct teams and provides a number of communication and education services to various audiences, including:

- internal communication services for the VEC
- development and implementation of communication strategies for electoral events
- delivery of information services to key stakeholders
- development of strategies to promote and encourage electoral enrolment and involvement
- provision of electoral education and outreach services
- provision of advice on electoral legislation, electoral structures and strategic matters
- provision of research services and information.

**Manager**  
*Sue Lang*

Sue joined the VEC in 2006 after spending much of her career in senior communication roles within the metropolitan water industry, local government, statutory authorities and State government. She has particular experience in major public awareness programs, and with her team aims to effectively communicate electoral information and education, across all media platforms, to the many diverse groups throughout Victoria.



### Human Resources

The Human Resources team is focused on the ongoing review of current work place practices and policies, assessing and evaluating the impact of existing programs and identifying opportunities for improvement with a focus on integrated solutions for improving organisational climate and employee engagement.

**Manager**  
*Bernadette Lamaro*

Bernadette joined the VEC in 2013 having worked in private industry for 13 years, predominately for global consulting organisations, as a human resources professional.

Bernadette has worked in several core human resource disciplines throughout her career across the following areas; learning and professional development, workforce and talent management, recruitment, performance management and remuneration, with roles incorporating transition management, program and project management, learning facilitation, consulting, people management and program leadership.



## INTERNAL COMMITTEES AND GROUPS

A number of consultation groups and committees assist the Electoral Commissioner and Management Group with the development and implementation of strategies and policies, providing expertise and promoting staff consultation.

### Development Steering Committee

The VEC is undertaking a program of works to re-develop the VEC's Election Management System (EMS). The redevelopment addresses identified process inefficiencies and data management overheads that have grown over the life of the existing application. Further development objectives include improved integration between systems, enhanced reporting capability, increased online 'self-service' access to data, and improved processes to minimise the negative impact of VEC functions on the environment. Internal oversight and governance for development projects is provided by a Development Steering Committee (DSC) which gives strategic direction to the project teams. The DSC meets monthly and ensures all development projects are consistent with the VEC's business strategy and that the correct project controls are being applied along with the oversight of schedule, budget and risk. Committee members include Branch Managers, the lead Program Architect and IT Program Manager. The committee is chaired by the Deputy Electoral Commissioner.

During 2014-15, the DSC was focused on finalising critical development for the 2014 State election. This included development of the remaining EMS functionality to support State election offices, enhancements to the VEC's Roll Management System (RMS) to support Provisional Vote checking for the 2014 State election, final development of the VEC's electronically assisted voting facility (VVote), the configuration and roll-out of a new Personnel Management System for election officials and the completion and launch of the VEC's redeveloped website, which included an online enrolment facility. Significant work was also undertaken on the overarching enterprise architecture and security. Following the election, the DSC has considered the remaining functionality required to complete the EMS redevelopment program and the associated impact on schedule and budget.

In 2015-16 the focus will be on the development of remaining EMS functionality and enhancements to RMS to support the 2016 local government elections. Further work to ensure continuity, sustainability and effective integration of VEC systems will also be a focus during 2015-16.

### Planning Group

The Planning Group (PG) is the major cross-organisational work group at the VEC. Operating continuously, PG plans, tracks and monitors the implementation of elections and other activity across the VEC. PG is comprised of a changing complement of key team-leaders from across the organisation to reflect its broad-ranging role across all operations. PG is responsible for fostering intra-agency co-operation, checking and reporting on projects as assigned and providing advice to areas requiring operational guidance as well as contributing to the development of new products and services.

During the first part of 2014-15, the group focused on the implementation of the 2014 State election plans. This included the monitoring of key projects and ensuring all major contracts were on schedule. At the conclusion of the 2014 State election, PG focused its attention on planning for the local government elections scheduled for October 2016. PG has also continued to support by-elections, elections and polls conducted by the VEC.

The focus for the group in 2015-16 will be finalising planning for the 2016 local government elections, and continued support of other by-elections, elections and polls.

### Occupational Health and Safety Committee

The Occupational Health and Safety Committee is a forum that facilitates cooperation and communication between the VEC's Management Group and employees with respect to issues that are likely to affect the health, safety and welfare of VEC workplaces in accordance with the requirements of the *Occupational Health and Safety Act 2004*.

During 2014-15 the OHSC played a significant role in supporting the establishment and implementation of the new OHS management system. The OHSC reviewed the management system prior to its launch in September 2015, reviewed and contributed to the establishment of the OHS and Emergency Management Risk register, and monitored the VEC safety action plans in collaboration with the Branch Managers.

The OHSC organised an organisation-wide 8 question survey which was rolled-out to all staff in March 2015. The survey was based on "The Organisational Performance Metric" (OPM), developed at the Institute for Work and Health, Ontario Canada, which is a simple and practical tool to measure leading indicators. The survey was presented at the VWA's Health and Safety Week in November 2014.

The areas covered in the survey were OHS audits, process improvement, importance of OHS in the workplace, authority to act, tools and resources to equip employees to work safely and recognition for those who act safely. The survey provided insight on how employees and management rate OHS within the VEC and gauged awareness of current OHS practices. In total 60 employees responded, 42 non-managers and 18 managers. The results confirmed the effectiveness of the OHS Management system however it was noted that more needed to be done to recognise those who act safely.

The focus for 2015-16 will be undertaking the annual review of the OHSMS and continuing to ensure that employees and managers have the information that they need to work safely.

### ResourceSmart Committee

The ResourceSmart Committee (RSC) oversees the implementation of the VEC's Environmental Management Plan with the purpose of raising awareness of environmentally sound work practices and reducing the negative environmental impact of the organisation. The VEC has continued its organisational, management and staff commitment to environmental sustainability by including environmental sustainability objectives in its Strategic Plan 2013-14 to 2017-2018.

During 2014-15, the RSC focused on reviewing and updating the Environmental Management Plan with the aim of endorsement early in 2015-16. The Committee also took part in WasteWise Melbourne Network events on waste management, for which VEC has gained Gold Accreditation.

The outlook for 2015-16 includes:

- supporting the implementation of electronic document records management across the VEC
- a kit containing information regarding the VEC's sustainability activities for inclusion in the new employee induction process
- a sustainability dashboard showing paper use, logistic impact, water, power and other consumables with graphs and trends.

A report from the RSC is included as Appendix M.

### Electoral engagement and education – Culturally and Linguistically Diverse Communities

During the 2014 State election, the VEC hosted visitors from the Election Commission of Thailand (ECT) including the Thai Commissioner and his staff. On the election day, I was given an opportunity to be a host for the ECT. My role was to explain electoral processes. They were taken to a voting centre on Flinders Street, Melbourne to experience first-hand how an election was conducted in Australia.

Throughout the day, a broad range of topics were discussed. They were astonished to see no proof of identification was required when ballot papers were issued to electors. Independent candidates and how they could be elected to represent an interest group or community was of a particular interest. The completion of the Legislative Council ballot paper raised a lot of questions, in particular how are preferences distributed when electors vote above the line. They were amazed to learn that the VEC has an education service teaching migrants and refugees how to vote and a marketing campaign leading to the election encouraging new Australians to vote.

They remarked how easy it was for citizens to vote and that the election process was peaceful.



Asvin working with CALD group



## EXTERNAL ADVISORY GROUPS

The VEC has established a number of advisory groups to provide advice and assistance with service provision, employment and electoral education for specific groups in the community.

### Electoral Access Advisory Group

The Electoral Access Advisory Group (EAAG) provides advice and knowledge to the VEC in relation to the disability area, and is entrusted to continually challenge and assist the VEC to focus on access across all products, information and services.

The VEC's EAAG met formally twice in 2014-15. In addition, members were invited to take part in a 'behind the scenes' tour on election night (29 November) and a sub-group met for a workshop on 17 March to develop a new draft Disability Action Plan.

The first meeting in August 2014 focused on accessibility initiatives planned for the November State election and detailed the progress to date including the VEC's new website, accessibility supercentres, the *Voting is for Everyone* program implementation in supported accommodation, electronically assisted voting, braille and employment initiatives.

The meeting in February 2015 was held to report on the conduct of the 2014 State election in terms of accessibility initiatives and seek feedback from a user perspective, and to discuss a proposed approach to the development of the new Disability Action Plan 2016-2019.

Physical access to voting centres continues to be a major concern to EAAG members and the VEC has been urged to consider any and all opportunities to find more voting venues that are fully wheelchair accessible. In addition, members suggested that the VEC provides information on every voting centre rated as 'assisted wheelchair access', or 'no wheelchair access' as to why the specific rating was achieved. This would help ensure that people with a disability could make their own decisions regarding whether a voting centre is accessible from their individual perspective.

Proposed work for 2015-16 includes commencing implementation of the new Action Plan with the first major project being the development of a capacity building program for disability workers, carers and council access staff.

### Homelessness Advisory Group

The VEC's Homelessness Advisory Group provides advice to the VEC on engaging with people in the community who are experiencing homelessness. The Group met twice this year, to consider the preparations for the 2014 State election activities and to debrief after the election.

Also the VEC's relationship with the Council to Homeless Persons' Peer Education Support Program was continued, with a number of trained peer educators contributing to Advisory Group meetings and supporting the VEC's mobile voting outreach to homelessness agencies.

The focus for 2015-16 will be on scheduling regular outreach sessions with key agencies in response to feedback at the last meeting.

### Aboriginal Advisory Group

The VEC's Aboriginal Advisory Group (AAG) includes Traditional Owners, the Victorian Electoral Commissioner and VEC staff. The Group advises and assists the VEC in its aim to develop effective resources and materials, and deliver education, seminars and workshops.

The Aboriginal Advisory Group did not meet during 2014-15 due to a resourcing shortfall and commitments relating to the State election. However, to ensure the VEC's work in this area continues, recruitment of an Aboriginal engagement officer is a priority.

### Culturally and Linguistically Diverse Advisory Group

Members of the Culturally and Linguistically Diverse (CALD) Advisory Group are drawn from the CALD community sector, including peak bodies and frontline agencies. The group met twice this year with a focus on the VEC's Democracy Ambassador pilot project. This is a community-based project in partnership with the VEC. It was initiated by the Ethnic Communities Council of Victoria, which is a member of the Advisory Group and project partner.

The Group has been instrumental in providing support and advice on the development and implementation of the project, including project design and assisting with promotion of the project to CALD community groups.

In 2015-16 the work of the Group will focus on providing input into the planning for the local government elections.

## GOVERNING LEGISLATION AND TRIBUNALS

The three pieces of legislation that set out the VEC's primary responsibilities are the *Constitution Act 1975*, the *Electoral Act 2002* and the *Local Government Act 1989*.

In accordance with this legislation, the VEC conducts State and local government elections and by-elections, and certain statutory and fee-for-service elections. The VEC also provides advice to the Special Minister of State and Parliament on electoral issues. Other legislation and regulations imposing certain duties on the Electoral Commissioner are listed in Appendix B.

### Legislative and regulatory amendments

No substantial changes were made to the *Electoral Act 2002* during 2014-15. *The Privacy and Data Protection Act 2014* made minor changes relating to the privacy responsibilities of the VEC. *The Justice Legislation Amendment Act 2015* inserted a consequential amendment deleting a reference to the *Magistrates Court Act 1989*.

The Electoral Amendment Bill 2014, containing provisions directed to enhancing the conduct of the election, was defeated in Parliament in September 2014.

In relation to local government electoral activity, no legislative amendments relevant to the VEC were made during 2014-15.

### Other amendments affecting VEC activity

In May 2015, the Victorian Electoral Commission was notified by the Victorian Commission for Gambling and Liquor Regulation (VCGLR) that liquor licencing polls would no longer be required for restaurant and cafe liquor licence applications within the dry area. The VCGLR's determination for this category of liquor licence came into effect during the 2014-15 reporting year.

### Court of Disputed Returns

Parliament alone has the authority and jurisdiction to determine who and how a person can be elected to Parliament, and to determine whether a person has been validly elected. To ensure disputes are settled in a bi-partisan manner, Parliament creates an independent, neutral body (Court of Disputed Returns) to make these determinations. Under the *Electoral Act 2002*, the Supreme Court of Victoria is the Court of Disputed Returns.

Two petitions were brought before the Court during 2014-15. The VEC was required to appear before the Court of Disputed Returns in response to two petitioners claiming that the results of the 2014 Victorian should be declared void.

The petitioners claimed that in contravention of the *Electoral Act 2002*, a significant number of early voters had not been required to declare that they were unable to attend a voting centre on election day. It was argued that consequently these votes were invalid and the results of the election were impacted.

The hearings occurred on 25 and 26 February, with the judgements delivered by Justice Garde on 24 March 2015 in the Supreme Court of Victoria. The petitions were ultimately dismissed with Justice Garde finding that the results of the election had not been affected. In his judgement, Justice Garde suggested that an improvement to the voter declaration could be made by ensuring that election officials specifically seek a formal oral declaration of an elector's inability to attend a voting centre on election day.

While this is current practice, the VEC will review training and procedures manuals to help ensure election officials are aware of the requirement and are supported to carry it out.

### Supreme Court

In addition to the two matters detailed above, the VEC was also involved in a matter brought before the Supreme Court after the close of nominations on 14 November. The Palmer United Party had identified that its candidate for the South Eastern Metropolitan Region was not qualified to be elected and sought an injunction to have the candidate's name removed from the ballot paper. The injunction was heard and dismissed by Justice Bongiorno on 14 November 2014.

### Municipal Electoral Tribunal

Section 45 of the *Local Government Act 1989* (LG Act) provides for a candidate or a group of ten voters at a local government election who dispute the validity of the election, to apply for an inquiry into the election by a Municipal Electoral Tribunal (MET). Applications must be lodged within 14 days of the declaration of the result of the election in dispute. There were no applications to the MET in relation to local government by-elections or countbacks during 2014-15.

### Victorian Civil and Administrative Tribunal

Section 48(2) of the LG Act allows a person whose interests are affected by a MET decision to apply to the Victorian Civil and Administrative Tribunal (VCAT) for a review of that decision. No applications were lodged with VCAT in relation to State or local government election matters during 2014-15.

# ACCOUNTABILITY AND TRANSPARENCY

The VEC has legislated and organisational processes in place to ensure transparency and accountability to the Victorian public. These include internal and external auditing, regular reporting to stakeholders including Parliament, Government and the public, and tabling of audited financial statements as part of this report.

## Financial Management Compliance Framework

The Financial Management Compliance Framework has been developed to provide the Minister for Finance an assurance that Victorian Government entities have implemented the appropriate systems to ensure compliance with the Framework. The Framework provides for effective, efficient and responsible financial management of public resources.

The directions cover:

- financial code of conduct, financial governance including the establishment of an Audit Committee, financial risk management, authorisations, and internal and external audits
- financial management structure, systems, policies and procedures – which includes roles and responsibilities of the financial management team, policies and procedures, managing outsourced services, information technology management, operations, development and change, education and training
- financial management reporting – which includes internal and external reporting; reporting requirements for Financial Statements and Report of Operations in accordance with Part 7 of the *Financial Management Act 1994*, performance management and evaluation, financial management compliance obligations, tax compliance, purchasing cards and thefts and losses compliance

The Financial Management Framework is audited by the internal auditor, and reviewed by the Audit Committee. The VEC is compliant with 34 of the framework's 35 directions with one partial-compliance finding that requires work to further strengthen the VEC's risk management practices.

## Audit Committee

The primary objective of the Audit Committee is to assist the Electoral Commissioner in fulfilling the VEC's responsibilities to develop quality business systems and to add value to the accounting, operational practices, controls and risk strategies of the Commission.

This involves:

- overseeing financial performance and reporting process, including the financial statements
- overseeing the scope of work, performance and independence of the internal and external audit
- monitoring VEC compliance with the Financial Management Compliance Framework, including financial policies and procedures
- monitoring VEC compliance with the Victorian Government Risk Management Framework, including the attestation by the Electoral Commissioner in the annual report
- matters of accountability and internal control.

In 2014-15, the Audit Committee comprised:

- Mr Robert Yeo (Chairman), Accountant consultant; Independent member
- Ms Elizabeth Reeves, Accountant and Senior Election Official;
- Mr David Fahey, Accountant, Independent member

The Committee held three formal meetings during the year, with representation at EMS Board meetings and discussions and other informal meetings between members and the Electoral Commissioner.

The internal auditors, HLB Mann Judd, and the external auditors, DFK Kidsons (contractors to the Victorian Auditor General), also attended formal meetings as required. Various matters were considered and discussed at these meetings, including:

- Annual Financial Report
  - receive and review the Auditor General's audit program following the interim audit
  - review of the annual financial statements and notes, make improvements and recommend their adoption by the Commissioner.
  - review the audit management letter and ensure follow up action taken in relation to points raised
- Oversee the internal audit function and initiate and review audits conducted for:
  - fringe benefits tax
  - occupational health & safety
  - review of purchasing and creditor management
  - review of debtors
  - memorandum of understanding with Births Deaths and Marriages registry
  - review of Election office – State Election
  - information protection agreement with VicRoads
  - human resources and payroll functions
  - Financial Management Compliance Framework
  - Tax Compliance Framework
  - Victorian Government Risk Management Framework.
- Reviewing the implementation of action items from the external and internal audits.

## Identifying and managing risk

The Victorian Government Risk Management Framework provides for a minimum risk management standard across public sector entities. The Electoral Commissioner is responsible for the development and implementation of the Framework and processes, to ensure that risks are being managed in a consistent manner.

Risk management is built into planning and reporting processes. The risk package is audited and reviewed by the Audit Committee. The VEC conducts assessments to identify other organisational risks, evaluates risk controls in place and develops new controls where required.

Risks are rated according to their hazard potential across operational and non-operational activities. Risk ratings are presented to the Audit Committee in accordance with its charter. This Committee determines whether adequate controls are in place, and whether a periodic review of those controls is required.

At an operational level, the VEC has comprehensive risk management plans for all electoral events. These are developed, discussed and analysed at branch level during the planning phase and cover election management, infrastructure, communication, recruitment and information technology. Risk management is addressed at senior management level and in staff meetings.

Legal and compliance issues associated with occupational health and safety are managed through the VEC's OHS Committee, which meets every quarter.

## Development Project Board

The Development Project Board (DPB) oversees and provides advice to the VEC's Development Steering Committee, and is responsible for ensuring the program of works is consistent with the VEC's business strategy and that the correct program controls are being applied. The DPB also reports progress to external government stakeholders and the VEC's Audit Committee. The DPB meets quarterly, is chaired by the Electoral Commissioner with members from the Department of Justice's Major Procurement and Project Office and the VEC's internal audit committee.

The following people constituted the DPB during 2014-15:

- Warwick Gately AM, Electoral Commissioner – Chair
- Michael Cornelius, Director Major Procurement Program, Department of Justice
- David Fahey, VEC Audit Committee.

In addition, the following provide ex-officio support to the DPB:

- Liz Williams, Deputy Electoral Commissioner – Chair of Development Steering Committee
- Simon Hancock, VEC IT Manager – Secretary.

The DPB met twice during 2014-15. Meetings were suspended during the conduct of the State election. While the redevelopment of the Election Management System (EMS) was the Board's principal focus, the Aurion human resources system and vVote development also fell within the scope of works subject to their oversight. The Board concerned itself with the achievement of project milestones and in recording the decisions and narrative around the project change control process and the potential impacts on budget and schedules. The realisation of benefits was considered as were the identified project risks and associated mitigation actions.

The DPB, within the governance structure of the EMS redevelopment, has been effective in its oversight of this complex information technology project. At this point, while the project will extend beyond its original anticipated completion date, the development is expected to deliver all system functionality within budget.

## Corporate planning

The VEC Strategic Plan 2013-14 to 2017-18 provides the basis for operations. Strategic initiatives, organisational planning and staff training are linked to three key strategic intents and associated enablers (defined as conditions that need to be in place in order for the VEC to achieve its strategic intent). Areas for focus have been identified to guide the development and prioritisation of strategic initiatives. See page 16 for an overview of achievements against strategic initiatives to date.

Developed under the authority of the Electoral Commissioner, the Plan shapes the day to day work of the VEC. Operational plans at branch and project levels that support the strategic intents are essential in pursuing the VEC's vision of all Victorians actively participating in their democracy.

The planning structure, strategic content and associated workforce planning framework, performance planning and professional learning help ensure that the VEC continues to deliver its statutory mandate in a fair, transparent, effective and accountable manner. The strategic initiatives are prioritised and in 2014-15, planning and implementation was carried out in accordance with the schedule (Appendix O). Priority initiatives for relevant business areas for the current and coming years have been included throughout the report.

# ACCOUNTABILITY AND TRANSPARENCY (CONTINUED)

## Corporate reporting

The VEC has a comprehensive program of reporting to stakeholders that supports its goals of accountability and transparency. Internal reporting is aligned with lines of authority and cross-organisational channels to meet organisational needs.

External reporting is based on legislative and governance obligations, transparency objectives and commitments to stakeholders. The standard of reporting is high, as evidenced by the gold award for the *Victorian Electoral Commission Annual Report 2013-14* achieved at the 2015 Australasian Reporting Awards.

During 2014-15, the VEC tabled one report before Parliament: *Victorian Electoral Commission Annual Report 2013-14*. The Report was provided to the Attorney-General, and delivered to Parliament and the Electoral Matters Committee in accordance with the tabling schedule and organisational timeframes.

Other reporting obligations include the provision of a quarterly report to the Department of Justice in relation to budgetary objectives, twice yearly reporting to the Attorney-General on infringements activity, whole of government multicultural affairs reporting, advertising spending reporting and end of year freedom of information reporting for the VEC and the Electoral Boundaries Commission (EBC) for whom the VEC provides secretarial services. The VEC also prepares an annual report for the EBC. This report can be found at Appendix N of this Report.

All reports were delivered on schedule and within budget where applicable. Annual reports and other reports and publications are available on the Victorian Electoral Commission website (vec.vic.gov.au) and from the VEC.

## Project Management Framework

As part of the VEC's Strategic Plan 2013-14 to 2017-18, priority was given to the development of a project management framework. This framework supports the VEC's strategic intent of having transparent and accountable governance and business support systems that reinforce and sustain organisational capacity. During 2014-15, the first version of the VEC's project management framework was used by staff in the planning and delivery of the projects for the 2014 State election. In 2015-16, the VEC will undertake a review of the Framework with a view to making improvements prior to implementing a second version.

## Customer Service Charter

The VEC adopted a Customer Service Charter to guide its activity in relation to the provision of services to stakeholders. The Service Charter is available from the VEC. The VEC's performance in relation to relevant areas covered by the Charter is provided throughout this Report where possible.

## Complaints

The VEC handles complaints in two main areas:

- Complaints alleging a breach of the *Electoral Act 2002* (the Act)
- Complaints about a process, performance or service related to an interaction with the VEC.

The VEC also receives complaints alleging a breach of the *Local Government Act 1989* (LG Act). The VEC does not have authority to follow up allegations of a breach of the LG Act; these complaints are forwarded to and handled by the Local Government Investigations and Compliance Inspectorate in accordance with an established protocol.

The VEC received 481 written complaints during 2014-15. Over 450 of these related to the 2014 State election, and the vast majority were resolved by the provision of information or clarification of legislation. An analysis of these can be found in the *Report to Parliament on the 2014 Victorian State election*.

Complaints received outside the election period related to automatic enrolment provisions, compulsory voting follow-up, council by-elections and a small number relating to VEC processes and administration.

The VEC aims to acknowledge or respond to complaints within one working day. For 2014-15 this was achieved in just under 90% of cases, with just over 3% taking more than 10 days. A higher than anticipated increase in complaint-related correspondence received by email during the State election resulted in a slightly longer than targeted turnaround time. An integrity audit after the election revealed a small number of inquiries that had not been closed; these were dealt with at that time.

# DISCLOSURES

## Additional information available on request

Information relating to the 2014-15 reporting period is made available to Ministers, Members of Parliament and the public on request (subject to the *Freedom of Information Act 1982*) and is listed in Appendix C.

## Advertising disclosure

Financial Reporting Direction 22D issued by the Australian Accounting Standards Board requires Victorian government agencies to disclose advertising expenditure on campaigns with a media spend of \$150,000 or greater. During 2014-15, advertising expenditure of \$2,943,222 related to the 2014 State election advertising campaign was placed via a contract established in accordance with the Victorian Government approved Master Agency Media Services.

## Attestation to Public Sector Standards Commissioner

The Electoral Commissioner completed an annual attestation of hospitality and gifts as required.

## Building Act 1993

The VEC does not own or control any Government buildings and consequently is exempt from notifying compliance with the building and maintenance provisions of the *Building Act 1993*.

## Consultancies and contracts

### Accredited Purchasing Unit

No contracts were put before the Accredited Purchasing Unit for review and approval during 2014-15. Contracts relating to the 2014 State election were approved or extended prior to this financial year.

### Major contracts

In accordance with the requirements of Financial Reporting Directive 12A, the VEC discloses all contracts greater than \$10 million in value which it entered into during the year ended 30 June 2015.

No contracts greater than \$10 million in value were entered into by the VEC during 2014-15.

### Consultancies under \$10,000

In 2014-15, the total amount for the consultancies engaged during the year (where the total fees payable to the consultants was less than \$10,000) was nil.

### Consultancies over \$10,000

In 2014-15, the total for the consultancies engaged during the year (where the total fees payable to the consultants was more than \$10,000) was nil.

## Disability Act 2006

The *Disability Act 2006* requires that all public sector bodies prepare a disability action plan and that departments report on the implementation of their disability action plan in their annual report.

In February 2015, the VEC's Electoral Access Advisory Group (EAAG) met to review the VEC's performance on the 2014 State election (with regard to accessibility initiatives) and were provided with a report against every action item in the sun-setting Disability Action Plan 2012-2015.

Out of a total of 47 action items, 35 had been achieved in full, four were partly achieved and seven were not achieved due to either a lack of resourcing or where other external factors came into play. Those items not achieved due to staffing issues have been carried over into the new Disability Action Plan 2016-2019, which was developed after a workshop with some EAAG members and external consultation from March to June 2015.

## Disclosure index

The Annual Report of the VEC is prepared in accordance with all relevant Victorian legislation and pronouncements. A disclosure index has been prepared to facilitate identification of the VEC's compliance with statutory disclosure requirements. The disclosure index is included as Appendix A.

## Employment and conduct principles

The VEC maintains and implements a suite of policies and guidelines with respect to upholding public sector conduct, managing and valuing diversity, employment, managing underperformance, reviewing personal grievances, and selecting on merit.

## Environmental performance

The VEC has continued its commitment to reducing the negative impact of its operations on the environment, with ongoing communication and information programs to encourage continued positive behavioural changes.

The VEC Environmental Sustainability Report for 2014-15 is included as Appendix M.

## Executive officer disclosures

The Electoral Commissioner and Deputy Electoral Commissioner are appointed by the Governor in Council as statutory office holders. These appointments do not fall within the definition of executive officer under the *Public Administration Act 2004*.

# DISCLOSURES (CONTINUED)

## Freedom of information

The *Freedom of Information Act 1982* (FOI Act) gives Victorians the right to access certain classes of documents held by Government agencies. Staff are regularly reminded of their obligations under the FOI Act and staff memorandums relating to registration, retention and storage of documents were regularly issued. No Freedom of Information applications were received by the VEC in 2014-15. A number of requests for information were received from individuals claiming that they were making a freedom of information request. However, these requests did not fall under Freedom of Information, and the information was provided outside that process. For information about how to lodge an application under the FOI Act see the Victorian Electoral Commission website (vec.vic.gov.au) or Appendix E.

## Grants and transfer payments (other than contributions by owners)

Included in the 'Total expenses from transactions' are payments of grants and assistance to certain companies and organisations. During 2014-15, the VEC provided grants totalling \$161,650 to 3 organisations (see Figure 9).

Figure 9: Grants to external bodies, 2013-14

| Organisation                                 | Purpose of grant  | Amount (Exc GST) |
|--|---|------------------|
| Korin Gamadji Institute                      | Support of Richmond Emerging Aboriginal Leaders camps (at Korin Gamadji Institute) for Indigenous youth to build their leadership skills through active citizenship and position them as role models within their community | \$111,650        |
| Long Walk Women's Luncheon                   | Sponsorship of luncheon, including speaking opportunity for Electoral Commissioner prior to the 2014 State election   | \$20,000         |
| Electoral Regulation Research Network (ERRN) | Ongoing support of ERRN to foster exchange and discussion of research relating to electoral regulation  | \$30,000         |

## Human resource management

The goal of the VEC's Occupational Health and Safety (OHS) strategy is to ensure all staff remain safe and healthy at work. An OHS management system has been put in place and branches within the VEC have implemented OHS local action plans aimed at enhancing safety performance and ensuring safe systems of work. In 2014-15, there were no lost days arising from injuries. For more on human resource management at the VEC, including performance against OHS management measures, see the Our People section of this report.

## Information and records management

The VEC has responsibility for election materials and other documents that must be stored and kept for the future. The VEC has directed considerable effort to training staff in records management, and updating and maintaining its document control, filing and archiving.

A report of the review of records management processes and support, undertaken at the request of the VEC, by HLB Mann Judd in 2012-13 was provided to the VEC in 2013-14. A corrective action plan was developed, and implementation commenced. A significant outcome of this project was the identification of the need to move the VEC over to electronic records management. An Electronic Records Management Viability Project was commenced in May 2015 with the view to implementing full electronic records management during 2015-2016.

This will include a review of the Business Classification Scheme and the *Retention and Disposal Schedule for Electoral Functions* (RDA 06/05).

## Information privacy

The VEC collects and handles personal information in relation to both the Victorian public and VEC staff in order to fulfil its functions under the *Electoral Act 2002*. The VEC's policies regarding management of personal information comply with the *Privacy and Data Protection Act 2014* and are set out in its Privacy Policy, which is available at the Victorian Electoral Commission website (vec.vic.gov.au) or at the VEC.

During 2014-15, the VEC Privacy Awareness Officer attended privacy network meetings on a regular basis and relevant information was disseminated to staff. Privacy awareness activity continued during 2014-15 to help ensure that VEC staff continue to implement information privacy procedures.

In an internal review of information privacy practices at the VEC, a number of non-critical issues were identified. The action plan developed for implementation in 2014-15 has been deferred due to other activity with a significantly higher priority.

Forty-three complaints were received by the VEC in relation to alleged breaches of information privacy during 2014-15, the majority of which were related to the 2014 State election. Each year, the VEC receives a number of queries relating to the release of information to certain people and organisations in accordance with legislation.

During the election period, the VEC received more than 30 complaints about the use of personal information provided to candidates under the *Electoral Act 2002*. The VEC responded to these complaints explaining the conditions of release and advising that while correspondents may object to the release of their information, the information is provided under legislation and does not constitute a breach of privacy. Other correspondents complained about the intrusiveness of phone calls made by parties or candidates, a matter that is not within the VEC's jurisdiction. The VEC does not store phone numbers on the Register of Electors, and elector phone numbers are not provided to parties or candidates. One complaint related to a private club member list, which is also outside the VEC's jurisdiction.

## Legislation

The VEC is subject to, and complies with a range of legislation as listed in Appendix B, and detailed in this report as applicable.

## National Competition Policy

Competitive neutrality requires government businesses to ensure where services compete, or potentially compete with the private sector, any advantage arising solely from their government ownership be removed if they are not in the public interest. Government businesses are required to cost and price these services as if they were privately owned and thus be fully cost reflective. Competitive neutrality policy provides government businesses with a tool to enhance decisions on resource allocation. This policy does not override other policy objectives of government and focuses on efficiency in the provision of service. The VEC continues to comply with the requirements of the National Competition Policy.

## Pecuniary interest declarations

The Electoral Commissioner completed a declarations of pecuniary interests as required.

## Protected Disclosure Act 2012

The VEC is committed to the aims and objectives of the *Protected Disclosure Act 2012* (PDA). Improper conduct by its employees, officers or members is not tolerated, nor is the taking of reprisals against those who come forward to disclose such conduct.

The VEC recognises the value of transparency and accountability in its administrative and management practices, and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment. The VEC will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. It will also afford natural justice to the person who is the subject of the disclosure to the extent it is legally possible. There were no disclosures under the PDA during 2014-15. For details about reporting procedures under the PDA see Appendix D.

## Victorian Industry Participation Policy

The *Victorian Industry Participation Policy Act 2003* requires public bodies and departments to report on the implementation of the Victorian Industry Participation Policy (VIPP). Departments and public bodies are required to apply VIPP in all tenders over \$3 million in metropolitan Melbourne and \$1 million in regional Victoria. No contracts to which the VIPP applies were commenced or completed by the VEC during 2014-15.

# our CORE BUSINESS

Inside this section

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| Our core business | State government electoral activity | Local government electoral activity | Warehouse | Print and Design | Research and development |

## 2014-15

Strategic initiative 2014-15

| Strategic initiative | 1. Maintain an effective set of electoral event plans  |
|----------------------|--|
| Result 2014-15       | <ul style="list-style-type: none"> <li>Annual review of Electoral Event Planning Framework and Maintenance Protocol completed June 2015</li> <li>State election planning documentation reviewed and updated as part of 2014 State election program</li> <li>Other electoral event planning documentation reviewed and updated in accordance with maintenance protocol</li> </ul>   |
| Outlook 2015-16      | <ul style="list-style-type: none"> <li>Ongoing review of the framework and planning documentation will continue in accordance with the protocol</li> <li>Local government event planning documentation will be updated to align with the VEC's Project Management Framework</li> </ul>   |
| Strategic initiative | 2. Maintain and enhance support structures for electoral representation activities   |
| Result 2014-15       | <p>This initiative has delivered:</p> <ul style="list-style-type: none"> <li>Review of previous representation review programs</li> <li>Comprehensive planning and scheduling process</li> <li>A more robust governance structure to support the delivery of the 2015-16 representation reviews</li> <li>12 representation reviews completed, including recommendations to Local Government Minister in accordance with legislation</li> </ul> |
| Outlook 2015-16      | <ul style="list-style-type: none"> <li>Delivery of a further 12 representation reviews</li> <li>Formal debrief for the program including a comprehensive 'lessons learned'</li> <li>Update and completion of a full suite of representation review event planning documentation for the VEC event planning framework</li> </ul>  |



### Strategic intent

The VEC will provide high quality and innovative opportunities for Victorians to participate in the democratic process

### Enablers

- Comprehensive electoral event programs
- An engaged and informed community
- Strong and effective partnerships
- Contemporary, innovative services delivered effectively

### Achievements 2014-15

- 135 elections, by-elections and polls conducted on schedule, within budget and in accordance with legislation, regulations, rules and guidelines (State election comprises 88 district elections and 8 region elections)

- Conduct of the 2014 State election involving the provision of services to over 3.8 million enrolled electors and 896 candidates in 88 districts and 8 regions across Victoria
- Conduct of electoral representation reviews of 12 councils
- Registration of new political parties prior to State election
- Review of certain political parties subsequent to State election
- Voting services provided for seven electoral bodies for eight electoral events
- Hosted interstate secondment of 14 staff from four jurisdictions for a total of 196 days to assist with the conduct of the 2014 Victorian State election

## 2015-16

Priority strategic initiatives 2015-16

| Enabler   | Strategic initiative                         | Success indicator                               |
|---|--|---|
| Contemporary, innovative services delivered effectively | 10. Inform and influence stakeholder opinion | VEC views are represented at appropriate forums |

### Outlook 2015-16

- Conduct of electoral representation reviews for 12 councils
- Planning and preparation for the conduct of 79 Council elections in October 2016

## OUR CORE BUSINESS

The VEC is an independent election services provider, with a recognised reputation for excellence and electoral innovation. The VEC's workload fluctuates with election cycles and work peaking in a major election event every two years. Other elections, by-elections, countbacks and polls are conducted throughout every year, and electoral representation reviews of councils take place within each four-year cycle.

### Electoral activity

The VEC conducted 135 electoral events during 2014-15 (see Figure 10) including one State election comprising 88 District and eight Region elections, five local government (council) by-elections, eleven council countbacks, six liquor licencing polls and four commercial elections, by-elections and polls. See Appendix F for further details. All events were conducted on schedule and within budget, with none failed or overturned.

Electoral event plans were reviewed and made ready as part of a strategic initiative project undertaken during the previous year. Plans for electoral events that have been conducted were reviewed, evaluated and modified where necessary.

Figure 10: Electoral activity, 2010-11 to 2014-15

| Type of activity                             | 2010-11                        | 2011-12 | 2012-13 | 2013-14 | 2014-15                        |
|--|--------------------------------|---------|---------|---------|--------------------------------|
| State elections                              | 1<br>88 Districts<br>8 Regions | 0       | 0       | 0       | 1<br>88 Districts<br>8 Regions |
| State by-elections                           | 1                              | 1       | 2       | 0       | 1                              |
| Local government (council) elections         | 0                              | 0       | 78      | 0       | 0                              |
| Local government (council) by-elections      | 6                              | 3       | 1       | 7       | 5                              |
| Local government countbacks                  | 15                             | 6       | 7       | 10      | 11                             |
| Liquor licencing polls                       | 10                             | 2       | 5       | 7       | 6                              |
| Commercial elections, by-elections and polls | 4                              | 7       | 10      | 9       | 4                              |
| Representation reviews                       | 9                              | 28      | 0       | 0       | 12                             |
| Subdivision reviews                          | 0                              | 3       | 0       | 0       | 0                              |
| Total  | 46<br>(141)                    | 50      | 103     | 33      | 40<br>(135)                    |

## STATE GOVERNMENT ELECTORAL ACTIVITY

### 2014 Victorian State election

On 29 November 2014, the VEC conducted the Victorian State election, in which over 3.8 million eligible Victorians cast their votes to elect the 58th Victorian Parliament. Representatives were elected to 88 Legislative Assembly districts and eight Legislative Council regions.

A State election consumes significant financial, logistical, human and administrative resources. The Victorian Electoral Commission must exercise fiscal responsibility without compromising integrity or service delivery standards.

Details of the considerable planning, preparation and co-ordination were made available to stakeholders in the 2014 State Election Service Plan and at [vec.vic.gov.au](http://vec.vic.gov.au). A report of the conduct of the 2014 State election including evaluation, analysis and results will be published and tabled in Parliament in September 2015.

The VEC's aim is that every eligible Victorian will vote at an election that is fully compliant with State law, transparent, fair and accurate, and delivered to the highest standards with efficiency and enthusiasm.

### Election performance evaluation

The VEC conducts a range of feedback, review and integrity check activities after each election to evaluate performance and inform planning for future elections. The Service Plan contained high level objectives that contributed to the overarching outcome of providing high quality and innovative opportunities for Victorians to participate in the democratic process. These objectives and the corresponding achievements can be found in Appendix P.

For the 2014 State election, the VEC also set a large number of objectives relating to more than 50 individual medium to large scale projects, and many more small scale projects and tasks.

Project and task objectives and achievements formed part of the VEC staff performance plans and have been further evaluated during the staff performance review process. These activities have been evaluated and reports prepared for the Planning Group and Management Group. Outcomes and evaluation will inform future election planning.

### Stakeholder satisfaction with election services

A research company - Colmar Brunton Social Research - was appointed to conduct an independent evaluation of the VEC's services and communication campaign at the 2014 State election. Feedback was sought from voters, candidates and political parties. The VEC conducted a survey of election officials and held debriefing sessions with the majority of election managers. Results and analysis of all evaluation and feedback will help inform planning for future elections.

Information about stakeholder satisfaction with VEC election services is provided in relevant sections of this report.

### State by-elections

A State by-election occurs if a Member of Parliament resigns or can no longer hold office. The VEC maintains the capability and capacity to conduct State by-elections as required, within minimum prescribed timeframes. One State by-election was conducted during 2014-15 after the resignation of the Hon. Peter Ryan MP, the member for Gippsland South District.

### Gippsland South By-election

Following the resignation of the member for Gippsland South, a writ was issued on 17 February for a by-election to be held on 14 March 2015. The roll closed on 24 February with 40,649 electors enrolled.

Eight candidates nominated for the by-election, including four independent candidates and candidates endorsed by the Nationals, Liberal Democrats, Australian Greens and Liberal parties.

The turnout rate of 87.06% was lower than the 94.00% turnout rate for the Gippsland South District at the November 2014 State election. The turnout rate for the by-election was higher than the average turnout of 80.19% for the six most recent State by-elections, excluding Gippsland South.

The informality rate of 5.51% with eight candidates was marginally higher than the 5.50% rate observed with six candidates at the November 2014 State election. The informality rate was also lower than the average rate of 8.50% observed across the past six State by-elections, excluding Gippsland South.

# LOCAL GOVERNMENT ELECTORAL ACTIVITY

## Local government elections

Local government elections are conducted within a legislative and regulatory framework. Section 74A (1) of the *Constitution Act 1975* provides that local government is a distinct and essential tier of government, consisting of democratically elected councils.

The *Local Government Act 1989* (LG Act) is the principal legislation governing the conduct of local government elections in Victoria and the filling of extraordinary vacancies. Detailed provisions for the elections are contained in the *Local Government (Electoral) Regulations 2005*. The *City of Melbourne Act 2001* and *City of Melbourne (Electoral) Regulations 2012* make provisions for the conduct of elections for the Melbourne City Council. The *City of Greater Geelong Act 1993* also provides for a directly elected Mayor on Greater Geelong City Council.

The most recent general elections for local government in Victoria were held in October 2012. The next general elections for local government are scheduled to be held in October 2016.

### VEC call centre

Working at the VEC on the 2014 state election has taught me more about myself than any other job over the last 30 years. The roll up the sleeves attitude and precious gems of advice and encouragement from staff members around me have made this an exciting place to come to work every day. It's been a bit of a 'life changer' for me and I am very grateful for this opportunity.



Glen



## Local government by-elections and countbacks

During 2014-15, the VEC conducted five council by-elections and eleven countbacks to fill 16 extraordinary vacancies that occurred leading into or during the year. At the end of the year, the timeline had also commenced for two countbacks, where the extraordinary vacancy occurred during 2014-15 but is not scheduled to be filled until the next reporting year. Details of the by-election and countbacks conducted during the 2014-15 year are included in Appendix F. A report on each by-election and countback was prepared and provided to the relevant council within the legislated three month period.

The number of extraordinary vacancies was less than in 2010-11, which is the previous reporting year that is comparable to this stage of the local government term, when six by-elections and fifteen countbacks were held.

The average cost per voter for the local government by-elections was \$6.40 (including GST). This was a significant increase on the average cost per voter from 2013-14 because of the economies of scale achieved for the City of Greater Geelong Mayoral by-election that took place during that year. All by-elections were conducted using postal voting, and the cost does not include compulsory voting enforcement services, which councils may engage the VEC to administer.

In 2014-15, all countbacks were held locally within the municipality using the VEC's internet-based computer countback application. The average cost of a countback held in 2014-15 was \$2,742 (including GST). The cost of a countback includes public notices, configuration of the countback application, and staff time.

A further countback is where a countback has already occurred and the successful candidate at the countback has failed to declare that they are eligible to be elected within the prescribed time in the LG Act (48 hours). There were two further countbacks during 2014-15.

All by-elections and countbacks were conducted in compliance with legislative requirements, within budget and with no elections failed or overturned. The VEC achieved its aim of providing value for money local government election services.

## Electoral representation reviews

Conducted by the VEC under the LG Act, an electoral representation review (or review of council structure) helps ensure fairness and equity for council voters. An electoral representation review considers the number of councillors and the internal electoral structure of a council. A council must be reviewed before every third general election (approximately every 12 years), or earlier at the request of the Minister for Local Government.

During 2014-15, the VEC conducted electoral representation reviews of 12 of the 24 local councils that are required to be completed before the 2016 general elections. During an electoral representation review the VEC considers whether the particular council has the most suitable electoral structure and number of councillors to help ensure fair and equitable representation for voters. The review process is outlined in Figure 11. All submission guides, preliminary reports and final reports for reviews conducted in 2014-15 are available at [vec.vic.gov.au](http://vec.vic.gov.au) or from the VEC.

Figure 11: The electoral representation review process

|   |  |
|---|--|
| Commencement  | The VEC conducts research and prepares material for the public.  |
| Public notification   | A notice detailing the process for the review and specifying the timeline for making a submission is published in local media. A <i>Guide for Submissions</i> is available at <a href="http://vec.vic.gov.au">vec.vic.gov.au</a> and from the VEC.   |
| Public information session  | One or more information sessions on the review process is held within the municipality. Those interested in making a submission are advised to attend.   |
| Preliminary submissions (Closes four weeks after review commences)          | Opportunity for the public to submit their views and local knowledge about issues relevant to the review.  |
| Release of preliminary report   | Based on the VEC's research, including information presented by the public, the VEC models a series of options for the electoral structure of the municipality. The model or models that best fit the aim of ensuring voters have fair and equitable representation are presented and explained in the preliminary report. Copies of the preliminary report are made available on <a href="http://vec.vic.gov.au">vec.vic.gov.au</a> , from the VEC and can be inspected at the offices of the council under review. |
| Response submissions (Close four weeks after release of preliminary report) | Any person or group may make a submission in response to the VEC's preliminary report.   |
| Public hearing  | A public hearing is held within the municipality for submitters who request to be heard in person to discuss their submission. Where no submitters request to speak, the public hearing is not held.   |
| Release of final report   | After considering submissions in response to the preliminary report and information provided at the public hearing, the VEC prepares a final report making a recommendation as to the electoral structure to the Minister for Local Government. Copies of the final report are made available on <a href="http://vec.vic.gov.au">vec.vic.gov.au</a> , from the VEC and can be inspected at the offices of the council under review.  |
| Minister's determination  | The Minister for Local Government considers the VEC's recommendation and makes a determination, which will take effect at the Council's next general election.   |

## Other elections and polls

Under Victorian legislation, the VEC is required to conduct certain elections and polls. Depending on the legislation, these elections and polls may be partly or wholly funded by the VEC. The VEC also conducts fee-for-service and non-statutory elections that meet certain criteria, including the number of electors, the existence of formal election rules and election timing.

The VEC conducted six liquor licensing polls, and four commercial elections, by-elections and polls during 2014-15. All were conducted in accordance with legislation, regulations or rules, on time and within budget.

The VCGLR's determination not to direct polls for this category of liquor licence came into effect during the 2014-15 reporting year.

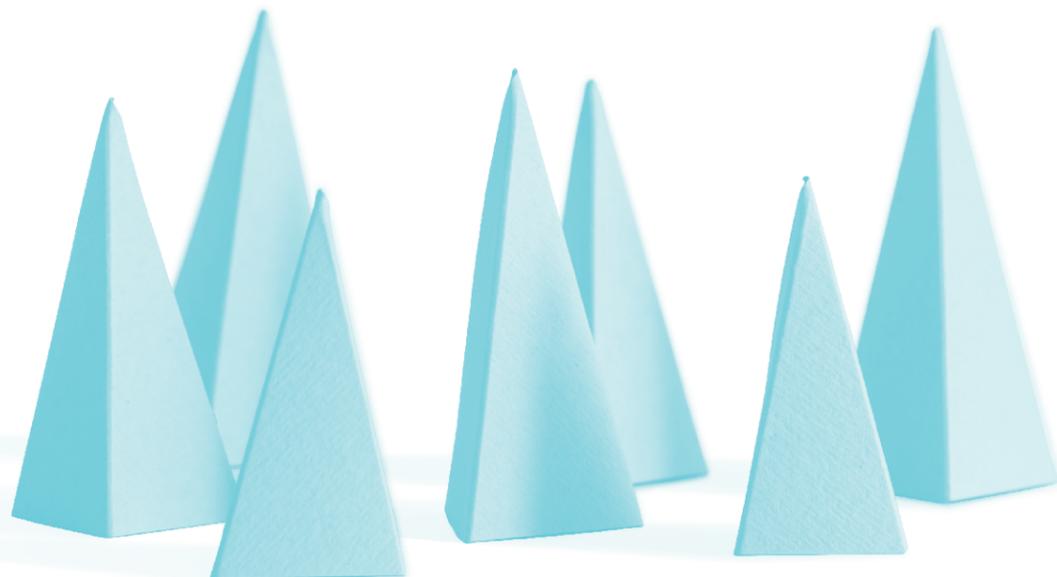
## WAREHOUSE

Warehousing and distribution facilities play a major role in supporting the core business of the VEC. In an election year, activity increases significantly as preparation and planning evolves into implementation. As the election comes to a close warehouse activity peaks again to ensure equipment, furniture supplies, office equipment and election records are checked, audited and safely rehoused. Activities that have been completed by staff at the VEC warehouse during 2014-15 include:

- delivery of over 1,000 pallets to 56 locations for the initial election office setup.
- delivery of 100 pallets to 8 region recheck centres throughout Victoria
- another 1,000 pallets of equipment, stationery, forms and manuals delivered to all locations for consecutive deliveries prior to election day
- 600 skids of blank ballot paper stock delivered to printer for ballot paper production
- approximately 5.5 million joint district and region ballot papers across 88 districts and over 7,600 blank/absent sets of papers delivered to election offices, mail house, and interstate and overseas voting locations over a five-day period
- annual stock take of approximately 700 items
- approximately 2,000 pallets of voting centre cardboard delivered to 1,800 voting centre locations throughout Victoria
- return of around 500 pallets of security boxes from election office locations and region recheck centres
- inspection of over 1,500 electrical items for manuals, missing parts and 'test and tag' of cables
- return, sorting, cataloguing and storage of over 500 sealed parcel security boxes returned from election offices and region recheck centres and computer count centre

- around 500 pallets of equipment sorted, cleaned and returned into stock
- over 600 pallets of stationery sorted, counted and returned into stock
- over 400 tonnes of ballot papers securely shredded and recycled
- storage and retrieval of archive (records) boxes on a regular basis and
- sorting of declaration votes from every district performed over a 24 hour period during the Monday and Tuesday after election day prior to shipping to relevant election offices.

The outlook for 2015-16 is largely focused on the 2016 local government elections, which will involve resourcing up to 79 election offices and around 1,500 voting centres, as well as a number of computer count centres across the State.



## PRINT AND DESIGN

Working in collaboration with other teams within the VEC, the Print and Design team is responsible for the production of envelopes, cardboard furniture, stationery, manuals, handbooks, easy vote guides, rolls and other sundry products used in various stages of an election.

During 2014-15, time was valuably spent with suppliers gauging likely scenarios, production timeframes, staffing, emerging issues and risk management implementation. Some of the teams key achievements include:

- production of 12 million ballot papers required for the 2014 State election took place between 14 and 22 November 2014
- an increase in the size of the product due to the number of groups contesting one region meant that an additional 1 million paper sheets were sourced to accommodate the increase. A consequent increase flowed to boxes and package weight, also requiring new design and production
- a revised ballot paper production schedule was implemented to ensure ballot materials reached regional election offices to accommodate the significant increase in early voting numbers
- Antarctic and Braille ballot papers were created for electors across many districts and regions
- the tracking of ballot paper recorded movement of ballot papers throughout the election period
- tamper-evident tapes were also implemented and proved to be an effective method of checking the safe delivery of ballot materials
- supervised the certified, secure destruction of excess ballot materials

The outlook for 2015-16 includes preparation for the design and production of ballot materials for the 2016 council elections. This is a much bigger task than for a State election, as it involves around 70 postal elections, an estimated 1,500 printed candidate statements included in ballot packs for around 280 separate elections across 79 councils.

### Compulsory voting enforcement - Phone enquiries

Phone enquiries is where the rubber hits the road in terms of interaction with enrolled voters who receive notices from the VEC for apparently not voting at the 2014 State Election and a handful of by-elections. As a team of casuals with varying backgrounds from nursing, not for profit, automotive, public service, hospitality, civil celebrants, education and even a music therapist, we provide a consistent, effective service to callers assisting them to respond correctly to the notices.

The enquiries crew are led by experienced composed supervisors who ensure we stay on message and handle the very difficult callers. The most common feedback is that there is minimal wait time for calls and that we give pragmatic advice in helping them to reply to notices.



Colin



## RESEARCH AND DEVELOPMENT

Research and development to support core business is conducted on an ongoing basis across the VEC. A research plan guides the conduct of research relating to participation in the electoral process by all Victorians in a range of stakeholder groups.

Other research and development is carried out to ensure administrative and technological systems and services are innovative and meet the needs of internal and external stakeholders.

### Social media research

The VEC engaged OurSay Pty Ltd to use social media platforms to encourage awareness of and participation in the State election particularly on the part of young people. The Election Questions 2014 (EQ14) project consisted of online social forums for each of the 88 electoral districts, enabling electors to share and prioritise questions for candidates who participated.

EQ14 attracted 4,600 unique visitors and 1,200 participants. Of the 1,200 who participated, 267 registered a question. A total of 111 candidates committed to participating and ultimately, 42 candidates across 37 electoral districts responded to questions.

Following the State election and formal completion of the EQ14 program, OurSay surveyed all participants on the level of impact the project had/has on their personal engagement in elections, electoral matters and civic action generally.

The survey found that as a result of participating in EQ14:

- 36% of participants were more engaged in electoral matters and the Victorian State election
- 50% simply felt engaged, as a result of participating
- 9% felt less engaged, and
- 4% did not know.

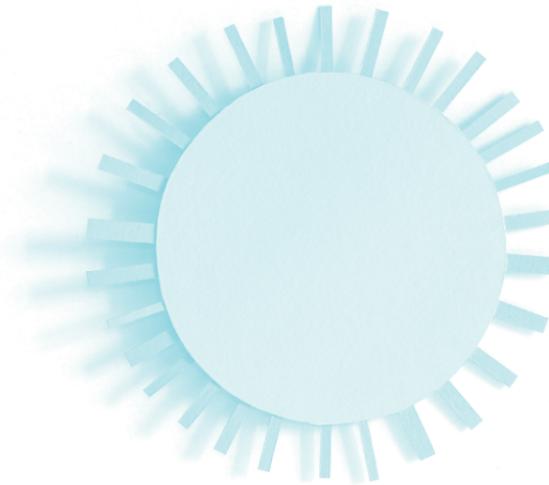
OurSay received some informal feedback from electors expressing their disappointment in the low candidate response rate.

### Electoral Regulation Research Network

The VEC joined with the New South Wales Electoral Commission and the University of Melbourne in March 2012 to establish the Electoral Regulation Research Network (ERRN). The purpose of the Network is to foster exchange and discussion among academics, electoral commissions and other interested groups on research relating to electoral regulation. ERRN continued to host seminars on a range of matters, including the 2014 Indonesian presidential election, elector identification and compulsory voting. Nine events and workshops were sponsored by ERRN in 2014-2015. In addition, five working papers were released, and there were two editions of the ERRN newsletter.

The collaborative research project 'Enhancing local government democracy', examining the nature of local government democracy in the City of Melbourne, is nearing completion. A workshop in Melbourne on 21 October 2014 discussed preliminary findings, focussing on the franchise and participation. Members of the public had mixed views about the City of Melbourne's franchise, which gives a strong role to corporations and non-resident property owners, while councillors and other opinion leaders accepted the franchise as a given. The report considers how the current franchise accords with democratic principles. The report praises the City of Melbourne's efforts to promote public participation, particularly the citizens' jury on the Council's financial plan, and argues that such processes should be built into the Council's normal governance.

The report will be released in 2015-16, and there are plans for an article in a journal.



### Developments in information and communications technology

During 2014-15, the VEC completed and implemented a range of important technical projects in support of the VEC's operations for the 2014 State election. These included the VEC's electronically assisted voting product, vVOTE, which is the first fully verifiable electronic voting solution used in a public election. A number of new modules of the EMS re-development program of works were released, which enabled the VEC to provide on-line access to the VEC's centralized systems to election staff working off-site. The VEC's website was enhanced to allow Victorian electors to update their enrolment details directly with the VEC.

In addition, an online signature facility enabled electors to enrol directly with the VEC for the first time.

In 2015-16 the focus will be on further work to enhance modules to support the conduct of the 2016 local government elections.

### Democracy Ambassadors program

I arrived in Australia in 2002 as a refugee from South Sudan. Since my arrival, I have maintained the connection with my South Sudanese community through volunteering. While volunteering I realised that some members of my community do not understand the Australian system of government including voting. I decided to join the VEC's Democracy Ambassador project in order to improve my community's participation in the electoral process.

As part of the project, I was trained as a Community Educator to deliver electoral information in languages I speak: Dinka, Arabic and English. During the 2014 State election, along with 26 other Community Educators, I delivered information sessions to my community and other culturally and linguistically diverse (CALD) communities in language schools and at community gatherings. It was nice to hear from some community members that it was their first time learning how to vote correctly even though they have voted in the past. I am excited about the 2016 local council elections and being given an opportunity to deliver more information sessions to CALD communities especially those from South Sudan.



Guil Deng - Democracy Ambassador



# our STAKEHOLDERS

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## 2014-15

### Strategic initiative 2014-15

| Strategic initiative | 6. Design and implement responsive electoral education and awareness programs   |
|----------------------|---|
| Result 2014-15       | <ul style="list-style-type: none"> <li>2014 State Election Marketing Communication Plan – covering media, social media, advertising and research</li> <li>activities for the State election successfully delivered in September 2014</li> </ul> |

### Strategic intent

The VEC will provide high quality and innovative opportunities for Victorians to participate in the democratic process

### Enablers

- A complete, secure and accurate register of electors
- An engaged and informed community
- Strong and effective partnerships
- Contemporary, innovative services delivered effectively

### Achievements, 2014-15

- All elections, by-elections and polls conducted on schedule, within budget and in accordance with legislation, rules and guidelines

- Online enrolment service launched in August 2014
- All new electoral roll and mapping products created to reflect new State electoral boundaries
- Winner best Victorian Government website at 2014 Australian Web Awards
- Successful implementation of phase one of the VEC's Democracy Ambassador Program
- Overall voter satisfaction with services provided at 2014 State election: 93%
- Research shows message takeout from election advertising campaign extremely well received
- Social media targets for the 2014 State election exceeded
- Continued successful interaction with national and international electoral bodies

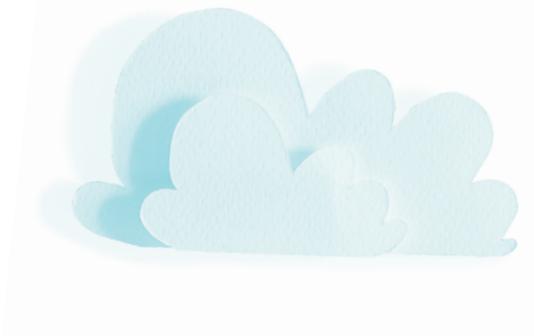
## 2015-16

### Priority strategic initiatives 2015-16

| Enabler                           | Strategic initiative  | Success indicator  |
|-----------------------------------|---|--|
| Strong and effective partnerships | 8. Establish robust and resilient partnering arrangements (Phase 3) | Partnerships contribute to the achievement of VEC objectives |

### Outlook 2015-16

- New concept for website engagement to be developed



## REGISTER OF ELECTORS

Facilitation of participation in the democratic process by all Victorians is a central aim of the work of the VEC. Activities undertaken in the electoral enrolment, communication, electoral education and electoral engagement areas throughout 2014-15 supported this aim.

Key objectives for the VEC are to maintain the accuracy and security of the Register of Electors; to annually increase the proportion of eligible electors enrolled; and to maintain this measure at a level higher than the national average. The VEC undertakes a range of activities to keep the Register of Electors current and complete, and to ensure electors vote and do so correctly.

### Enrolment

The number of Victorians enrolled to vote increased by 92,179 to 3,858,225 (2.44%) in 2014-15. Using available data, it is estimated that 94.76% of eligible electors are enrolled. This is slightly more than the national figure of 93.2% and meets the VEC's target of at least 1% higher than the national average (see figure 12).

### Enrolment Programs

To maintain the accuracy of the Register of Electors on an ongoing basis, the VEC has a range of strategic programs to help Victorians to enrol or update their enrolment. Since 2010, the VEC has been undertaking regular direct enrolment of electors, using primarily change of address data sourced from Vic Roads. Direct enrolment remains the most effective way of maintaining an accurate Register of Electors.

More broadly, the VEC continues to work with the Australian Electoral Commission (AEC) under the Joint Roll Arrangement, to maintain a joint enrolment process; this remains a significant input to the maintenance of the Register of Electors. In addition, enrolment forms are available year round on the VEC website, at local council offices and post offices. In August 2014, the VEC introduced an online enrolment facility, allowing electors to enrol and update their details electronically.

### Online enrolment

The VEC introduced an online enrolment service in August 2014, enabling Victorian electors to update their enrolment details directly with the VEC. In addition, electors are able for the first time to enrol directly with the VEC using an online signature facility.

The online enrolment service was a key input into the increased enrolment figures in the lead up to the Close of roll on 11 November. Between the issue of the Writ and the close of roll, 10,459 Victorians enrolled or updated their address details directly with the VEC.

The VEC's enrolment programs generated 390,015 enrolment transactions in 2014-15, amounting to 61.72% of total Victorian enrolment transactions received by both the VEC and the AEC (Figure 13). This is an excellent result against a target of at least 25%. This target will be reviewed for the coming year.

Figure 12: Proportion of voter eligible population enrolled at 30 June 2011-2015

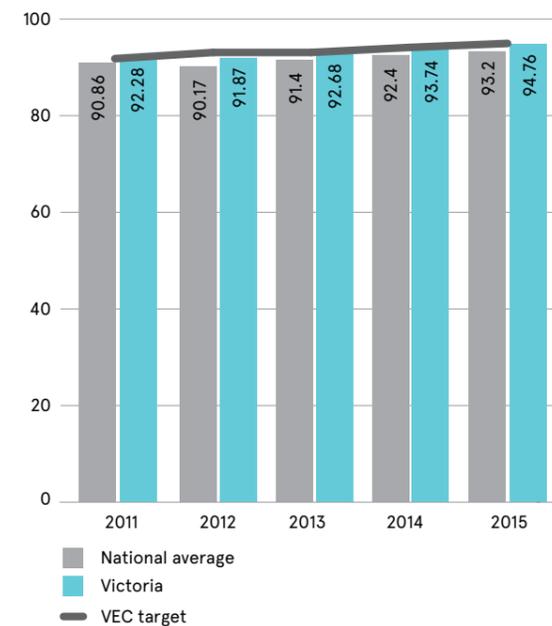
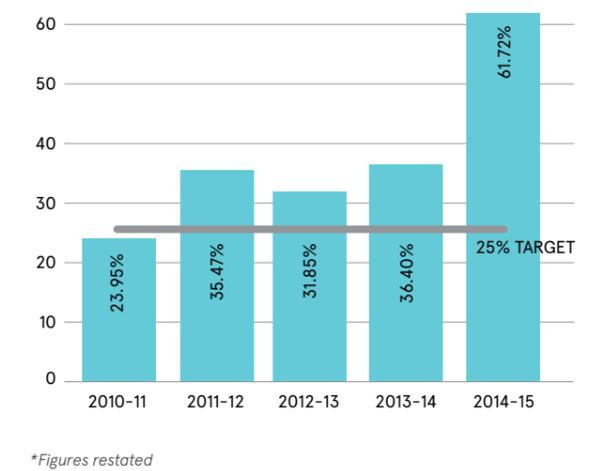


Figure 13: Proportion of enrolment updates sourced from VEC programs, 2010-11 to 2014-15\*



## GEOGRAPHIC INFORMATION SYSTEMS

Further improvements were made to the VEC's internally developed boundary-modelling software *BoundaryMaker* to support functions within the VEC, as well as for use by other State and Territory electoral commissions. *BoundaryMaker* was used by the Northern Territory Electoral Commission and the Western Australian Electoral Commission for the first time for their 2015 boundary redistributions. Both redistributions are at the proposal stage and will be completed by the end of 2015.

The GIS team provided boundary modelling support and elector projection analysis for the first round of Representation Reviews for local government councils. The team utilised *BoundaryMaker* to model potential boundaries, examine elector growth and to develop feasible council structures. Public submissions with suggestions for boundaries and structures were also modelled for their viability.

A web-based interactive map was created to assist electors to determine voting centres closest to their location or a nominated address for the 2014 State election. The voting centre look-up used Google Maps as its base and was available to be viewed on any smart device. The voting centre look-up showed voting centres, early voting centres, elections offices and interstate and overseas voting centres. Additionally, the GIS team provided support for the mapping component of a smartphone app developed for the State election.

### Driving Votes project

This was my first election working for the VEC and the opportunity to get out into the community and encourage people to enrol and vote was incredibly rewarding. I spoke with Victorians from all walks of life about the privileges and power of our democracy. By the time our team was glued to a computer monitor at head office watching the election results roll in on Saturday night, I felt a real sense of pride and excitement about the work we do encouraging all Victorians to exercise their right to vote.



Lawson



The mobile Driving Votes van reached electors across Victoria



## ROLL PRODUCTS AND SERVICES

The compilation of electoral rolls and the production of roll products for elections, by-elections and polls is a key VEC activity. Extracts of data are also prepared for the provision of electoral information granted under legislation that includes certain sections of the *Electoral Act 2002* and the *Juries Act 2000*.

Boundaries for the six liquor licensing polls conducted during 2014-15 were determined in conjunction with the Victorian Commission for Gambling and Liquor Regulation. Details pertaining to the relevant properties and electors were then extracted from the Register of electors to compile the rolls for these polls.

Voters rolls were produced for the local government by-elections of Ararat Rural City Council, Central Goldfields (Tullaroop Ward), Knox City Council (Scott Ward) and Yarra Ranges Shire Council (Lyster Ward). Voters rolls were also prepared to support the local government representation review process. All roll products and services were produced within organisational timeframes and within estimated budgets.

### Provision of enrolment information

The register of electors contains personal enrolment information, including name, address, date of birth and gender. Protecting the privacy of electors' personal enrolment information is of fundamental importance to the VEC, and information is only disclosed according to legislation.

### Mandatory provision of enrolment information

The *Electoral Act 2002* stipulates the following requirements with regard to electoral information to be made available:

- the list of Victorian electors (names and addresses only), excluding silent electors, must be made available for public inspection at the offices of the VEC and updated every six months. Information can only be searched by name
- the latest print of any electoral roll produced for an election (which contains name and address details only) must be made available for public inspection, free of charge, at locations and during times determined by the VEC
- enrolment information, excluding silent electors, must be provided a number of times each year (and at the time of an election) to registered political parties, Members of Parliament and election candidates for permitted purposes.

Enrolment information is also provided under other legislation.

Under section 19 of the *Juries Act 2000*, to enable people to be called for jury duty, jury rolls are prepared as requested by the Juries Commission for any of the 14 jury districts (silent electors are included in this process). A total of 47 jury rolls were provided under this legislation during 2014-15. Under section 21 of the *Local Government Act 1989*, enrolment information is provided to municipal councils for elections.

### Discretionary provision of enrolment information

Under section 34 of the *Electoral Act 2002*, (the Act) the VEC has the discretion to release enrolment information to other individuals or organisations under certain circumstances. Strict conditions apply to the provision of information and severe penalties apply to non-compliance or misuse of enrolment information.

One application received during 2013-14 currently remains pending, awaiting consideration of matters raised by the Privacy and Data Protection Commissioner (PDPC) relating to the applicant organisation's governance structure and capacity to comply with privacy and data protection requirements.

During June 2014- July 2015, the VEC received six requests for access to enrolment information from individuals or organisations. Of these, one application was withdrawn, one was approved, two were refused and two applications remain in the initial stages of consideration. A number of matters raised by the PDPC, generally in relation to the transfer of data, have resulted in significant delays in the processing and decision-making related to applications for information under section 34. While the VEC acknowledges a measure of frustration on the part of the applicant organisations, it is important that the matters raised are addressed prior to any further decisions. The VEC will focus on these matters during 2015-16.

Four additional enrolment information queries were received that either did not result in an application, or the information requested was not held by the VEC.

A total of 2,297 separate logins resulting in 6,467 individual searches were undertaken by Victoria Police under an approved, secure protocol established in 2005. Enrolment information was provided to five organisations under agreements subject to section 34 of the Act (see Figure 15).

Figure 15: Information provided to organisations under section 34, 2014-15

| Organisation   | Look ups requested                      | Information provided | 2014-15 |
|----------------|---|----------------------|---------|
| (successful)   | Verification provided<br>(unsuccessful) | 0                    | 0       |
| Anglicare      | 2                                       | 1                    | 1       |
| FIND           | 158                                     | 78                   | 80      |
| State Trustees | 44                                      | 24                   | 20      |
| Melbourne IVF  | 2                                       |                      | 2       |
| IBAC           | 4                                       | 2                    | 2       |

# TURNOUT

Turnout is measured as the number of formal and informal votes received by the close of voting in an election, as a proportion of enrolment. The VEC provides an increasing number of services to electors to help ensure that all enrolled electors turn out to cast their vote. These include information services prior to, and on election day, as well as a variety of voting options and aids.

## Turnout at State elections

Voter turnout at the 2014 State election for the Legislative Assembly was 93.02% of total electors enrolled, slightly higher than the 92.96% at the 2010 State election and the 92.73% at the 2006 State election (see Figure 16).

Figure 17 shows the proportion of votes cast prior to election day for the 1999-2014 State elections. By comparison the average turnout at the most recent elections across all Australian jurisdictions is 90.18%.

Of the total votes counted for the election, 2,333,007 (65.89%) were issued on election day. This compares with 2,538,460 (76.23%) in 2010 and 2,641,340 (84.93%) in 2006, and reflects the increasing trend towards early voting (see Figure 17).

## Turnout at local government by-elections

Seven local government by-elections, including one mayoral by-election, were conducted during 2014-15. The average turnout rate was 73.27%, below the VEC's target of an increase year to year (see Figure 18), and lower than the average turnout during 2013-14 (76.28%). It is an increase on the average turnout for the last five-year period (74.01%), and more favourable than the average turnout rate for the local government general elections held in October 2012 (70.96%) (see Figure 18).

Local government by-election turnout rates are generally lower than the turnout at State by-elections. The main reason is that in most municipalities, voting at local government by-elections is not compulsory for non-residents. Other factors include lower awareness of the election due to less media attention, the perception that only property owners (as opposed to tenants) are required to vote in local government by-elections, and the fact that people over 70 years of age are automatically excused if they do not vote.

Figure 16: Voter turnout, Victorian State elections 1999-2014

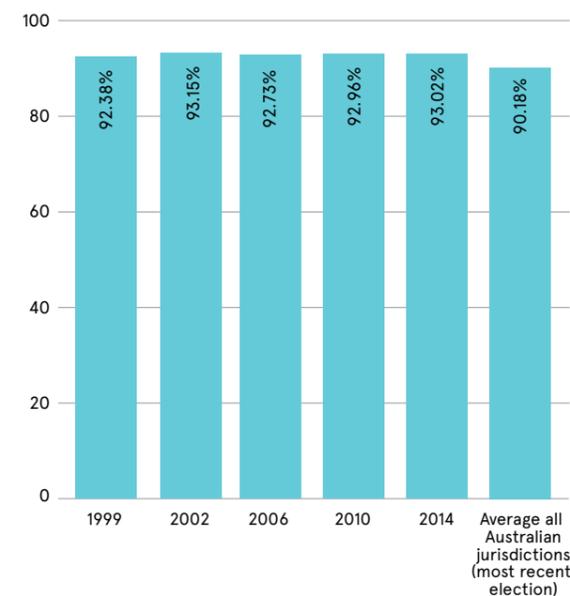
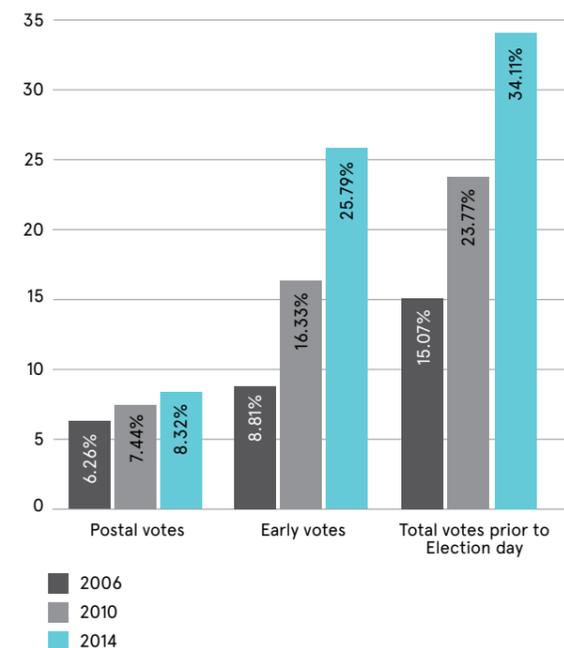


Figure 17: Votes cast prior to Election Day, Victorian State elections, 2006-2014



# ENFORCEMENT OF COMPULSORY VOTING

After the conduct of elections, by-elections and polls in which voting is compulsory, the VEC carries out compulsory voting enforcement where legislated and when a council contracts the VEC to do so. In order to conduct compulsory voting follow-up for councils, the Chief Executive Officer must appoint a VEC staff member as the prosecution officer.

Three stages of enforcement (or non-voter follow-up) are managed by the VEC.

Stage 1. Dispatch of Apparent Failure to Vote Notices to those electors who appear not to have voted in an election. Apparent non-voters have 28 days from the date of the notice to provide a valid excuse for failing to vote.

Stage 2. Follow-up (by Infringement Notice) of electors who did not respond, or who provided an invalid response to the Apparent Failure to Vote Notice. A penalty amount is applied (currently set at \$72.00). Non-voters have 42 days to respond to the Infringement Notice by making the penalty payment or seeking a review of the penalty. Consideration is also given to written correspondence detailing reasons for failing to vote.

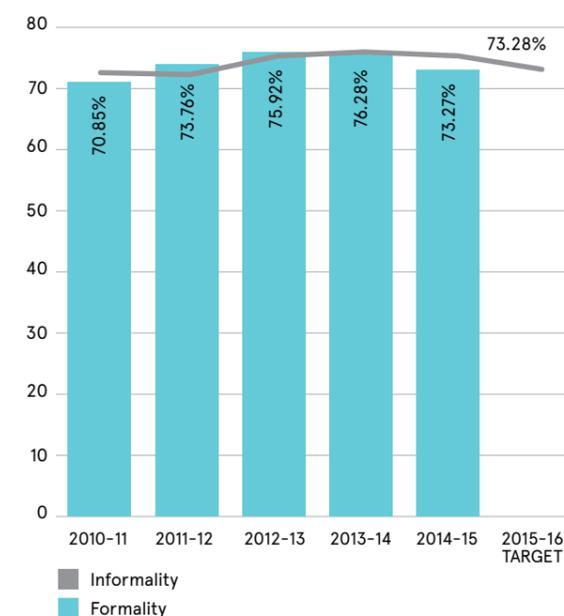
Stage 3. A Penalty Reminder Notice is sent to those who do not pay the infringement penalty. An amount for prescribed costs is added to the original penalty amount.

Where the VEC conducts non-voter follow-up for State elections, by-elections or liquor licensing polls, a final non-voter file is lodged with the Infringements Court for further action. In 2014-15, the VEC continued enforcement of compulsory voting for three local government by-elections and three liquor licensing polls. Enforcement of compulsory voting commenced for the 2014 State election, one State by-election and four liquor licensing polls. In addition, the VEC concluded non-voter follow-up for one State by-election and three liquor licensing polls. Penalties collected for parliamentary elections and liquor licensing polls are transferred to consolidated revenue.

Where non-voter follow-up is conducted on behalf of a municipal council, the VEC provides the council with a final non-voter list and an Infringements Court file. The council makes a decision about further follow-up. In 2014-15, the VEC commenced enforcement of compulsory voting for six councils following local government by-elections. Penalties collected are transferred to the council twice during the enforcement process, the first at the end of the infringements stage and the second at the conclusion of the penalty reminder stage.

Appendix G provides details of all apparent non-voter follow-up and compulsory voting enforcement conducted during 2014-15.

Figure 18: Average turnout, local government by-elections, 2010-11 to 2014-15



## FORMALITY OF VOTING

A vote is declared formal when a voter completes the ballot paper according to the instructions. Conversely, a vote is declared informal when a voter does not complete their ballot paper according to the instructions, or their voting intention is not clear. The VEC aims to increase voters' understanding of how to cast a formal vote. The VEC conducts an analysis of informal voting after each State election and by-election to assist with developing strategies to help reduce informal voting.

### Formality of voting at State elections

The proportion of voters who voted formally for the Legislative Assembly at the 2014 State election was 94.78%, or an informality rate of 5.22%. In voting for the Legislative Council, the formality rate was slightly higher at 96.57%, or 3.43% informality.

Voters who voted informally appear to have done so for a range of reasons including numbering errors, apparently deliberate intention and misunderstanding of how to cast a formal vote (use of crosses and ticks). An analysis of informal votes was conducted after the 2014 State election and the resultant report can be found in the VEC's *Report on the 2014 Victorian State election*.

### Formality of voting at local government by-elections

The average formality rate for local government by-elections conducted in 2014-15 was 96% (or 4.00% informality). This formality rate is a marginal decrease, slightly lower than the average of 96.99% for local government by-elections conducted in the past five years (see Figure 21).

Figure 19: Formality of voting, Legislative Assembly, Victorian state elections, 1996-2014

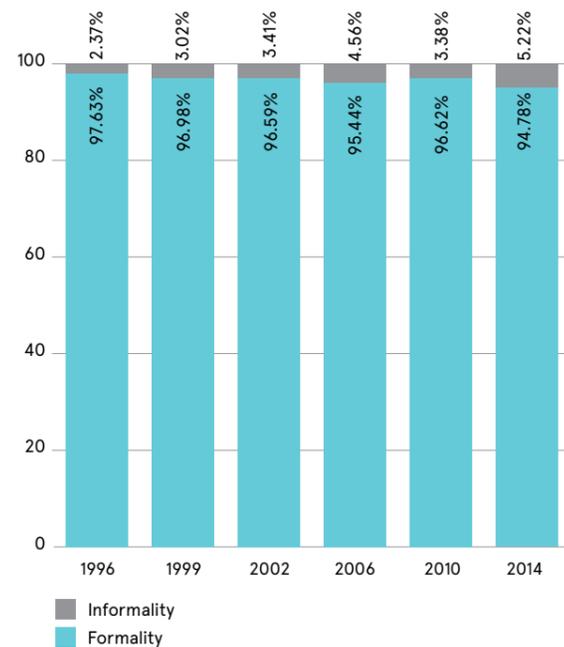


Figure 20: Formality of voting, Legislative Council, Victorian state elections, 1996-2014

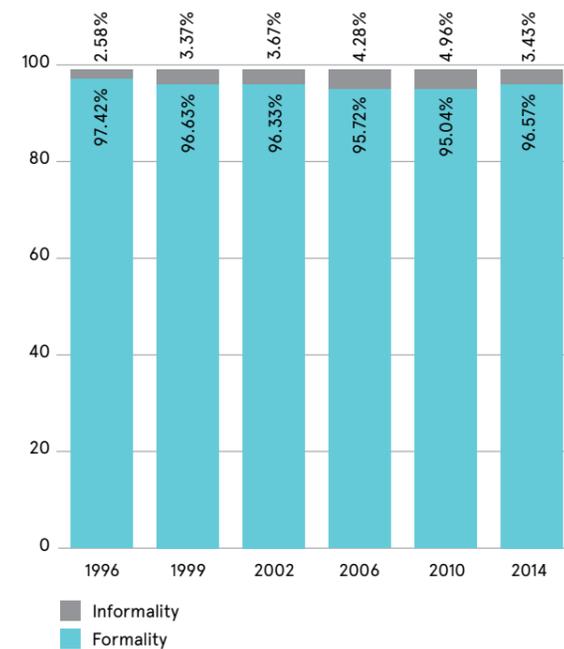
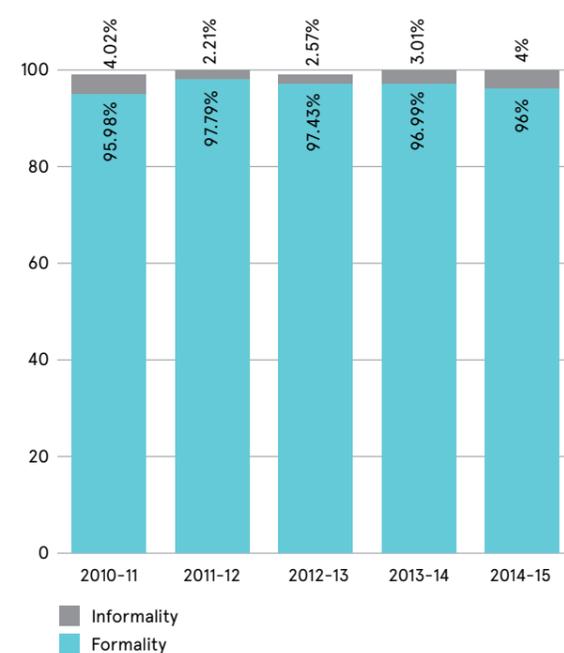


Figure 21: Formality of voting, local government by-elections, 2010-11 to 2014-15



## SERVICES FOR VOTERS

The VEC provides a wide range of information, resources and education outreach services to help electors participate in the electoral process. There is also a special focus on communities typically under-represented, such as Indigenous Victorians, young people, those experiencing homelessness, those from culturally and linguistically diverse communities and electors living with a disability.

### Voter satisfaction

An independent evaluation of the communication campaign and services to voters at the 2014 State election was conducted by Colmar Brunton Social Research.

Voters who were surveyed in relation to the services provided at the 2014 State election offered high praise. Election officials were praised for their helpfulness, assistance and efficiency, and the layout and organisation of voting centres was well received. Overall satisfaction levels for voter groups ranged from 91-95% satisfaction or extreme satisfaction with the services provided by the VEC.

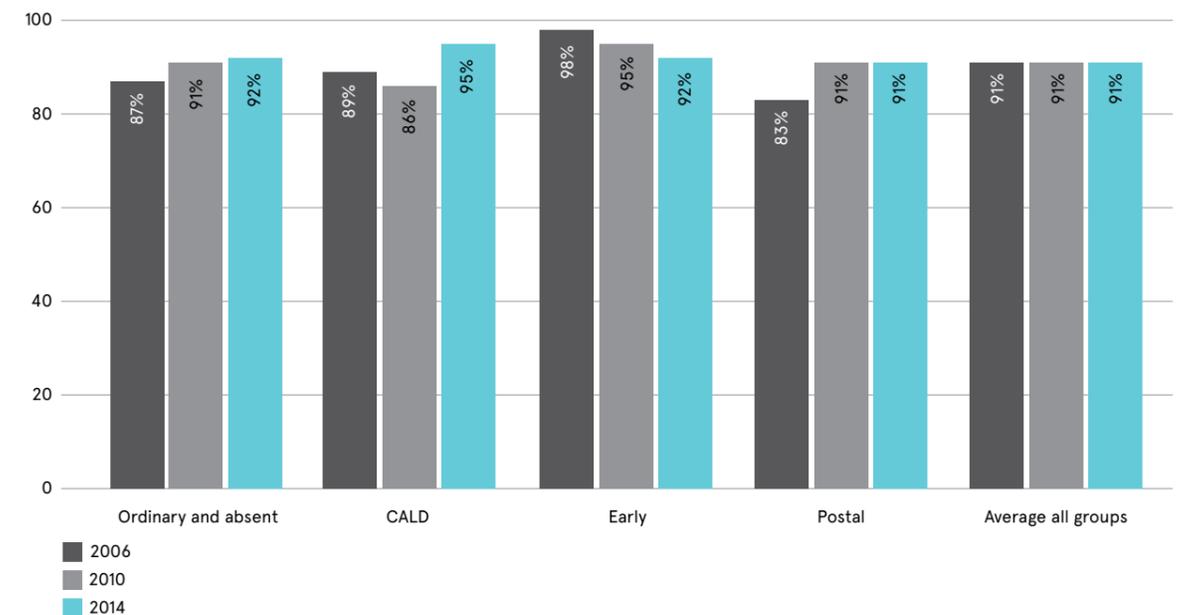
Voters remained satisfied (66%) or highly satisfied (26%), with only a marginal decline in overall dissatisfaction with election services since the previous election. Queues before and on election day were reported as an issue, and impacted on the voters' overall

satisfaction. Half of voters on the day had to wait to vote and the reported length of time in the queue has increased, although half of those who had to wait did so for five minutes or less. The VEC will consider ways of reducing queuing time at future elections.

The research indicated that in virtually all voter groups, far fewer voters could recall having seen any advertising in traditional media (television, print and radio) – especially compared with results in 2010. Upon further investigation, this result has been attributed to greater audience fragmentation in terms of media consumption i.e. there are many more media channels to cover than ever before – extra free to air television, subscription services and online.

This will be taken into consideration when planning future media buying strategies. The full report of the independent evaluation of election services provided by the VEC at the 2014 State election can be found at [vec.vic.gov.au](http://vec.vic.gov.au)

Figure 22: Overall satisfaction with voting services, surveyed voters, Victorian State election, 2006 – 2014



## SERVICES FOR VOTERS WITH SPECIFIC NEEDS

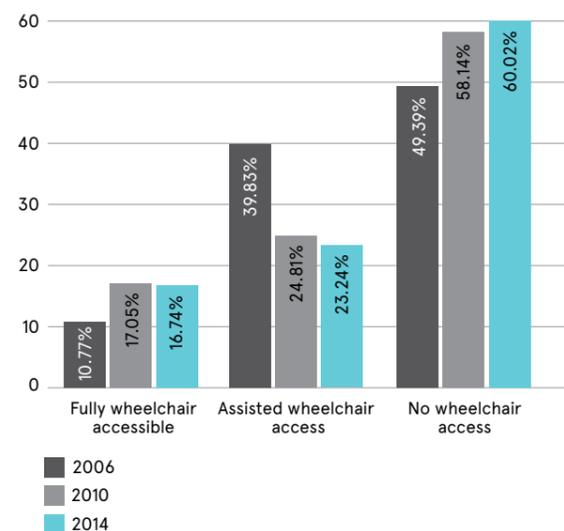
### Disability Action Plan

During the year, the VEC worked with members of its Electoral Access Advisory Group (EAAG) to develop a Disability Action Plan for the 2016-2019 electoral cycle, which will be published in July 2015 and made available on the VEC's website (vec.vic.gov.au). This followed a full reporting to the EAAG of achievements against the previous Plan. Of 47 listed activities, 36 were achieved, 4 were partly achieved and 7 were not achieved. Those not achieved were carried over into the new Plan.

EAAG members were invited to take part in an Action Plan workshop in March to provide input into the content and structure of the new Plan. The draft was then circulated to the wider membership of the EAAG for feedback. Once EAAG feedback was incorporated, the Plan was circulated in June to every council in Victoria, the Office for Youth and Disability and the Ethnic Communities Council of Victoria for further feedback opportunities. A constant theme in the feedback on the Plan was to address the issue of too few fully wheelchair accessible voting centres. The VEC had moved to have this issue included in the current Victorian State Disability Action Plan. However, to date there has been negligible change.

The wheelchair accessibility ratings of election day voting centres at State elections since 2006 are shown in Figure 23.

Figure 23: Proportion of election day voting centres with wheelchair accessibility, Victorian State elections, 2006-2014



### Easy English Guides

Easy English guides are the most frequently requested publications the VEC produces and are particularly suitable for people whose first language is not English or who have a low level of literacy. *Vote in the 2014 State Election* was produced in preparation for November's election and was circulated, along with other election information and materials, to more than 2,500 community organisations (predominantly migrant resource centres). *Vote in the 2014 Victorian State Election*, along with other VEC Easy English guides are available on the VEC's website (vec.vic.gov.au).

Disability agency Scope has invited the VEC to co-present its work on the development of Easy English guides as a case of best practice at the Australasian Society for Intellectual Disability in the first half of 2015-16.

### Voting is for Everyone DVD

The VEC seeks to enable people living with disabilities to fully participate in enrolling and voting. In 2014, the VEC developed a resource pack for the 2014 State election specifically for people living in shared group homes. The resource pack was based on the VEC's *Voting is for Everyone DVD* and facilitation guide. The Department of Health and Human Services (DHHS) played a key role by assisting with the distribution of these packs to over 1,000 shared group homes in early October 2014.

The DHHS and the Victorian Equal Opportunity and Human Rights Commission were identified as partners in this project. In addition, the VEC's Electoral Access Advisory Group provided advice about the *Voting is for Everyone* initiative and, more generally, about how the VEC could facilitate the participation of people with a disability in the electoral process.

## SERVICES FOR VOTERS WITH SPECIFIC NEEDS (CONTINUED)

### Website accessibility

The VEC website was awarded Victorian Best Government website at the 2014 Australian Web Awards.

The VEC website features a number of accessibility features:

- text to speech capability – primarily in English but also several other languages
- improved quantity and availability of in-language content
- weighted font for ease of reading by people who have dyslexia
- the use of Plain English throughout, and
- Easy English conversions, accessed by an 'EasyEnglish' button, on pages containing critical enrolment and voting information.

The website is compatible with a wide range of commonly used accessible software packages and has been independently verified as significantly exceeding the level of accessibility required for Government websites.

Most importantly, should a user have accessibility requirements that aren't already catered for, AccessIN has been incorporated on every page. This service connects users to a live support person who can provide the information they require, while also delivering details about the problem to the VEC for further attention.

The website loads faster and is now fully responsive; meaning it dynamically adapts to work with mobile phones and tablets as well as regular computers.

### Communication Access

After becoming the first Victorian State Government organisation to receive Communication Access Accreditation from disability agency Scope in the previous financial year, the VEC took this to the next level by introducing communication access guidance for staff at early voting centres at the 2014 State election. This commitment ensured that personnel were available and able to assist people with complex communication difficulties, at early voting centres – the voting centres best equipped to provide them adequate time and attention. As part of its Disability Action Plan 2016-2019, the VEC will investigate options for providing communication support with election staff on 'bring your own' technology.

### Accessibility of voting centres

The provision of fully accessible voting centres continues to be an area of focus for the VEC. Every effort is made to lease buildings and facilities that are accessible to people with disabilities. Every early voting and election day voting centre is rated according to its wheelchair accessibility. The audit complies with relevant Australian Standards and assesses building access (internal and external) and path of travel, as well as the availability of accessible parking.

During 2014-15, the VEC has continued working with the Department of Education and Early Childhood, now the Department of Education and Training (DET) to target schools that are used as voting centres for upgrade works. Funds are available as part of the DET's Accessible Buildings Program for accessibility works. If a school applies for funds for this purpose, the DET refers to a list of accessibility constraints listed in the VEC audit and ensures that appropriate remedies are included in any works undertaken. This work results from a commitment made in the Victorian State Disability Implementation Plan 2013-2014, requiring relevant agencies to develop an approach that will increase access to voting centres in electorates with no fully wheelchair accessible voting centres. For the past financial year, five schools have had accessibility remediation works performed or scoped.

### Electronic voting for special category voters

Supervised electronically assisted voting (vVote) was made available at 24 early voting centres within Victoria and at the London early voting centre during the 2014 State election. The VEC deployed a new electronically assisted voting system created in-house by local and overseas expert developers. The new system is the first of its kind to provide end-to-end, independently verifiable, electronically assisted voting (EAV).

For the 2014 State election, a touchscreen tablet-based voting system was deployed, providing a secure, secret, voting session with a range of functions that allowed electors who are blind or have low vision, insufficient literacy skills (whether in the English language or the elector's primary spoken language) or with a motor impairment, to vote independently.

For blind electors or those who could not operate a touchscreen, or preferred not to, the voting system provided audio guidance and took commands via the blackened tablet screen or tactile phone type keypad overlaid on the screen.

Voting was available in English and 19 other languages: Amharic, Arabic, Bosnian, Cantonese, Mandarin, Croatian, Dari, Greek, Italian, Khmer, Korean, Macedonian, Persian, Russian, Serbian, Somali, Spanish, Turkish and Vietnamese. Some audio support was also available in other languages.

Electors who voted electronically were marked off the roll by an election official and provided with a printed candidate list for their district and region. The candidate list is a new security feature forming part of the system's end-to-end verifiability. A total of 1,221 electors opted to use EAV at the 2014 State election.

# SERVICES FOR CANDIDATES AND POLITICAL PARTIES

## Register of political parties

The *Electoral Act 2002* (the Act) requires the VEC to establish and maintain a register of political parties.

In order to qualify for registration, a political party must have a written constitution and at least 500 members who are Victorian electors, party members in accordance with the party's rules, and not members of another registered political party or of a party applying for registration.

It is not compulsory for political parties to be registered to contest an election, but registration gives a party a number of important entitlements. These include:

- the right to have the party's name on ballot papers
- access to enrolment and voter information on a periodic basis
- public funding for parties that attain a specified level of first preference votes.

A list of registered political parties at 30 June 2015 is included as Appendix I.

## Registration of political parties

There was keen interest in party registration in the lead-up to the State election. In 2014, the VEC received applications for registration from 13 new political parties, 11 of which were registered in time for the election. Three parties were registered on the last possible day – 3 November 2014.

Before registering a party, the VEC must be satisfied that the party is an 'eligible political party' within the meaning of the Act. There are two main ways in which the VEC tests a party's eligibility, after confirming that the application is in order. First, the VEC advertises the application, inviting objections to the application. Objections must be received within 30 days after the VEC's notice. At the same time, the VEC writes to the people on the party's membership list, asking those people to confirm whether they are eligible members of the party. To facilitate responses, the VEC includes a simple form and a reply-paid envelope with its letter.

Figure 24: Details of political party registration, 2014-15

| Party                                   | Date of application | Date of registration | Number of objections |
|---|---------------------|----------------------|----------------------|
| Palmer United Party                     | 4 April             | 1 July               | 0                    |
| People Power Victoria – No Smart Meters | 13 May              | 23 July              | 1                    |
| Vote 1 Local Jobs                       | 2 June              | 31 October           | 2                    |
| Voluntary Euthanasia Party (Victoria)   | 6 June              | 25 July              | 1                    |
| Rise Up Australia Party                 | 6 June              | 8 October            | 0                    |
| Animal Justice Party                    | 9 July              | 2 October            | 0                    |
| Australian Cyclists Party               | 21 July             | 14 October           | 0                    |
| Shooters and Fishers Party Victoria     | 12 August           | 20 October           | 1                    |
| Liberal Democratic Party                | 18 August           | 3 November           | 2                    |
| Save the Planet                         | 28 August           | Not registered       | 0                    |
| Voice for the West                      | 8 September         | 3 November           | 1                    |
| No East West Link                       | 10 September        | Not registered       | 4                    |
| The Basics Rock'n'Roll Party            | 17 September        | 3 November           | 0                    |

The VEC received a total of 12 objections to applications to party registration in 2014. Several objections were on the grounds that the applying party was not a real political party because it was a single-issue party, or its aims were unclear, or it had free membership. Other objections were to the name of the party as being misleading or confusingly similar to the name of an existing registered party.

In considering objections, the VEC was guided by the Act, which contains few provisions relating to a party's constitution and none about a party's policies. The only grounds of objection that the VEC can consider are that the party is not an eligible political party, that the application was not correctly made, or that the party's name is inadmissible. Most objections were not on these grounds and so had to be rejected.

There were two objections that the name of the Liberal Democratic Party so nearly resembled the name of the Liberal Party that it was likely to be confused with the Liberal Party. The VEC considered case history and experience in other jurisdictions, and decided that the name of the Liberal Democratic Party was acceptable. There were no objections to the name of Vote 1 Local Jobs, but there were two objections to its proposed abbreviation, "LJP". In this case, the VEC rejected the argument that the abbreviation was confusingly similar to the abbreviation of the Liberal Party, but concluded that the proposed abbreviation was not a proper abbreviation of the party's name, and required the party to change its abbreviation.

Responses to the VEC's mail-outs to the lists of party members varied considerably. The VEC allowed parties to provide supplementary lists of members, and wrote to those on the supplementary lists. This process can take some time. The VEC only registered a party when it was satisfied, through the independent, signed confirmation of the members themselves, that the party had at least 500 eligible members. A total of 21 parties were registered for and contested the 2014 State election. Figure 24 shows the details for party registration in 2014.

# SERVICES FOR CANDIDATES AND POLITICAL PARTIES (CONTINUED)

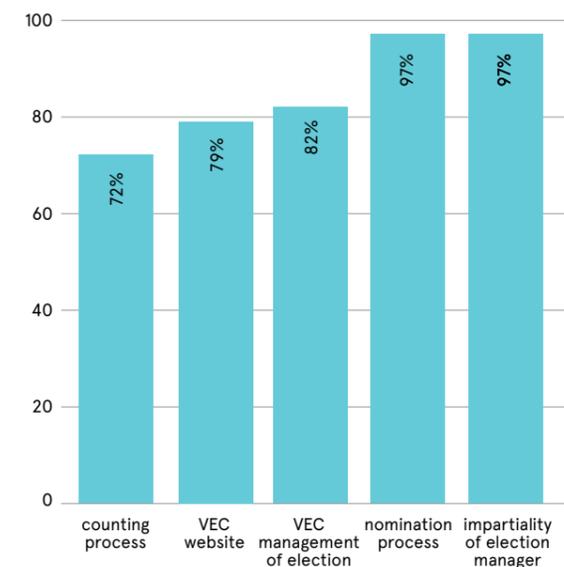
## Review of registered political parties

Section 52 of the Act requires the VEC to review the registration of a political party as soon as possible after an election if the party obtains an average of less than 4% of the first-preference votes over all electorates contested by the party. Seventeen registered parties failed to reach the 4% threshold in the 2014 State election, and were therefore due for review by the VEC.

To conduct the reviews, the VEC developed a process that was less burdensome than in previous reviews, while still ensuring that the VEC could be confident about whether the party had enough members to retain its registration. Instead of writing to all on the membership lists provided by the parties, the VEC wrote to a random sample of 100 per party. If there was a poor response to a sample mail-out, the VEC wrote to everyone on the membership list.

As at 30 June 2015, eleven parties had retained their registration, two parties had been de-registered (the Palmer United Party de-registered voluntarily and Voice for the West failed to respond to the VEC's binding request to provide information). Reviews of four parties are ongoing at the time of this Report.

Figure 25: Satisfaction with election services, 2014 State election, candidates



## Candidates and registered political parties satisfaction with services

Candidates were typically quite positive about election managers within their electorate. Almost all candidates (97%) were either extremely satisfied (84%) or satisfied (13%) with the election manager's impartiality at all times – a big improvement on the 78% result in 2010. Nominations, ballot draws, responding to enquiries and registration of how-to-vote cards all received extremely favourable responses. Results of the satisfaction survey of candidates is included as Figure 25.

Overall satisfaction with communication and services showed a decrease from the previous election (82% in 2014, down from 93% in 2010). Overall satisfaction with the conduct of the election was 82%.

Political party representatives were unanimously positive about the VEC's overall performance in the 2014 election. Some of the processes required by the VEC, particularly in relation to enrolment and "How to vote" cards, were described as time consuming and/or complex. However, there was a widespread understanding that such requirements are necessary to ensure that relevant legislation is complied with and to ensure a fair and well run election. In addition, it was noted that help was readily available from knowledgeable VEC staff if and when needed. Relatively few negatives were identified. The most commonly suggested areas of improvement for future elections were:

- Shortening of early voting period (requires legislative change)
- Faster counting of early votes
- Discontinuing the practice of using joint voting centres covering two electorates
- Requirement for all postal votes to be returned directly to the VEC (rather than to political parties)
- More attention to voting centre logistics (e.g. provision of shade, toilets)
- Improved training of voting centre staff to ensure that they operate appropriately within their areas of responsibility
- A separate section of the VEC website for political party representatives to log into.

Feedback and results from stakeholder surveys, along with other information and evaluations, will inform the VEC's planning for future elections.

# COMMUNITY EDUCATION AND ENGAGEMENT

The VEC's community education and engagement work ranges from in-depth education about the importance of being active citizens in an Australian democracy, to the provision of information and awareness of elections to particular audiences – those who may not necessarily access the VEC's broader election campaigns, or who require specialist information according to their circumstances.

This year the major effort has been on providing electoral information and education sessions in the lead up to the State election. Through distribution of the State election Community Information Kits, over 2,500 community-based organisations were informed about the VEC services. This generated a significant interest in electoral information services for community.

As a result the VEC offered specialised and tailored support presenting 140 activities to over 6,000 participants across Victoria. Apart from electoral information sessions, the VEC has attended significant community events, during which information about elections and enrolment was provided.

## Passport to Democracy

The *Passport to Democracy Program* resources were published online this year in order to make them readily available for teachers and students. The program continues to engage students by linking the issues young people care about to the democratic process in Victoria. The redeveloped website now contains online activities for students and 16 new lesson plans for teachers.

This year the Program was delivered to 6,603 students across 99 schools. In-class support for the delivery of the Program was requested by 19 schools, during which the VEC facilitated the participation of 763 students in a classroom mock-election on student selected issues.

The VEC delivered citizenship-based teacher professional development through the Civics and Citizenship Network and the Victorian Applied Learning Association. Through collaboration with pre-service teacher courses at University of Melbourne and Monash University, the VEC was given opportunity to present workshops on civics and citizenship education to student teachers.

In addition, through a partnership with the Victorian Student Representative Council – the peak body representing secondary students in Victoria – the VEC delivered 12 teacher professional development workshops in metropolitan and regional areas.

## Engagement with Indigenous communities

The VEC continued its work with Aboriginal and Torres Strait Islander (ATSI) youth through its sponsored Richmond Emerging Aboriginal Leaders (REAL) and Laguntas Program within the Korin Gamadjji Institute (KGI). The aim of the REAL Program is to support identified, potential ATSI future leaders (aged 14 to 17 years) in developing their leadership skills and qualities, knowledge of health and wellbeing and cultural pride.

The VEC has worked with the REAL program staff in the development of workshop materials that are culturally appropriate and reflect the program goals. A total of 152 participants aged 14-16 took part in seven active citizenship sessions during 2014-15. The Laguntas Program is designed for young ATSI men (aged 16-18 years) and is an initiative of the KGI/Richmond Football Club and AFL Victoria. The Program provides genuine access to TAC Cup, VFL and AFL pathways. The Program also supports participants to build on cultural pride, leadership, health and wellbeing and helps the young men identify their career aspirations and potential pathways. Three active citizenship sessions were held with the Laguntas program participants during 2014-15.

## Homeless not Voteless

The VEC's Homeless not Voteless Program aims to ensure that everyone has access to the electoral process, regardless of their current living situation. The Program provided enrolment outreach sessions and mobile voting prior to the State election in homelessness agencies and temporary accommodation centres. A total of 20 mobile voting sessions were held at homelessness agencies for the 2014 State election, with 320 votes taken.

The VEC will continue to offer outreach sessions to the homelessness sector in the non-election period.

## People living with a disability

In preparation for the 2014 State election, a dedicated Disability Outreach Officer was appointed to increase the VEC's engagement with the disability sector and run education sessions for people living with disabilities. Fifteen sessions were conducted for people in a range of disability groups, with the aim of increasing participants' awareness of their right to vote, the support available to assist people with disabilities to vote and their understanding of how to vote correctly.

The focus for the first half of 2015 has been the completion of the Disability Action Plan in conjunction with the Electoral Access Advisory Group.

# COMMUNITY EDUCATION AND ENGAGEMENT

(CONTINUED)

## CALD communities

The VEC's Democracy Ambassador pilot project continued throughout 2014-15. The project aim is to increase political literacy and consequent participation in the electoral system, by providing electoral information sessions to the Horn of Africa (Eritrea, Somalia, Ethiopia), Sudan and South Sudan Communities. A total of 26 community members were employed as Community Educators and delivered 75 sessions to their communities. Sessions were delivered in community languages and English in a range of community settings such as churches, community halls and private homes. The employment and training of community members has enabled the VEC to continue providing this service to the community.

The Community Educators have delivered electoral information sessions to a variety of CALD community groups. A total of 2,393 CALD community members took part in the 102 information sessions. As a result, post-session evaluation indicated that 98% of participants understand that voting is compulsory, 93% understand how to vote correctly, and 88% are aware of the fact that voting assistance is available for people who have low English language literacy.

The VEC reaches out to small to medium-size community and cultural events such as the Refugee Week (hosted by Western Bulldogs Football Club) and Africa Day. Around 1,770 community members attended eight events in which the VEC participated. Through attendance at key community and cultural events, the VEC further reinforces the message about the importance of voting and participation in the electoral process to existing, new and emerging CALD communities.

Over the next 12 months, the VEC will focus on developing an active citizenship education session for new, emerging and existing community leaders.

# COMMUNICATION

## Advertising

Advertising plays a key role in informing and engaging Victoria's electors with the electoral process. In 2014-15 the VEC delivered a major advertising campaign for the State election, in addition to placing 258 advertisements and notices to service more than 50 different legislative events.

The 2014 State election advertising campaign ran between 29 September and 19 December across print, television, radio, online and social media. The campaign featured an entirely new look and messaging strategy. Based on findings from research sessions with young Victorians, the 2014 campaign used paper as a visual metaphor to associate people with their vote and the election outcome. To further highlight the importance of every vote, each advertisement included a real statistic from a close election result.

Five television commercials were screened covering enrolment, early voting, voting with assistance, how to vote and the importance of preferences. Each featured a cast of diverse paper characters that were carried across equivalent advertisements in print, online and on billboards.

Despite achieving higher than targeted reach and frequency, the splintered media landscape meant that fewer surveyed people could recall specific campaign messages across traditional media. However, social media achieved outstanding results, as discussed further below.

## Social media

Social media, specifically Facebook and Twitter, were key communication outlets during the 2014 State election. The VEC posted 478 tweets and 123 Facebook comments during the election period realising follower increases of 36% and 56% respectively. For every tweet by the VEC, approximately seven other users posted in response. On Facebook, timeline posts by Facebook users outnumbered posts by the VEC by a factor of 2:1 and each post by the VEC drew an average of 35 likes.

In addition to reaching a broad spectrum of Victorian electors organically, key posts from the State election campaign were promoted as part of the broader advertising campaign. Promoted messages reached many hundreds of thousands of young electors, who were targeted on the basis of age and interest, peaking on election day with 687,000 people viewing VEC messages.

## SELECTIONS magazine

The VEC's annual stakeholder magazine, SELECTIONS was distributed to Members of Parliament, local councils and other stakeholders in July 2014. This was the last printed edition of the publication and it focused on the planning process for the 2014 State election and the redivision of Victoria's State electoral boundaries among other key activities.

The 2015 edition of SELECTIONS will be distributed exclusively via email for the first time in July 2015.

# INTERACTION WITH ELECTORAL BODIES

The VEC works with various national and international electoral bodies with the aim of supporting increased innovation and electoral harmonisation across Australia and globally. The exchange of ideas, collaborative research and discussion on key matters of interest with other electoral bodies is an important basis for continued innovation. Reciprocal staff secondment arrangements and resource sharing is also key to this collaboration. These interactions also support the VEC's commitment to recommending and advising on relevant legislative change in Victoria.

During 2014-15, the VEC worked with a range of electoral bodies on matters relating to electoral administration and legislation. The VEC also benefited from secondments of staff from electoral bodies around Australia during the critical election period. In addition, representatives from State and Federal commissions, as well as delegates from electoral bodies in New Zealand, Bougainville and Thailand attended election day briefings and associated activities.

## Electoral Council of Australia and New Zealand

The Electoral Council of Australia and New Zealand (ECANZ) is a consultative forum with membership comprising Commonwealth, New Zealand, State and Territory Electoral Commissioners. This recognises the strong association and commonality existing between these organisations. It met on four occasions in 2014-15.

ECANZ considers best practice and innovation in activities such as the maintenance of electoral rolls, the operation of new electoral legislation and the management of elections. During the year the ECANZ consulted on a range of issues including enrolment strategies, the security and handling of critical election material, technology in elections and the impact of changing mail delivery patterns and associated costs.

Electoral roll management, technology, education and research, and operational planning will continue as a focus for ECANZ in 2015-16.

## State and Territory Electoral Commissions

State and Territory Electoral Commissions (STEC) is a forum established by State and Territory Electoral Commissioners to consider electoral policy, research and operational matters of mutual interest. STEC consists of the Electoral Commissioner from each State and Territory and since October 2012, New Zealand. The Australian Electoral Commission also participates in STEC activities other than those related to the conduct of council elections.

STEC also provides the opportunity for personnel within each commission to collaborate on projects with similar objectives and to share resources across jurisdictions.

During the 2014-15, STEC met on four occasions, concluding the work on better informing and engaging with culturally and linguistically diverse persons. The report on this subject was first-rate outlining the strengths of the co-operative research model adopted. Effective collaboration under the banner of STEC was strongly evident with a combined hardware purchase by Victoria, Queensland and New South Wales, and the successive use of this hardware in three State elections over five months.

## Electoral Boundaries Commission

The VEC is required by legislation to provide administrative and technical services to the Electoral Boundaries Commission. The Report of the Electoral Boundaries Commission 2014-15 is included in this Report (Appendix N).

The electoral boundaries established by the recent redivision applied at the issue of the Writs for the State election in November 2014. A number of complaints were received in relation to the advertising and communication of the new boundaries and some reported confusion relating to candidates claiming to represent electors within new District boundaries prior to the election. These complaints were responded to and information and explanations were provided.

## Electoral Matters Committee

The VEC has an interest in the work of the Electoral Matters Committee (EMC), a Joint Investigatory Committee of the Parliament of Victoria. The EMC comprises seven Members of Parliament drawn from both Houses. Its powers and responsibilities are determined by the *Parliamentary Committees Act 2003*.

Terms of reference for the Inquiry into the Conduct of the 2014 Victorian State Election were passed in early May. The VEC met with the new Committee members on 22 June to provide an overview of the VEC's role, current work program and initial analysis of the 2014 State election. The VEC has lodged a written submission to the current inquiry and will appear before the Committee at their Public Hearings scheduled for early August 2015.

## Arrangements with other electoral agencies

In a reciprocal arrangement, the VEC provides election services such as voting services and information provision for other electoral agencies (See Figure 26).

The VEC also provides staff secondment to other electoral agencies in Australia (and occasionally overseas) for short periods to provide assistance and expertise at electoral events. During Victorian election periods, reciprocal services are provided to Victorian electors by these agencies. Figure 27 shows the staff seconded to the VEC from other agencies during 2014-15. The VEC thanks these 14 people, and their home agencies for their contribution to the success of the election.

## International electoral bodies and visitors

During the 2014 State election the VEC hosted international delegations from New Zealand, Thailand and Bougainville. Briefings on key aspects of the election were provided by the Electoral Commissioner and Managers. Discussions were also held with Mr Barry Quirk CBE, Chief Executive of the City of Lewisham, England, on the conduct of local government elections.

## Complaints Management

This was my first election experience and it was the adrenaline and excitement that stood out to me the most. As election day approached and our schedules grew busier the office seemed to swell in size with eager staff. It was an exciting atmosphere that reflected the passion and enthusiasm that we all felt towards democracy in Victoria. In answering complaints, I was privy to the depth of commitment felt by candidates vying for election, but also to the heightened emotions and, in some cases, the disappointments and concerns that must necessarily accompany an election. It was an amazing insight into the world of democracy and a wonderful event to be a part of.



Carrie



Figure 26: Voting services provided for other electoral agencies, 2014-15

| Election date | Jurisdiction       | Election   | Total votes |
|---------------|--------------------|--|-------------|
| 20/09/14      | New Zealand        | New Zealand General Election   | 634         |
| 18/10/14      | Western Australia  | Vasse District By-election   | 3           |
| 18/10/14      | Northern Territory | Division of Casuarina By-election  | 0           |
| 6/12/14       | South Australia    | Fisher District By-election  | 0           |
| 31/01/15      | South Australia    | Davenport District By-election   | 10          |
| 31/01/15      | Queensland         | State election   | 890         |
| 27/03/15      | New South Wales    | State election - access to computers for iVote provided                    | 88          |
| 2/05/15       | Tasmania           | Legislative Council elections for Derwent, Mersey and Windermere Divisions | 9           |

Figure 27: Staff secondments from other electoral agencies, 2014-15

| Election date | Jurisdiction       | Election                 | Total staff | Total days |
|---------------|--------------------|--------------------------|-------------|------------|
| 29/11/14      | Northern Territory | Victorian State Election | 3           | 36         |
| 29/11/14      | Tasmania           | Victorian State Election | 1           | 15         |
| 29/11/14      | Queensland         | Victorian State Election | 3           | 30         |
| 29/11/14      | Western Australian | Victorian State Election | 7           | 115        |

# our PEOPLE

Inside this section



## 2014-15

Strategic initiatives 2014-15

| Strategic initiative | 21. Effectively engage staff in the performance and development (P&D) program   |
|----------------------|---|
| Result 2014-15       | This initiative has delivered: <ul style="list-style-type: none"> <li>Structured P&amp;D program with defined timelines, protocols, roles and responsibilities</li> <li>Workshops and learning sessions for staff and managers on the VEC values and behavioural standards as featured in the P&amp;D plans</li> <li>Feedback forum for managers</li> <li>Evaluation, review and revision of the P&amp;D program in response to staff consultation</li> </ul> |
| Outlook 2015-16      | Human resources will continue to monitor and provide ongoing advice and support to ensure full engagement in the P&D process  |



### Strategic intent

The VEC will have a culture that fosters professional growth and development, ensures a safe, inclusive and engaging work environment and leads to high quality staff performance

### Enablers

- Robust performance management and professional development
- A safe and inclusive working environment
- Effective skill, information and knowledge transfer

### Achievements, 2014-15

- Occupational Health and Safety Management System re-developed with a focus on risk identification and management
- Refresher training and support provided to underpin the Performance and Development program
- Average of 5.2 days of training per FTE provided to staff

## 2015-16

Priority strategic initiatives 2015-16

| Enabler  | Strategic initiative  | Success indicator   |
|--|---|---|
| Robust performance management and professional development | 24. Develop and implement targeted organisational wide training and development | <ul style="list-style-type: none"> <li>Performance and development is aligned with corporate planning</li> <li>Core competency training delivered to staff where there is an identified need</li> </ul> |

### Outlook 2015-16

- Develop and deliver a learning and development strategy to ensure staff are skilled and productive, and able to deliver on their role accountabilities
- Review the OHSMS and risk register to ensure that the VEC proactively creates a safe workplace with a focus on staff wellbeing
- Establish a corporate policy register

# HUMAN RESOURCE MANAGEMENT

With the successful implementation of a new Performance and Development (P&D) Program in 2013-14, the focus in 2014-15 was to effectively engage staff in the P&D program.

The VEC Management Group identified five key strategic priorities for the financial year. Branch key result areas were reviewed and ratified, and operational plans were established in alignment with these priorities. Staff developed their key performance indicators (KPIs) in collaboration with their manager.

With acknowledgement that the behavioural standards were introduced as a recent component of the performance assessment criteria in 2013-14, a number of *Talking Behaviours* workshops were developed and delivered. The workshops were interactive, incorporating case studies and exploring the VEC values and the impact that behaviours can have on the working environment. During the workshops the definition of the values was explored and a series of behavioural statements were identified and published around the VEC.

Human resources personnel also administered a number of interactive information sessions focussing on key performance milestones throughout 2014-15, including the establishment of Key Performance Indicators, mid-year reviews and finalisation of performance evidence in preparation for the end of year review. One of the key areas explored in these sessions was giving and receiving feedback.

### Position Review Project

During 2014-15, a review of position descriptions was conducted. The VEC management group and people managers reviewed current workforce structures to ensure that individual role accountabilities were relevant and aligned to core business. The review was undertaken in consultation with staff, and resulted in some roles being redesigned to match business requirements. For the majority of position descriptions, only minimal changes were required.

Figure 28: Active staff in last pay period June 2014-15

|      | Ongoing Employees  |                       |                       |       | Fixed Term         |      | Casual             |      |
|------|--------------------|-----------------------|-----------------------|-------|--------------------|------|--------------------|------|
|      | Number (Headcount) | Full Time (Headcount) | Part Time (Headcount) | FTE   | Number (Headcount) | FTE  | Number (Headcount) | FTE  |
| 2015 | 62                 | 59.80                 | 23                    | 21.20 | 16                 | 6.3  | 14                 | 11.3 |
| 2014 | 65                 | 62.5                  | 20                    | 18.8  | 14                 | 11.3 | 6                  | 2.6  |
| 2013 | 62                 | 58.4                  | 16                    | 16    | 6                  | 2.6  | 9                  | 5.2  |
| 2012 | 60                 | 56.7                  | 16                    | 16    | 9                  | 5.2  | 9                  | 6.1  |
| 2010 | 59                 | 47                    | 12                    | 54.9  | 17                 | 16.3 | 10                 | 5.3  |

Notes: FTE = Full time equivalent  
 Excluded are those on leave without pay, or absent on secondment, external contractors and temporary staff employed by employment agencies.  
 Election appointees to statutory offices as defined in the Public Administration Act 2004 and election casual staff employed under the Electoral Act 2002.

Figure 29: Staff by gender, at 30 June 2014-15

|        | Ongoing   |      | Fixed Term and Casual |       |
|--------|-----------|------|-----------------------|-------|
|        | Headcount | FTE  | Headcount             | FTE   |
| Male   | 25        | 25   | 14                    | 10    |
| Female | 37        | 34.8 | 25                    | 17.50 |

Figure 30: Recruitment, departures and turnover, 2011 to 2015

|         | Headcount | FTE  | Commencements FTE | Departures FTE | Staff turnover (% departures/FTE) |
|---------|-----------|------|-------------------|----------------|-----------------------------------|
| 2014-15 | 62        | 59.8 | 4                 | 5              | 8.36%                             |
| 2013-14 | 65        | 62.5 | 17.2              | 4.6            | 7.36%                             |
| 2012-13 | 62        | 58.4 | 13                | 3.8            | 6.51%                             |
| 2011-12 | 60        | 56.7 | 6                 | 5.2            | 9.17%                             |
| 2010-11 | 59        | 55   | 11.5              | 2.6            | 4.73%                             |

### Recruitment and turnover

In 2014-15, the VEC focused on introducing efficiencies in the recruitment and selection process. Recruitment staff were supported to increase their skill in the use of Springboard, an online recruitment application, to streamline the recruitment process. Applicants numbers varied for open roles, ranging from an average of 30 applications for more specialised roles like the Communications Branch Team Leader, to in excess of 200 applications for an enrolment services officer position. VEC recruitment policies and procedures have been redeveloped and ratified for use early in 2015-16.

Figure 30 shows staff full time equivalent (FTE) recruited to and departing from ongoing roles from 2010-11 to 2014-15. Recruitment requirements vary according to electoral activity and staff movements. Peaks are generally reflective of the electoral cycle.

### Election recruitment campaign

The VEC worked with human resources information systems provider, Aurion, to configure an automated recruitment and payroll process to manage over 23,000 casual election staff during the 2014 State election period. A call centre was set up to provide assistance to people using the system for the first time and, while a small number of complaints were received relating to the system, overall it was very successful, significantly reducing the paperwork and manual processing at all stages of employment, and giving easy, secure access to personal employment and payroll information to casual staff.

### Employment diversity

The VEC has an inclusive employment policy, and where practicable, makes more than the minimum required adjustments for staff with specific needs. A commitment in the VEC's Disability Action Plan is that all externally advertised roles and vacancies are forwarded to the VEC Electoral Access Advisory Group, whose members have committed to disseminating information about these roles to the various groups they represent.

Figure 31: Recruitment (FTE ongoing) 2010-11 to 2014-15

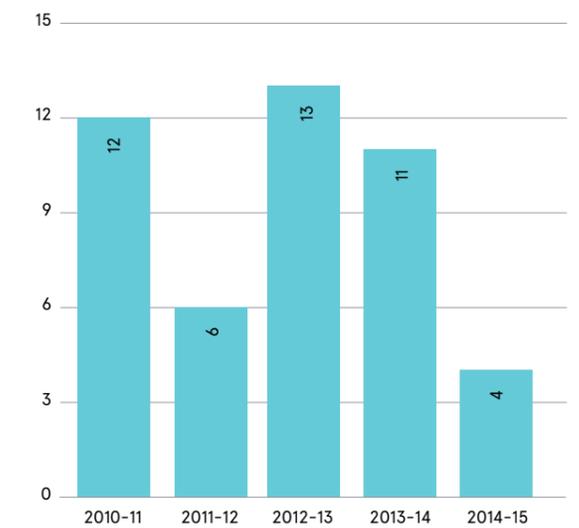


Figure 32: VEC staff by gender, 2010-11 to 2014-15



## KNOWLEDGE CAPITAL

With just over 60 ongoing core staff, and the need to engage a large number of temporary staff for a short time during major electoral events, it is imperative that VEC staff are subject matter experts.

This expertise is acquired through job rotations, project work and targeted training and development. With over 45 major projects delivered in 2014-15, project management skills are critical. The VEC's Project Management Framework and associated methodology, introduced in 2013-14 supports staff to navigate through the project lifecycle and provides a set of tools and templates to aid consistency and collaboration. During 2014-15, the VEC continued to invest in project management coaching and training, and further refresher training is scheduled for 2015-16.

The VEC is also committed to gaining insights from other electoral commissions. In 2014-15 the Electoral Commissioner and Deputy Electoral Commissioner travelled interstate to join the visitor programs for the New South Wales and Queensland State elections. These programs coincided with meetings of two electoral groups – the Electoral Council of Australia and New Zealand, and the State and Territories Electoral Commissioners, which they also attended.

### Training

An important element of the annual performance and development planning process is the identification of training needs at individual and organisation-wide levels and the setting of personal and organisational development goals to support the achievement of performance goals, role accountabilities and organisational objectives.

Individual goals and associated learning outputs – what individuals will be able to do, demonstrate or show if they achieve their learning goal are agreed and documented in P&D plans. Staff commit to actions, which may include on the job learning, job shadowing, establishing a coaching contract, mentoring and attending specific training courses where identified.

In 2014-15, individual learning goals led to the establishment of an internal secondment, the allocation of professional mentors, a formalised job shadowing schedule, subscription to professional networking forums, a variety of project roles, as well as the completion of a range of certification courses.

Organisation-wide training addresses identified areas of skills and knowledge necessary for the achievement of organisational objectives, and supports staff in personal and professional development.

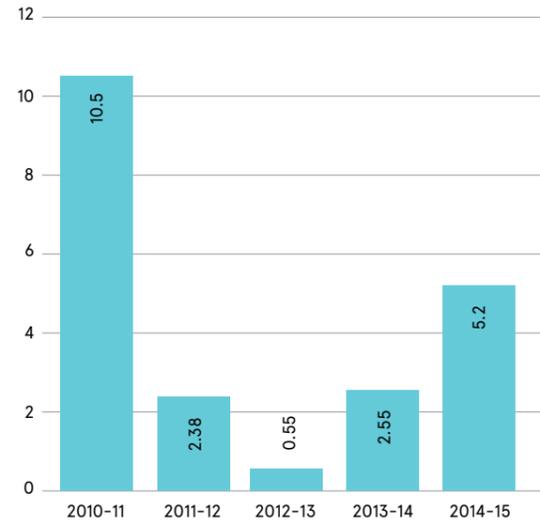
*Talking Behaviours* Level 1 was provided to all employees in March 2015, and explored organisational culture, values and behaviours. Level 2 in April, targeted the people management group and focused on fostering a positive culture, creating effective teams and exploring behaviours in the workplace.

*Managing Workplace Relationships* training was presented in May 2015 to non-managers and managers. These half-day sessions provided practical strategies to establish productive relationships with peers while optimising interactions. The management session was scenario-based with managers working through complex situations in teams.

The VEC invested in occupational health and safety training which included: first aid refresher training, training for health and safety representatives, online defibrillator training and manual handling training.

During 2014-15, staff attended an average of 5.2 days of formal training per FTE (see Figure 33). VEC staff were also encouraged to attend practice group forums, public administration workshops and a variety of networking sessions.

Figure 33: Training days per FTE, 2010-11 to 2014-15



Note: Figures exclude training for election officials.

## OCCUPATIONAL HEALTH AND SAFETY

In 2014-15, as part of a strategic initiative aimed at ensuring a safe and inclusive working environment, the VEC undertook a review and redevelopment of the Occupational Health and Safety Management System (OHSMS) and identified areas for improvement in preparation for the 2014 State election.

Occupational health and safety (OHS) roles and responsibilities have been redefined and hazard and incident management structures established. These include the establishment of a comprehensive OHS and Emergency Risk Register with 53 risks (hazards) logged and control measures identified and enacted. A Safety Action Plan has been established to log incidents and hazards. Actions are developed, allocated to staff and monitored by the health and safety representatives (HSR). OHS reporting was formalised and performance targets introduced. On-site contractor management protocols were enhanced and the OHS induction module was reviewed and updated. OHS content in the election manuals used by election appointees was also updated.

The OHSMS was relaunched via a half day training program developed by the VEC human resources team, and provided to VEC people managers to ensure they understand the critical role they have in ensuring a safe workplace for staff. Training was well-received, with 90% of the Management group attending.

The VEC Management group has committed to maintaining and monitoring the OHSMS, integrating it with daily business activities and making relevant OHS information readily available to staff.

### Staff well-being services

In January 2015 the VEC rolled out an annual well-being program that incorporates a number of activities scheduled throughout the calendar year. The program makes available useful and informative facts about common health issues and preventative actions.

The range of activities offered during 2015 included an International Women's Day – *Make it happen celebration*, a women in VPS networking event open to all staff, and a Cultural Diversity Week – *Amazing Race* activity in which staff moved through "pit-stops" around the world solving cultural trivia questions. Other activities included an Alzheimers Australia information session – *Your brain matters – the power of prevention*, which provided advice and practical strategies on the common issues raised about dementia, an information session presented by Diabetes Australia that included a self-assessment to measure individual risk, and an information session on the services that can be accessed via the VEC Employee Assistance Program which the VEC has also made available to immediate family members. Staff were also able to access a flu injection, with over 80% taking advantage of that service.

# OCCUPATIONAL HEALTH AND SAFETY (CONTINUED)

Figure 34: The VEC's performance against OHS management measures, 2010-11 to 2014-15

| Measure                               | KPI   | 2010-11   | 2011-12   | 2012-13   | 2013-14     | 2014-15   |
|---------------------------------------|---|-----------|-----------|-----------|-------------|-----------|
| Incidents                             | Staff FTE (not including casual staff)  | 68.5      | 72.7      | 72.4      | 81.3        | 81        |
|                                       | No. of incidents  | 12        | 6         | 17        | 9           | 6         |
|                                       | Rate per 100 FTE  | 17.52     | 8.25      | 23.48     | 11.07       | 7.41      |
| Claims                                | No. of standard claims  | 2         | 0         | 1         | 2           | 0         |
|                                       | Rate per 100 FTE  | 2.92      | 0.00      | 1.38      | 2.46        | 0.00      |
|                                       | No of lost time claims  | 0*        | 0         | 0         | 2           | 0         |
|                                       | Rate per 100 FTE  | 0.00      | 0.00      | 0.00      | 2.46        | 0.00      |
|                                       | No of claims exceeding 13 weeks   | 0         | 0         | 0         | 0           | 0         |
|                                       | Rate per 100 FTE  | 0.00      | 0.00      | 0.00      | 0.00        | 0.00      |
| Fatalities                            | Fatality claims   | 0         | 0         | 0         | 0           | 0         |
| Claim costs                           | Average cost per standard claim.  | 3,066     | 3,893     | NA        | 2,274       | 8,576     |
| Return to work                        | Percentage of claims with RTW plan <30 days.  |           |           |           |             |           |
| Management commitment                 | Evidence of OHS policy statement, OHS objectives, regular reporting to senior management of OHS, and OHS plans (signed by CEO or equivalent).   | completed | completed | completed | In progress | completed |
|                                       | Evidence of OHS criteria in purchasing guidelines (including goods, services and personnel).  | completed | completed | completed | completed   | completed |
| Consultation and participation        | Evidence of agreed structure of designated workgroups (DWGs), health and safety representatives (HSRs), and issue resolution procedures (IRPs). | completed | completed | completed | completed   | completed |
|                                       | Compliance with agreed structure on DWGs, HSRs, and IRPs.   | completed | completed | completed | completed   | completed |
| Risk management                       | Percentage of internal audits/inspections conducted as planned.   | NR        | NR        | 71%       | 100%        | 100%      |
|                                       | Percentage of issues identified actioned arising from:  |           |           |           |             |           |
|                                       | - internal audits   | NR        | NR        | 100%      | 100%        | 100%      |
|                                       | - HSR provisional improvement notices (PINs)  | NA        | NA        | NA        | NA          | NA        |
| - WorkSafe notices                    | NA  | NA        | NA        | NA        | NA          |           |
| Training                              | Percentage of managers and staff that have received OHS training:   |           |           |           |             |           |
|                                       | - induction   | 0%        | 100%      | 100%      | 100%        | 100%      |
|                                       | - management training   | 0%        | 100%      | Scheduled | *0%         | 100%      |
|                                       | - contractors, temps, and visitors.   | NA        | NA        | NA        | NA          | 100%      |
|                                       | Percentage of HSRs trained:   |           |           |           |             |           |
|                                       | - acceptance of role  | 100%      | 100%      | 100%      | 100%        | 100%      |
| - re-training (refresher)             | 100%  | 100%      | 100%      | 100%      | 100%        |           |
| - reporting of incidents and injuries | 100%  | 100%      | 100%      | 100%      | 100%        |           |

NR: not reported  
\*Figures corrected

Figure 35: Claims for WorkCover or workers compensation, 2010-11 to 2014-15

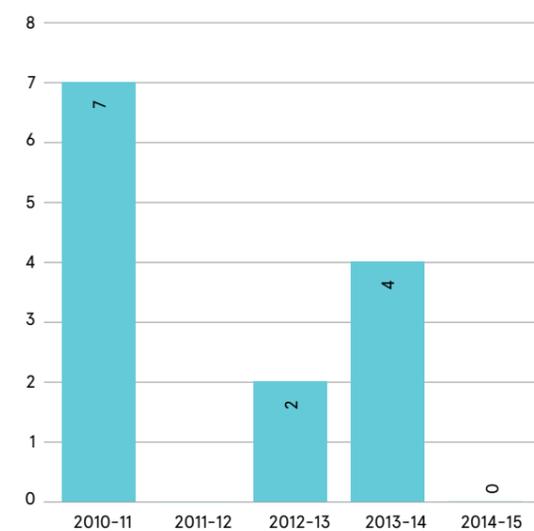
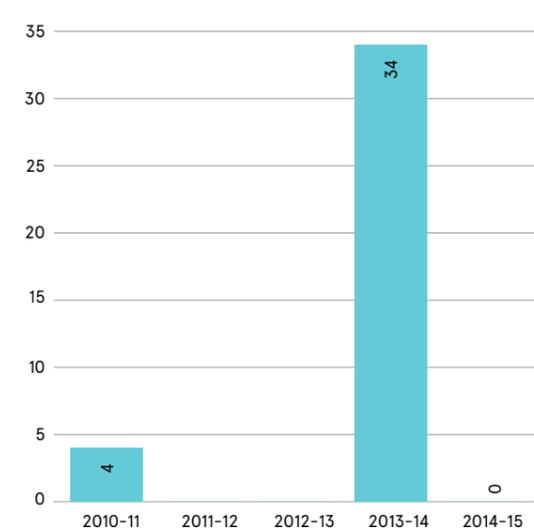


Figure 36: Days lost as a result of workplace-related injury, 2010-11 to 2014-15



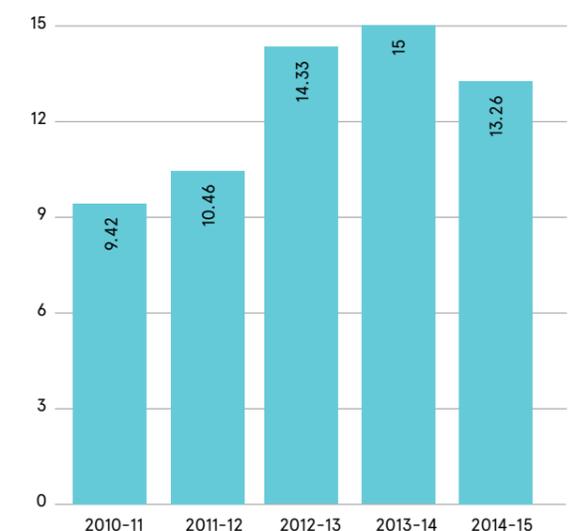
## Hazards, incidents and injuries

During 2014-15, the VEC received six incident notifications and nine hazard notifications. There were no claims for compensation.

In September 2014, the VEC introduced a process whereby email safety alerts are sent to people-managers when incidents were reported. These alerts provide a summary of the incident (near miss or injury), where the incident occurred, whether the employee required medical attention and the corrective action taken. By communicating incidents to people managers, the VEC raises awareness and encourages managers to take preventative action to mitigate hazards in their work areas.

The key risks identified during the election period were manual handling and fatigue. Staff and election officials were made aware of correct manual handling protocol. The VEC also provided guidance on rostering, monitoring and scheduling sufficient rest breaks, and provided managers with a fatigue calculator to assess the risk in their work teams.

Figure 37: Accrued hours of flexi-time per FTE, VPS grades 1-4, 2010-11 to 2014-15



# STAFF SERVICES AND EMPLOYMENT CONDITIONS

## Flexible work arrangements

The VEC is committed to providing flexible work arrangements to support staff with carer responsibilities. Staff are able to access a variety of options available under the VEC's Flexible Work Arrangements Policy. There were a number of flexible working arrangements in place during 2014-15 which included compressed working schedules (4 day week or 9 day fortnight), purchased leave, temporary part-time schedules and telecommuting agreements.

## Review of action - raising issues

The VEC is committed to ensuring that principles of merit and equity are applied throughout the VEC, and work-related complaints are resolved quickly, confidentially and without prejudice. The Review of Action Policy and procedure is available and accessible via the VEC intranet site - VECentral.

## Code of conduct

Under direction from the Electoral Commissioner in May 2015 all staff including contractors were reissued with a copy of the *Code of Conduct for Victorian Public Service Employees* and a copy of the *Companies Code for employees of special bodies*, and certify that they had read and understood the Code. The code is a measure by which the VEC expects employees to carry out their duties. The VEC also has a Code of Conduct Policy which forms part of the Compliance and Conduct suite of internal policies.

## 2014 State election

### Recruitment

The VEC has approximately 300 senior election officials (SEO) on standby, who have been recruited and trained for engagement as election managers during State and local government elections. From this pool of SEOs, individuals were selected for appointment to management roles for the 2014 State election.

Fifty-six election managers were appointed with all completing extensive training, comprising home study in conjunction with a series of seminars at the VEC (one two-day seminar, one three-day seminar and a one-day briefing in late October). Two assistant election managers were appointed to each office. The assistant election managers also completed the VEC's training program.

Region coordinators and assistant region coordinators were appointed for each of the eight regions, and all completed two days of face-to-face training plus home study.

## Support for Election Managers and Region Coordinators

Election Support Officers provided support to election managers and region coordinators throughout the election. Located at the VEC office in Melbourne, they assisted election managers and region coordinators with procedural and other complex issues.

Six helpdesk operators provided support to election managers and region coordinators. Principally, they assisted the election managers and region coordinators with the operation of the VEC's Election Management System, MyVEC - the new personnel system, and other technical matters.

## Recruitment of election officials

Election managers and region coordinators were responsible for recruiting administrative staff to work in their offices, at early voting centres and at voting centres on election day.

For the first time, casual staff were responsible for entering and maintaining their own details. Election managers used the online personnel system to find staff with appropriate community languages for their area, and to ensure that they could offer opportunities to people who may otherwise be underrepresented in general employment, such as people with Aboriginal and Torres Strait Islander background or those identifying as having a disability.

## Training

The majority of election officials were required to complete online training in three streams depending on the specific appointment. The VEC developed a standard training package that included a PowerPoint presentation and practical activities to assist election managers with their training.

All election officials were provided with a manual, which covered voting centre procedures in detail and a new DVD produced for this election which provided an overview of the election process (with an emphasis on the context of their role) good customer service and accountability. An online training application was utilised to train around 16,500 election officials employed at voting centres on election day.

## Evaluation of VEC services to election officials

Feedback received from Election Managers often provides a useful perspective on the VEC's delivery of election services and leads to improvements. As part of the evaluation of the State election, the VEC conducted debriefing sessions with Election Managers and Region Coordinators. Suggestions and feedback will be used to aid our continuous improvement strategy. This election provided an opportunity for many people who have not previously worked at an election to do so.

All election casuals and officials were invited to participate in an online survey to provide feedback on the training and preparation they received. This feedback will be used to analyse and improve the VEC's approach to training and supporting our election workforce. Over 8,100 responses were received which represents over 35% of those who worked. More than 45% of those completing the survey indicated they were new to election work or new to the role they were undertaking. Electoral experience by category is shown in Figure 38. Figure 39 shows how respondents rated different elements of training in terms of effectiveness in preparing them for their role.

Other findings include:

- responses regarding how well the training and support provided by VEC assisted them to understand and undertake their roles and responsibilities were exceptionally positive. On a scale of 1-5 (where 1 is poor and 5 is excellent), the overall rating was 4.31
- 97.48% (7,433) indicated that they were interested in working at future elections and only 2.58% (197) said they were not. Length of the day, pay rates and people getting older were the main reasons for those not interested in working at future elections
- satisfaction with staffing levels, role rotation, occupational health and safety and support from immediate supervisors were all rated an average of above 4
- forms and manuals were rated with a rated average of above 4 in relation to being clear and easy to understand.

For areas in which poor or unsatisfactory ratings were given, participants were invited to comment. Separate training sessions for new staff and more hands on examples during training were identified as being the most helpful options to improve preparation.

Recycling was by far the most consistently cited issue noted. Comments were made regarding the 'huge waste of paper generated by the election processes', particularly in regard to the amount of HTVCs which are printed and dumped. The VEC encourages candidates and party workers to limit printing and to recycle election material, though it has no direct control over these matters.

Figure 38: Proportion of election officials with no previous experience declared, by employment category

| Employment Category  | Proportion with No Previous Experience |
|--|--|
| Election Official  | 38.50%                                 |
| Voting Centre Manager/<br>Assistant Voting Centre Manager<br>/District Liaison Officer | 7.73%                                  |
| Early/ Mobile voting staff   | 22.53%                                 |
| Election casuals   | 43.70%                                 |
| Counting Staff   | 53.20%                                 |

Figure 39: Election official's employment survey results, Effectiveness of training methods (1= low, 5= high)

| Training Method        | Effectiveness Rating |
|------------------------|----------------------|
| Manual                 | 4.20                 |
| Manager/Supervisor     | 4.17                 |
| On-the-job instruction | 4.12                 |
| Face to face training  | 3.96                 |
| Online training        | 3.80                 |
| DVD                    | 3.45                 |

# FINANCIAL STATEMENTS

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## COMPREHENSIVE OPERATING STATEMENT

COMPREHENSIVE OPERATING STATEMENT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

|   | Notes | 2015<br>\$'000 | 2014<br>\$'000 |
|---|-------|----------------|----------------|
| <b>Continuing operations</b>                                |       |                |                |
| <b>Income from transactions</b>                             |       |                |                |
| Special appropriations                                      | 4,22  | 62,623         | 23,062         |
| <b>Total income from transactions</b>                       |       | <b>62,623</b>  | <b>23,062</b>  |
| <b>Expenses from transactions</b>                           |       |                |                |
| Employee expenses   | 5(a)  | 31,163         | 10,080         |
| Supplies and services                                       | 5(d)  | 26,498         | 11,484         |
| Depreciation and amortisation                               | 5(b)  | 1,634          | 1,579          |
| Interest expense  | 5(c)  | 1              | 7              |
| Capital asset charge  |       | 129            | 129            |
| Operating lease rental expense                              |       | 6,264          | 1,708          |
| <b>Total expenses from transactions</b>                     |       | <b>65,689</b>  | <b>24,987</b>  |
| <b>Net result from transactions (net operating balance)</b> |       | <b>(3,066)</b> | <b>(1,925)</b> |
| <b>Other economic flows included in net result</b>          |       |                |                |
| Other gains / (losses) from other economic flows            | 6     | (30)           | (11)           |
| <b>Total other economic flows included in net result</b>    |       | <b>(30)</b>    | <b>(11)</b>    |
| <b>Net result</b>   | 21(b) | <b>(3,097)</b> | <b>(1,936)</b> |
| <b>Comprehensive result</b>                                 |       | <b>(3,097)</b> | <b>(1,936)</b> |

The comprehensive operating statement should be read in conjunction with the notes to the financial statements.



**BALANCE SHEET**

AS AT 30 JUNE 2015

|  | Notes  | 2015<br>\$'000 | 2014<br>\$'000 |
|--|--------|----------------|----------------|
| <b>Assets</b>                                |        |                |                |
| <b>Financial assets</b>                      |        |                |                |
| Cash and deposits                            | 21(a)  | 2              | 2              |
| Receivables                                  | 7      | 295            | 532            |
| <b>Total financial assets</b>                |        | <b>297</b>     | <b>534</b>     |
| <b>Non-financial assets</b>                  |        |                |                |
| Inventories                                  | 8      | 1,438          | 1,606          |
| Property, plant and equipment                | 9      | 2,764          | 3,209          |
| Intangible assets                            | 10     | 4,850          | 5,398          |
| Other non financial assets                   | 11     | 257            | 773            |
| <b>Total non-financial assets</b>            |        | <b>9,309</b>   | <b>10,986</b>  |
| <b>Total assets</b>                          |        | <b>9,606</b>   | <b>11,520</b>  |
| <b>Liabilities</b>                           |        |                |                |
| Payables                                     | 12     | 695            | 672            |
| Borrowings                                   | 13, 17 | 104            | 90             |
| Provisions                                   | 14     | 2,001          | 1,741          |
| Other liabilities                            | 15     | 1,457          | 1,172          |
| <b>Total liabilities</b>                     |        | <b>4,257</b>   | <b>3,675</b>   |
| <b>Net assets</b>                            |        | <b>5,349</b>   | <b>7,845</b>   |
| <b>Equity</b>                                |        |                |                |
| Accumulated (deficit) / surplus              |        | (25,728)       | (22,631)       |
| Contributed capital                          |        | 31,077         | 30,476         |
| <b>Net worth</b>                             |        | <b>5,349</b>   | <b>7,845</b>   |
| Commitments for expenditure                  | 17, 18 |                |                |
| Contingent assets and contingent liabilities | 19     |                |                |

The balance sheet should be read in conjunction with the notes to the financial statements.

**STATEMENT OF CHANGES IN EQUITY**

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

|   | Notes | Accumulated<br>Surplus<br>\$'000 | Contributed<br>Capital<br>\$'000 | Total<br>\$'000 |
|---|-------|----------------------------------|----------------------------------|-----------------|
| <b>Balance at 1 July 2013</b>           |       | <b>(20,695)</b>                  | <b>28,146</b>                    | <b>7,451</b>    |
| Net result for the year                 |       | (1,936)                          | -                                | (1,936)         |
| Other comprehensive income for the year |       | -                                | -                                | -               |
| Capital appropriations                  |       | -                                | 2,330                            | 2,330           |
| <b>Balance at 30 June 2014</b>          |       | <b>(22,631)</b>                  | <b>30,476</b>                    | <b>7,845</b>    |
| Net result for the year                 | 21(b) | (3,097)                          | -                                | (3,097)         |
| Other comprehensive income for the year |       | -                                | -                                | -               |
| Capital appropriations                  | 22    | -                                | 601                              | 601             |
| <b>Balance at 30 June 2015</b>          |       | <b>(25,728)</b>                  | <b>31,077</b>                    | <b>5,349</b>    |

The statement of changes in equity should be read in conjunction with the notes to the financial statements.

# CASH FLOW STATEMENT

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

|   | Notes | 2015<br>\$'000  | 2014<br>\$'000  |
|---|-------|-----------------|-----------------|
| <b>Cash flows from operating activities</b>                       |       |                 |                 |
| <b>Receipts</b>   |       |                 |                 |
| Receipts from Government  |       | 65,764          | 24,460          |
| <b>Total receipts</b>   |       | <b>65,764</b>   | <b>24,460</b>   |
| <b>Payments</b>   |       |                 |                 |
| Payments to suppliers and employees                               |       | (62,476)        | (22,927)        |
| Goods and Services Tax paid to the ATO                            | (i)   | (3,158)         | (1,398)         |
| Capital asset charge payments                                     |       | (129)           | (129)           |
| Interest and other costs of finance paid                          |       | (1)             | (7)             |
| <b>Total payments</b>   |       | <b>(65,764)</b> | <b>(24,461)</b> |
| <b>Net cash flows from / (used in) operating activities</b>       | 21(b) | <b>-</b>        | <b>(1)</b>      |
| <b>Cash flows from investing activities</b>                       |       |                 |                 |
| Purchases of non-financial assets                                 | 22    | (601)           | (2,330)         |
| Sales of non-financial assets                                     |       | -               | -               |
| <b>Net cash flows (used in) / from investing activities</b>       |       | <b>(601)</b>    | <b>(2,330)</b>  |
| <b>Cash flows from financing activities</b>                       |       |                 |                 |
| Owner contributions by State Government                           |       | 601             | 2,330           |
| <b>Net cash flows from / (used in) financing activities</b>       |       | <b>601</b>      | <b>2,330</b>    |
| <b>Net increase / (decrease) in cash and cash equivalents</b>     |       | <b>-</b>        | <b>(1)</b>      |
| Cash and cash equivalents at the beginning of the financial year  |       | 2               | 3               |
| <b>Cash and cash equivalents at the end of the financial year</b> | 21(a) | <b>2</b>        | <b>2</b>        |

The above cash flow statement should be read in conjunction with the notes to the financial statements.

Notes: (i) Goods and Services Tax paid to the ATO is presented on a net basis

# NOTES TO THE FINANCIAL STATEMENTS

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## Note 1. Summary of significant accounting policies

The annual financial statements represent the audited general purpose financial statements for the Victorian Electoral Commission for the period ending 30 June 2015.

The purpose of the report is to provide users with information about the Commission's stewardship of resources entrusted to it.

### (A) Statement of compliance

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* and applicable Australian Accounting Standards (AAS) which include Interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of the AASB 1049 *Whole of Government and General Government Sector Financial reporting*.

Where appropriate, those AAS paragraphs applicable to not-for-profit entities have been applied.

Accounting policies are selected in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

To gain a better understanding of the terminology used in this report, a glossary of terms and style conventions can be found in Note 30.

The annual financial statements were authorised for issue by the Electoral Commissioner of the Victorian Electoral Commission on 17 August 2015.

### (B) Basis of accounting preparation and measurement

The accrual basis of accounting has been applied in the preparation of these financial statements whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid. The only exception is for special appropriation revenue, which is recognised on a cash basis when the amount appropriated for a specific purpose is received by the Commission.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AASs that have significant effects on the financial statements and estimates relate to:

- the fair value of plant and equipment and other non-financial physical assets (refer to note 1(M))
- assumptions for employee benefit provisions based on likely tenure of existing staff, patterns of leave claims, future salary movements and future discount rates (refer to note 1(N))

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 1. Summary of significant accounting policies (continued)

These financial statements are presented in Australian dollars, and prepared in accordance with the historical cost convention.

Consistent with AASB 13 Fair Value Measurement, the Commission determines the policies and procedures for both recurring fair value measurements such as property, plant and equipment and financial instruments, in accordance with the requirements of AASB 13 and the relevant Financial Reporting Directions.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, the Commission has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

### (C) Reporting entity

The financial statements cover the Victorian Electoral Commission as an individual reporting entity.

The Commission is an independent body of the State of Victoria, established pursuant to an order made by the Premier under the *Electoral Act 2002*.

Its principal address is:  
Victorian Electoral Commission  
Level 11, 530 Collins Street  
Melbourne VIC 3000

The Commission is an administrative agency acting on behalf of the Crown.

The financial statements include all the controlled activities of the Victorian Electoral Commission.

A description of the nature of the Commission's operations and its principal activities is included in the report of operations which does not form part of these financial statements.

### Objectives and funding

The Commission's overall objective is to provide election services to State and Local Government, as well as conducting various fee for service elections.

The Commission is funded by accrual-based parliamentary appropriations for the provision of outputs. It provides on a fee for service basis election services for Local Government and Commercial elections. The fees charges for these services are determined by prevailing market forces.

### Outputs of the Commission

Information about the Commission's output activities, and the expenses, income, assets and liabilities which are reliably attributable to those output activities, is set out in the output activities schedule (Note 2). Information about expenses, income, assets and liabilities administered by the Commission are given in the schedule of administered expenses and income and the schedule of administered assets and liabilities (see Note 3).

### (D) Basis of consolidation

There were no bodies consolidated into the Commission's reporting entity during the reporting period.

### Administered items

Certain resources are administered by the Commission on behalf of the State. While the Commission is accountable for the transactions involving administered items, it does not have the discretion to deploy the resources for its own benefit or the achievement of its objectives. Accordingly, transactions and balances related to administered items are not recognised as Commission income, expenses, assets or liabilities within the body of the financial statements.

Administered income includes taxes, fees and fines. Administered assets include government income earned but yet to be collected. Administered liabilities include government expenses incurred but yet to be paid.

Except as otherwise disclosed, administered resources are accounted for on an accrual basis using the same accounting policies adopted for recognition of the Commission items in the financial statements. Both controlled and administered items of the Commission are consolidated into the financial statements of the State.

Disclosures related to administered items can be found in Note 3.

## Note 1. Summary of significant accounting policies (continued)

### Funds held in trust

#### *Other trust activities on behalf of parties external to the Victorian Government*

The Commission has responsibility for transactions and balances relating to trust funds on behalf of third parties external to the Victorian Government. Income, expenses, assets and liabilities managed on behalf of third parties are not recognised in these financial statements as they are managed on a fiduciary and custodial basis, and therefore are not controlled by the Commission or the Victorian Government. Funds under management are reported in the Note 3.

### (E) Scope and presentation of financial statements

#### Comprehensive operating statement

The comprehensive operating statement comprises three components, being 'net result from transactions' (or termed as 'net operating balance'), 'other economic flows included in net result', as well as 'other economic flows - other comprehensive income'. The sum of the former two, together with the net result from discontinued operations, represents the net result.

The net result is equivalent to profit or loss derived in accordance with AASs.

This classification is consistent with the whole of government reporting format and is allowed under AASB 101 *Presentation of Financial Statements*.

#### Balance sheet

Assets and liabilities are presented in liquidity order with assets aggregated into financial assets and non-financial assets.

Current and non-current assets and liabilities (non-current being those assets or liabilities expected to be recovered or settled more than 12 months after the reporting period) are disclosed in the notes, where relevant.

#### Cash flow statement

Cash flows are classified according to whether or not they arise from operating, investing, or financing activities. This classification is consistent with requirements under AASB 107 *Statement of Cash Flows*.

### Statement of changes in equity

The statement of changes in equity presents reconciliation of non-owner and owner changes in equity from opening balance at the beginning of the reporting period to the closing balance at the end of the reporting period. It also shows separately changes due to amounts recognised in the 'Comprehensive result' and amounts recognised in 'Other economic flows - other movements in equity' related to 'Transactions with owner in its capacity as owner'.

### Rounding

Amounts in the financial statements have been rounded to the nearest thousand dollars, unless otherwise stated. Figures in the financial statements may not equate due to rounding. Please refer to the end of Note 30 for a style convention explaining that minor discrepancies in totals of tables are due to rounding.

### (F) Changes in accounting policies

Subsequent to the 2013-14 reporting period, there have been no new or revised Standards adopted in the current period that resulted in a change in accounting policy.

### (G) Income from transactions

Income is recognised to the extent that it is probable that the economic benefits will flow to the entity and the income can be reliably measured at fair value.

### Special appropriations

Appropriation income becomes controlled and is recognised by the Commission when it is appropriated from the Consolidated Fund by the Victorian Parliament via the Department of Justice and Regulation (1 July to 31 December 2014) and Department of Premier and Cabinet (1 January to 30 June 2015), and applied to the purposes defined under the *Electoral Act 2002*. The appropriation revenue is recognised on a cash basis when the operating bank account is funded by government.

All amounts of income over which the Commission does not have control are disclosed as administered income in the schedule of administered income and expenses (see Note 3).

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 1. Summary of significant accounting policies (continued)

### (H) Expenses from transactions

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

#### Employee expenses

Refer to the section in Note 1(N) regarding employee benefits.

These expenses include all costs related to employment (other than superannuation which is accounted for separately) including wages and salaries, fringe benefits tax, leave entitlements, redundancy payments and WorkCover premiums.

#### Superannuation

The amount recognised in the comprehensive operating statement in relation to employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period.

The Department of Treasury and Finance (DTF) in their Annual Financial Statements, disclose on behalf of the State as the sponsoring employer, the net defined benefit cost related to the members of these plans as an administered liability. Refer to DTF's Annual Financial Statements for more detailed disclosures in relation to these plans.

#### Depreciation and amortisation

All property, plant and equipment and other non-financial physical assets (excluding items under operating leases) that have finite useful lives are depreciated. Depreciation is generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Refer to Note 1(M) for the depreciation and amortisation policy for leasehold improvements.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate.

The following are typical estimated useful lives for the different asset classes for current and prior years.

| Asset class                                       | Useful life                   |
|---|-------------------------------|
| Leasehold Improvements                            | 10 - 12 years                 |
| Leased motor vehicles                             | 3 - 5 years                   |
| Plant & equipment                                 | 2 - 10 years                  |
| Furniture & fittings                              | 5 - 14 years                  |
| Computer equipment                                | 2 - 3 years                   |
| Intangible produced assets - software development | 3 election periods (12 years) |

Intangible produced assets with finite useful lives are amortised as an expense from transactions on a systematic (typically straight-line) basis over the asset's useful life. Depreciation begins when the asset is available for use, that is, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Intangible assets with indefinite useful lives are not depreciated or amortised, but are tested annually for impairment.

#### Interest expense

Interest expense represents costs incurred in connection with borrowings. It includes interest components of finance lease.

Interest expense is recognised in the period in which it is incurred. Refer to Note 30 for an explanation of interest expense items.

#### Capital asset charge

The capital asset charge is calculated on the budgeted carrying amount of applicable non-financial physical assets.

#### Other operating expenses

Other operating expenses generally represent the day to day running costs incurred in normal operations.

#### Supplies and services

Supplies and services costs are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any inventories held for distribution are expensed when distributed.

#### Bad and doubtful debts

Refer to Note 1(L) *Impairment of financial assets*.

### (I) Other economic flows included in the net result

Other economic flows measure the change in volume or value of assets or liabilities that do not result from transactions.

#### Net gain/(loss) on non-financial assets

Net gain/(loss) on non-financial assets and liabilities includes realised and unrealised gains and losses as follows:

#### Disposal of non-financial assets

Any gain or loss on the disposal of non-financial assets is recognised at the date of disposal and is determined after deducting from the proceeds the carrying value of the asset at that time.

#### Impairment of non-financial assets

Intangible assets with indefinite useful lives (and intangible assets not yet available for use) are tested annually for impairment (as described below) and whenever there is an indication that the asset may be impaired.

## Note 1. Summary of significant accounting policies (continued)

All other assets are assessed annually for indications of impairment, except for inventories (refer Note 1(M)).

If there is an indication of impairment, the assets concerned are tested as to whether their carrying value exceeds their recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is written off as an other economic flow, except to the extent that the write-down can be debited to an asset revaluation surplus amount applicable to that class of asset.

If there is an indication that there has been a change in the estimate of an asset's recoverable amount since the last impairment loss was recognised, the carrying amount shall be increased to its recoverable amount. This reversal of the impairment loss occurs only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

It is deemed that, in the event of the loss or destruction of an asset, the future economic benefits arising from the use of the asset will be replaced unless a specific decision to the contrary has been made. The recoverable amount for most assets is measured at the higher of depreciated replacement cost and fair value less costs to sell. Recoverable amount for assets held primarily to generate net cash inflows is measured at the higher of the present value of future cash flows expected to be obtained from the asset and fair value less costs to sell.

Refer to Note 1(L) in relation to the recognition and measurement of non-financial assets.

#### Other gains/(losses) from other economic flows

Other gains/(losses) from other economic flows include the gains or losses from the revaluation of the present value of the long service leave liability due to changes in the bond interest rates.

### (J) Administered income

#### Taxes, fines and regulatory fees

The Commission does not gain control over assets arising from taxes, fines and regulatory fees, consequently no income is recognised in the Commission's financial statements.

The Commission collects these amounts on behalf of the State. Accordingly, the amounts are disclosed as income in the schedule of Administered Items (see Note 3).

### (K) Financial instruments

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of the Commission's activities, certain financial assets and financial

liabilities arise under statute rather than a contract. Such financial assets and financial liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*. For example, statutory receivables arising from taxes, fines and penalties do not meet the definition of financial instruments as they do not arise under contract. However, guarantees issued by the Treasurer on behalf of the Commission are financial instruments because, although authorised under statute, the terms and conditions for each financial guarantee may vary and are subject to an agreement.

Where relevant, for note disclosure purposes, a distinction is made between those financial assets and financial liabilities that meet the definition of financial instruments in accordance with AASB 132 and those that do not.

The following refers to financial instruments unless otherwise stated.

#### Categories of non-derivative financial instruments

##### Loans and Receivables

Loans and receivables are financial instrument assets with fixed and determinable payments that are not quoted on an active market. These assets are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement, receivables are measured at amortised cost using the effective interest method, less any impairment. Receivables category includes trade receivables and other receivables, but not statutory receivables.

##### Financial assets and liabilities at fair value through profit and loss

Financial assets are categorised as fair value through profit or loss at trade date if they are classified as held for trading or designated as such upon initial recognition. Financial instrument assets are designated at fair value through profit or loss on the basis that the financial assets form part of a group of financial assets that are managed by the entity concerned based on their fair values, and have their performance evaluated in accordance with documented risk management and investment strategies.

Financial instruments at fair value through profit or loss are initially measured at fair value and attributable transaction costs are expensed as incurred. Subsequently, any changes in fair value are recognised in the net result as other economic flows.

##### Financial liabilities at amortised cost

Financial instrument liabilities are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest-bearing liability, using the effective interest rate method (refer to Note 20).

Financial instrument liabilities measured at amortised cost include all of the Commissions contract payables, deposits held and advances received, and interest-bearing arrangements other than those designated at fair value through profit or loss.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 1. Summary of significant accounting policies (continued)

### (L) Financial assets

#### Cash and deposits

Cash and deposits recognised on the balance sheet comprise cash on hand and cash at bank.

#### Receivables

Receivables consist of:

- contractual receivables, which include mainly debtors in relation to goods and services.
- statutory receivables, which include predominantly amounts owing from the Victorian Government and GST input tax credits recoverable.

Contractual receivables are classified as financial instruments and categorised as receivables (refer to Note 20.1 for recognition and measurement). Statutory receivables, are recognised and measured similarly to contractual receivables (except for impairment), but are not classified as financial instruments because they do not arise from a contract.

Receivables are subject to impairment testing as described below. A provision for doubtful receivables is recognised when there is objective evidence that the debts may not be collected, and bad debts are written off when identified.

For the measurement principle of receivables, refer to Note 1(K)

#### Impairment of financial assets

At the end of each reporting period, the Commission assesses whether there is objective evidence that a financial asset or group of financial assets is impaired. All financial instrument assets, except those measured at fair value through profit or loss, are subject to annual review for impairment.

Receivables are assessed for bad and doubtful debts on a regular basis. Those bad debts considered as written off by mutual consent are classified as a transaction expense. Bad debts not written off by mutual consent and the allowance for doubtful receivables are classified as other economic flows in the net result.

The amount of the allowance is the difference between the financial asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate.

In assessing impairment of statutory (non-contractual) financial assets, which are not financial instruments, professional judgement is applied in assessing materiality using estimates, averages and other computational methods in accordance with AASB 136 *Impairment of assets*.

### (M) Non-Financial assets

#### Inventories

Inventories include goods and other property for distribution at zero or nominal cost, or for consumption in the ordinary course of business operations.

Inventories held for distribution are measured at cost, adjusted for any loss of service potential.

Bases used in assessing loss of service potential for inventories held for distribution include current replacement cost and technical or functional obsolescence. Technical obsolescence occurs when an item still functions for some or all of the tasks it was originally acquired to do, but no longer matches existing technologies. Functional obsolescence occurs when an item no longer functions the way it did when it was first acquired.

#### Property, plant and equipment

All non-financial physical assets are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment.

The initial cost for non-financial physical assets under a finance lease (refer to Note 1(O)) is measured at amounts equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments, each determined at the inception of the lease.

The fair value of plant, equipment and vehicles, is normally determined by reference to the asset's depreciated replacement cost. For plant, equipment and vehicles, existing depreciated historical cost is generally a reasonable proxy for depreciated replacement cost because of the short lives of the asset concerned.

For the accounting policy on impairment of non-financial physical assets, refer to impairment of non-financial assets under Note 1(I) *Impairment of non-financial assets*.

#### Leasehold improvements

The cost of leasehold improvements is capitalised as an asset and amortised over the shorter of the remaining term of the lease or the estimated useful life of the improvements.

#### Revaluations of non-current physical assets

Non-financial physical assets are measured at fair value on a cyclical basis, in accordance with Financial Reporting Directions (FRDs) issued by the Minister for Finance.

The Commission controls plant and equipment, furniture and fittings, motor vehicles, and leasehold improvements which are measured at fair value, and are not subject to revaluation.

## Note 1. Summary of significant accounting policies (continued)

### Intangible assets

Purchased intangible assets are initially recognised at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated depreciation / amortisation and accumulated impairment losses. Costs incurred subsequent to initial acquisition are capitalised when it is expected that additional future economic benefits will flow to the Commission.

When the recognition criteria in AASB 138 *Intangible Assets* are met, internally generated intangible assets are recognised and measured at cost less accumulated depreciation / amortisation and impairment.

Refer to Note 1(H) *Depreciation and amortisation of non-produced intangible assets* and Note 1(I) *Impairment of non-financial assets*.

An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

- (a) the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- (b) an intention to complete the intangible asset and use or sell it;
- (c) the ability to use or sell the intangible asset;
- (d) the intangible asset will generate probable future economic benefits;
- (e) the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- (f) the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Costs associated with the development of computer software relating to the Election Management and Roll Management system are capitalised and amortised on a straight line basis over a twelve year period (three State election periods) being the period in which the related benefits are expected to be realised.

### Other non-financial assets

#### Prepayments

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

### (N) Liabilities

#### Payables

Payables consist of:

- contractual payables, such as accounts payable. Accounts payable represent liabilities for goods and services provided to the Commission prior to the end of the financial year that are unpaid, and arise when the Commission becomes obliged to make future payments in respect of the purchase of those goods and services; and
- statutory payables such as goods and services tax and fringe benefits tax payable.

Contractual payables are classified as financial instruments and categorised as financial liabilities at amortised cost (refer to Note 1(K)). Statutory payables are recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from a contract.

#### Borrowings

All interest bearing liabilities are initially recognised at fair value of the consideration received, less directly attributable transaction costs (refer also to Note 1(O) *Leases*). The measurement basis subsequent to initial recognition depends on whether the Commission has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through profit or loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

#### Provisions

Provisions are recognised when the Commission has a present obligation, the future sacrifice of economic benefits is probable, and the amount of the provision can be measured reliably.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows, using discount rate that reflects the time value of money and risks specific to the provision.

#### Employee benefits

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave for services rendered to the reporting date.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 1. Summary of significant accounting policies (continued)

### (i) Wages, salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits annual leave, are all recognised in the provision for employee benefits, classified as 'current liabilities', because the Commission does not have an unconditional right to defer settlement of these liabilities.

Depending on the expectation of the timing of settlement, liabilities for wages and salaries and annual leave are measured at:

- undiscounted value - if the Commission expects to wholly settle within 12 months; or
- present value - if the Commission does not expect to wholly settle within 12 months.

### (ii) Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Unconditional LSL is disclosed in the notes to the financial statements as a current liability, even where the Commission does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months:

The components of this current LSL are measured at:

- undiscounted value - if the Commission expects to wholly settle within 12 months; or
- present value - if the Commission does not expect to wholly settle within 12 months.

Conditional LSL is disclosed as a non-current liability. There is an unconditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL liability is measured at present value.

Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an other economic flows included in the net result (refer to Note 1(i)).

### (iii) Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee decides to accept an offer of benefits in exchange for the termination of employment. The Commission recognises termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

### Employee benefits on-costs

Provisions for on-costs such as payroll tax, workers compensation and superannuation are recognised separately from the provision for employee benefits.

### (O) Leases

A lease is a right to use an asset for an agreed period of time in exchange for payment.

Leases are classified at their inception as either operating or finance leases based on the economic substance of the agreement so as to reflect the risks and rewards incidental to ownership. Leases of property, plant and equipment are classified as finance infrastructure leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership from the lessor to the lessee. All other leases are classified as operating leases.

### Finance leases

#### Commission as lessee

At the commencement of the lease term, finance leases are initially recognised as assets and liabilities at amounts equal to the fair value of the lease property or, if lower, the present value of the minimum lease payment, each determined at the inception of the lease. The lease asset is accounted for as a non-financial physical asset. If there is certainty that the Commission will obtain the ownership of the lease asset by the end of the lease term, the asset shall be depreciated over the useful life of the asset. If there is no reasonable certainty that the lessee will obtain ownership by the end of the lease term, the asset shall be fully depreciated over the shorter of the lease term and its useful life.

Minimum finance lease payments are apportioned between reduction of the outstanding lease liability, and periodic finance expense which is calculated using the interest rate implicit in the lease and charged directly to the comprehensive operating statement. Contingent rentals associated with finance leases are recognised as an expense in the period in which they are incurred.

## Note 1. Summary of significant accounting policies (continued)

### Operating leases

#### Commission as lessee

Operating lease payments, including any contingent rentals, are recognised as an expense in the comprehensive operating statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset is not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease are recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives are received to enter into operating leases, the aggregate cost of incentives are recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

### (P) Equity

#### Contributions by owners

Additions to net assets which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions or distributions have also been designated as contributions by owners.

### (Q) Commitments

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are disclosed by way of a note (refer to Note 18) at their nominal value and inclusive of the goods and services tax (GST) payable. In addition, where it is considered appropriate and provides additional relevant information to users, the net present values of significant individual projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

### (R) Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet, but are disclosed by way of a note (refer to Note 19) and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

### (S) Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of associated GST, except where GST incurred is not recoverable from the taxation authority. In this case, the GST payable is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

Commitments and contingent assets and liabilities are also stated inclusive of GST.

### (T) Events after reporting date

Assets, liabilities, income or expenses arise from past transactions or other past events. Where the transactions result from an agreement between the Commission and other parties, the transactions are only recognised when the agreement is irrevocable at or before the end of the reporting period. Adjustments are made to amounts recognised in the financial statements for events which occur after the reporting period and before the date the financial statements are authorised for issue, where those events provide information about conditions which existed in the reporting period. Note disclosure is made about events between the end of the reporting period and the date the financial statements are authorised for issue where the events relate to condition which arose after the end of the reporting period and which may have a material impact on the results of subsequent years.

### (U) AASs issued that are not yet effective

Certain new AASs have been published that are not mandatory for the 30 June 2015 reporting period. DTF assesses the impact of these new standards and advises the Commission of their applicability and early adoption where applicable.

As at 30 June 2015, the following AASs have been issued by the AASB but not yet effective. They become effective for the first financial statements for reporting periods commencing after the stated operative dates as follows:

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 1. Summary of significant accounting policies (continued)

### (U) AASs issued that are not yet effective (continued)

| Standard / Interpretation           | Summary  | Applicable for annual reporting periods beginning on | Impact on VEC financial statements   |
|-------------------------------------|--|--|--|
| AASB 9 <i>Financial instruments</i> | This standard simplifies requirements for the classification and measurement of financial assets resulting from Phase 1 of the IASB's project to replace IAS 39 <i>Financial Instruments: Recognition and Measurement</i> (AASB 139 <i>Financial Instruments: Recognition and Measurement</i> ). | 1 Jan 2018   | The preliminary assessment has identified that the financial impact of available for sale (AFS) assets will now be reported through other comprehensive income (OCI) and no longer recycled to the profit and loss.<br><br>While the preliminary assessment has not identified any material impact arising from AASB 9, it will continue to be monitored and assessed. |

## Note 2. Departmental (controlled) outputs

A description of Departmental outputs performed during the year ended 30 June 2015, and the objectives of these outputs, are summarised below.

### Election Services

#### Description of output

Maintaining the electoral enrolment register, conducting State elections, local government elections, statutory elections, commercial and community elections, and boundary reviews.

Provision of electoral research and communication and education services.

#### Objectives

Inform Victorians and engage them in actively participating in the democratic process.

Refer to "Comprehensive operating statement" and "Balance sheet" for the controlled income and expenses for the year ended 30 June 2015.

## Note 3. Administered (non-controlled) items

In addition to the specific Commission operations which are included in the financial statements (comprehensive operating statement, balance sheet, statement of changes in equity and cash flow statement), the Commission administers or manages other activities and resources on behalf of the State and Local Government.

The transactions relating to these activities are reported as administered items (refer to Note 1 (D) and (J)).

|  | State          |                | Local Government |                |
|--|----------------|----------------|------------------|----------------|
|  | 2015<br>\$'000 | 2014<br>\$'000 | 2015<br>\$'000   | 2014<br>\$'000 |
| <b>Administered income from transactions</b>                                   |                |                |                  |                |
| Sales of goods and services  | 423            | 1,436          | -                | -              |
| Fines  | 1,763          | 426            | 49               | 1,003          |
| Candidates deposits  | 322            | -              | 9                | 11             |
| Electoral entitlements   | 9,828          | 16             | -                | -              |
| <b>Total administered income from transactions</b>                             | <b>12,336</b>  | <b>1,878</b>   | <b>58</b>        | <b>1,014</b>   |
| <b>Administered expenses from transactions</b>                                 |                |                |                  |                |
| Payments into the Consolidated Fund  | 2,295          | 1,588          | -                | -              |
| Payments to Local Government   | -              | -              | 102              | 3,023          |
| Payments made on behalf of the State   | 9,987          | 16             | -                | -              |
| Payments made on behalf of Local Government                                    | -              | -              | 6                | 8              |
| <b>Total administered expenses from transactions</b>                           | <b>12,282</b>  | <b>1,604</b>   | <b>108</b>       | <b>3,031</b>   |
| <b>Total administered net result from transactions (net operating balance)</b> | <b>54</b>      | <b>274</b>     | <b>(50)</b>      | <b>(2,017)</b> |
| <b>Administered financial assets</b>   |                |                |                  |                |
| Bank   | 140            | 204            | 1                | 50             |
| Receivables  | 189            | 160            | -                | -              |
| <b>Total administered financial assets</b>                                     | <b>329</b>     | <b>364</b>     | <b>1</b>         | <b>50</b>      |
| <b>Administered liabilities</b>  |                |                |                  |                |
| Bank Overdraft   | -              | -              | -                | -              |
| Candidates deposits  | -              | -              | -                | -              |
| Compulsory voting fines  | 141            | 204            | 1                | 50             |
| Creditors and accruals   | 17             | 43             | -                | -              |
| <b>Total administered liabilities</b>  | <b>158</b>     | <b>247</b>     | <b>1</b>         | <b>50</b>      |
| <b>Total administered net assets</b>   | <b>171</b>     | <b>117</b>     | <b>-</b>         | <b>-</b>       |

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 4. Income from transactions

|                                      | 2015<br>\$'000 | 2014<br>\$'000 |
|--------------------------------------|----------------|----------------|
| <b>(a) Revenue from government</b>   |                |                |
| Special appropriations               | 62,623         | 23,062         |
| <b>Total revenue from government</b> | <b>62,623</b>  | <b>23,062</b>  |

## Note 5. Expenses from transactions

|   | 2015<br>\$'000 | 2014<br>\$'000 |
|---|----------------|----------------|
| <b>(a) Employee expenses</b>                            |                |                |
| Post employment benefits:                               |                |                |
| Defined benefit and contribution superannuation expense | 1,950          | 780            |
| Salaries and wages, annual leave and long service leave | 29,213         | 9,300          |
| <b>Total employee expenses</b>                          | <b>31,163</b>  | <b>10,080</b>  |
| <b>(b) Depreciation and amortisation</b>                |                |                |
| Plant, equipment and vehicles                           | 580            | 640            |
| Intangible produced assets                              | 1,054          | 939            |
| <b>Total depreciation and amortisation</b>              | <b>1,634</b>   | <b>1,579</b>   |
| <b>(c) Interest expense</b>                             |                |                |
| Interest on finance leases                              | 1              | 7              |
| <b>Total interest expense</b>                           | <b>1</b>       | <b>7</b>       |
| <b>(d) Supplies and services</b>                        |                |                |
| Purchase of supplies and consumables                    | 8,563          | 2,845          |
| Purchase of services                                    | 17,268         | 8,259          |
| Maintenance   | 569            | 323            |
| Other   | 98             | 57             |
| <b>Total Supplies and Services</b>                      | <b>26,498</b>  | <b>11,484</b>  |

## Note 6. Other economic flows included in net result

|  | 2015<br>\$'000 | 2014<br>\$'000 |
|--|----------------|----------------|
| <b>Net gain/(loss) on non-financial assets</b>                         |                |                |
| Net gain/(loss) on disposal of property plant and equipment            | -              | -              |
| <b>Total net gain/(loss) on non-financial assets</b>                   | <b>-</b>       | <b>-</b>       |
| <b>Other gain/(loss) from other economic flows</b>                     |                |                |
| Net gain/(loss) arising from revaluation of long service liability (i) | (30)           | (11)           |
| <b>Total net gain/(loss) from other economic flows</b>                 | <b>(30)</b>    | <b>(11)</b>    |
| <b>Total Other economic flows included in net result</b>               | <b>(30)</b>    | <b>(11)</b>    |

Notes: (i) Revaluation gain/(loss) due to changes in bond rates.

## Note 7. Receivables

|  | 2015<br>\$'000 | 2014<br>\$'000 |
|--|----------------|----------------|
| <b>Current receivables</b>                 |                |                |
| <b>Statutory</b>                           |                |                |
| Amount owing from Victorian Government (i) | 84             | 43             |
| GST input tax credit recoverable           | 198            | 356            |
|  | 282            | 399            |
| <b>Contractual</b>                         |                |                |
| Other receivables                          | 13             | 133            |
|  | 13             | 133            |
| <b>Total current receivables</b>           | <b>295</b>     | <b>532</b>     |
| <b>Total receivables</b>                   | <b>295</b>     | <b>532</b>     |

Notes: (i) The amounts recognised from Victorian Government represent funding for all commitments incurred through the appropriations and are drawn from the Consolidated Fund as the commitments fall due. (Appropriations are amounts owed by Victorian Government as legislated in the Appropriations Act. Due to the existence of a legislative instrument, the appropriation receivable to an entity is statutory in nature, and hence not within the scope of financial instrument standards.)

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 8. Inventories

|                            | 2015<br>\$'000 | 2014<br>\$'000 |
|----------------------------|----------------|----------------|
| <b>Current inventories</b> |                |                |
| Supplies and consumables   |                |                |
| At cost                    | 1,438          | 1,606          |
| <b>Total inventories</b>   | <b>1,438</b>   | <b>1,606</b>   |

## Note 9. Property, plant and equipment

**Table 9.1: Classification by 'Purpose Group' - carrying amounts (i)**

|   | Public Administration |                |
|---|-----------------------|----------------|
|   | 2015<br>\$'000        | 2014<br>\$'000 |
| <b>Nature-based classification</b>          |                       |                |
| Plant, equipment and vehicles at fair value | 498                   | 666            |
| Leasehold Improvements                      | 2,266                 | 2,543          |
| <b>Net carrying amount of PPE</b>           | <b>2,764</b>          | <b>3,209</b>   |

Notes: (i) Plant and equipment are classified primarily by the 'purpose' for which the assets are used, according to one of six purpose groups based upon government purpose classifications. All assets within a purpose group are further sub categorised according to the asset's 'nature', with each sub category being classified as a separate class of asset for financial reporting purposes.

**Table 9.2: Gross carrying amounts and accumulated depreciations**

|   | Gross carrying amount |                | Accumulated depreciation |                | Net carrying amount |                |
|---|-----------------------|----------------|--------------------------|----------------|---------------------|----------------|
|   | 2015<br>\$'000        | 2014<br>\$'000 | 2015<br>\$'000           | 2014<br>\$'000 | 2015<br>\$'000      | 2014<br>\$'000 |
| Plant, equipment and vehicles at fair value | 2,841                 | 3,012          | (2,343)                  | (2,346)        | 498                 | 666            |
| Leasehold Improvements                      | 3,401                 | 3,374          | (1,136)                  | (831)          | 2,266               | 2,543          |
| <b>Net carrying amount of PPE</b>           | <b>6,242</b>          | <b>6,386</b>   | <b>(3,479)</b>           | <b>(3,177)</b> | <b>2,764</b>        | <b>3,209</b>   |

## Note 9. Property, plant and equipment (continued)

**Table 9.3: Classification by 'Public Administration' Purpose Group - Movements in carrying amounts (i)**

|                        | Plant, equipment and vehicles at fair value |                | Leasehold improvements |                | Total          |                |
|------------------------|---|----------------|------------------------|----------------|----------------|----------------|
|                        | 2015<br>\$'000                              | 2014<br>\$'000 | 2015<br>\$'000         | 2014<br>\$'000 | 2015<br>\$'000 | 2014<br>\$'000 |
| <b>Opening balance</b> | <b>666</b>                                  | <b>856</b>     | <b>2,543</b>           | <b>2,757</b>   | <b>3,209</b>   | <b>3,613</b>   |
| Additions              | 139   | 191            | 25                     | 83             | 164            | 274            |
| Disposals              | (29)  | (38)           | -                      | -              | (29)           | (38)           |
| Depreciation           | (278)                                       | (343)          | (302)                  | (297)          | (580)          | (640)          |
| <b>Closing balance</b> | <b>498</b>                                  | <b>666</b>     | <b>2,266</b>           | <b>2,543</b>   | <b>2,764</b>   | <b>3,209</b>   |

Note: (i) Fair value assessments have been performed for all classes of assets within this purpose group and the decision was made that movements were not material (less than or equal to 10 per cent) for a full revaluation.

**Table 9.4: Aggregate depreciation and amortisation recognised as an expense during the year (i)**

|   | 2015<br>\$'000 | 2014<br>\$'000 |
|---|----------------|----------------|
| Leasehold Improvements                      | 302            | 297            |
| Plant, equipment and vehicles at fair value | 278            | 343            |
|   | <b>580</b>     | <b>640</b>     |

Note: (i) The useful lives of assets as stated in Note 1 are used in the calculation of depreciation and amortisation.

**Table 9.5: Fair value measurement hierarchy for assets as at 30 June 2015**

|   | (\$ thousand)<br>Carrying amount | (\$ thousand)<br>Carrying amount | Fair value measurement at end of reporting period using: |             |             | Fair value measurement at end of reporting period using: |             |             |
|---|----------------------------------|----------------------------------|--|-------------|-------------|--|-------------|-------------|
|   |                                  |                                  | Level 1 (i)  | Level 2 (i) | Level 3 (i) | Level 1 (i)  | Level 2 (i) | Level 3 (i) |
|   | 2015                             | 2014                             | 2015   |             |             | 2014   |             |             |
| Plant, equipment and vehicles at fair value                 |                                  |                                  |  |             |             |  |             |             |
| Plant and equipment   | 395                              | 577                              |  |             | 395         |  |             | 577         |
| Vehicles (ii)   | 103                              | 89                               |  |             | 103         |  |             | 89          |
| <b>Total of plant, equipment and vehicles at fair value</b> | <b>498</b>                       | <b>666</b>                       |  |             | <b>498</b>  |  |             | <b>666</b>  |

Notes: (i) Classified in accordance with the fair value hierarchy, see Note 1(B).  
(ii) Vehicles are categorised to Level 3 assets as the depreciated replacement cost is used in estimating the fair value, see Table 9.7.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 9. Property, plant and equipment (continued)

### Plant and equipment

Plant and equipment is held at fair value. When plant and equipment is specialised in use, such that it is rarely sold other than as part of a going concern, fair value is determined using the depreciated replacement cost method.

There were no changes in valuation techniques throughout the period to 30 June 2015.

For all assets measured at fair value, the current use is considered the highest and best use.

### Vehicles

Vehicles are valued using the depreciated replacement cost method. The Commission acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by experienced fleet managers in the Department of Premier and Cabinet who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

**Table 9.6: Reconciliation of Level 3 fair value**

| 2015  | Plant and equipment        | Vehicles        |
|---|----------------------------|-----------------|
| <b>Opening balance</b>  | <b>577</b>                 | <b>89</b>       |
| Purchases (sales)   | 59                         | 52              |
| Transfers in (out) of Level 3   | -                          | -               |
| Gains or losses recognised in net result  | -                          | -               |
| Depreciations   | (240)                      | (38)            |
| Impairment loss   | -                          | -               |
| <b>Subtotal</b>   | <b>396</b>                 | <b>103</b>      |
| Gains or losses recognised in other economic flows - other comprehensive income | -                          | -               |
| Revaluation   | -                          | -               |
| <b>Subtotal</b>   | <b>-</b>                   | <b>-</b>        |
| <b>Closing balance</b>  | <b>396</b>                 | <b>103</b>      |
| Unrealised gains/(losses) on non-financial assets                               | -                          | -               |
| <b>2014</b>   | <b>Plant and equipment</b> | <b>Vehicles</b> |
| <b>Opening balance</b>  | <b>778</b>                 | <b>78</b>       |
| Purchases (sales)   | 109                        | 45              |
| Transfers in (out) of Level 3   | -                          | -               |
| Gains or losses recognised in net result  | -                          | -               |
| Depreciations   | (309)                      | (34)            |
| Impairment loss   | -                          | -               |
| <b>Subtotal</b>   | <b>577</b>                 | <b>89</b>       |
| Gains or losses recognised in other economic flows - other comprehensive income | -                          | -               |
| Revaluation   | -                          | -               |
| <b>Subtotal</b>   | <b>-</b>                   | <b>-</b>        |
| <b>Closing balance</b>  | <b>577</b>                 | <b>89</b>       |
| Unrealised gains/(losses) on non-financial assets                               | -                          | -               |

## Note 9. Property, plant and equipment (continued)

**Table 9.7: Description of significant unobservable inputs to Level 3 valuations**

|                     | Valuation technique          | Significant Unobservable Inputs    | Range      | Sensitivity of fair value measurement to changes in significant unobservable inputs   |
|---------------------|------------------------------|------------------------------------|------------|---|
| Vehicles            | Depreciated replacement cost | Useful life of vehicles            | 3-5 years  | A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation. |
| Plant and equipment | Depreciated replacement cost | Useful life of plant and equipment | 2-14 years | A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation. |

## Note 10. Intangible assets

|  | 2015<br>\$'000  | 2014<br>\$'000  |
|--|-----------------|-----------------|
| <b>Gross carrying amount</b>                                 |                 |                 |
| <b>Opening balance</b>                                       | 18,460          | 16,357          |
| Addition from internal development                           | 506             | 2,103           |
| <b>Closing balance</b>                                       | <b>18,966</b>   | <b>18,460</b>   |
| <b>Accumulated depreciation, amortisation and impairment</b> |                 |                 |
| <b>Opening balance</b>                                       | (13,062)        | (12,123)        |
| Amortisation expense (i)                                     | (1,054)         | (939)           |
| Impairment losses charged to net result                      | -               | -               |
| <b>Closing balance</b>                                       | <b>(14,116)</b> | <b>(13,062)</b> |
| <b>Net book value at the end of the financial year</b>       | <b>4,850</b>    | <b>5,398</b>    |

Note: (i) The consumption of intangible produced assets is included in 'depreciation and amortisation' line item.

### Significant intangible assets

The Commission has capitalised software development expenditure for the development of its election management and electoral rolls development. The carrying amount of the capitalised software development expenditure of \$4.9 million (2014: \$5.4 million) includes existing developed software and software under development.

The existing election management software was fully amortised in 2011 and the electoral roll software development fully amortised in 2015.

## Note 11. Other non-financial assets

|   | 2015<br>\$'000 | 2014<br>\$'000 |
|---|----------------|----------------|
| <b>Current other non-financial assets</b>       |                |                |
| Prepayments                                     | 257            | 773            |
| <b>Total current other non-financial assets</b> | <b>257</b>     | <b>773</b>     |

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 12. Payables

|                               | 2015<br>\$'000 | 2014<br>\$'000 |
|-------------------------------|----------------|----------------|
| <b>Current payables</b>       |                |                |
| <b>Contractual</b>            |                |                |
| Supplies and services (i)     | 684            | 556            |
| Other payables                | 11             | 116            |
| <b>Total current payables</b> | <b>695</b>     | <b>672</b>     |
| <b>Total payables</b>         | <b>695</b>     | <b>672</b>     |

Note: (i) The average credit period is 30 days. No interest is charged on payables.

### (a) Maturity analysis of contractual payables

Please refer to table 20.2 in Note 20 for the maturity analysis of contractual payables.

### (b) Nature and extent of risk arising from contractual payables

Please refer to Note 20 for the nature and extent of risks arising from contractual payables.

## Note 13. Borrowings

|                                     | 2015<br>\$'000 | 2014<br>\$'000 |
|-------------------------------------|----------------|----------------|
| <b>Current borrowings</b>           |                |                |
| Lease liabilities (i) (Note 17)     | 38             | 64             |
| <b>Total current borrowings</b>     | <b>38</b>      | <b>64</b>      |
| <b>Non-current borrowings</b>       |                |                |
| Lease liabilities (i) (Note 17)     | 66             | 26             |
| <b>Total non-current borrowings</b> | <b>66</b>      | <b>26</b>      |
| <b>Total borrowings</b>             | <b>104</b>     | <b>90</b>      |

Note: (i) Secured by the assets leased. Finance leases are effectively secured as the rights to the leased assets revert to the lessor in the event of default.

### (a) Maturity analysis of borrowings

Please refer to table 20.2 in Note 20 for the maturity analysis of borrowings.

### (b) Nature and extent of risk arising from borrowings

Please refer to Note 20 for the nature and extent of risks arising from borrowings

### (c) Defaults and breaches

During the current and prior year, there were no defaults and breaches of any of the loans.

## Note 14. Provisions

|  | 2015<br>\$'000 | 2014<br>\$'000 |
|--|----------------|----------------|
| <b>Current provisions</b>                                      |                |                |
| (i) Employee benefits (Note 14 (a))                            |                |                |
| Annual leave   |                |                |
| (ii) Unconditional and expected to be settled within 12 months | 529            | 392            |
| (ii) Unconditional and expected to be settled after 12 months  | 94             | 157            |
| Long service leave   |                |                |
| (ii) Unconditional and expected to be settled within 12 months | 104            | 82             |
| (ii) Unconditional and expected to be settled within 12 months | 814            | 730            |
|  | <b>1,541</b>   | <b>1,361</b>   |
| Provisions for on-costs (Note 14(a) and Note 14(b))            |                |                |
| (ii) Unconditional and expected to be settled within 12 months | 98             | 78             |
| (ii) Unconditional and expected to be settled within 12 months | 140            | 145            |
|  | <b>238</b>     | <b>223</b>     |
| <b>Total current provisions</b>                                | <b>1,779</b>   | <b>1,584</b>   |
| <b>Non-current provisions</b>                                  |                |                |
| (i) Employee benefits (Note 14 (a) and Note 14(b))             | 192            | 135            |
| On-costs (Note 14(a))  | 30             | 22             |
| <b>Total non-current provisions</b>                            | <b>222</b>     | <b>157</b>     |
| <b>Total provisions</b>  | <b>2,001</b>   | <b>1,741</b>   |
| <b>(a) Employee benefits and related on-costs (i)</b>          |                |                |
| <b>Current employee benefits</b>                               |                |                |
| Annual leave entitlements                                      | 623            | 549            |
| Long service leave entitlements                                | 918            | 812            |
| <b>Non-current employee benefits</b>                           |                |                |
| Long service leave entitlements                                | 192            | 135            |
| <b>Total employee benefits</b>                                 | <b>1,733</b>   | <b>1,496</b>   |
| Current on-costs   | 238            | 223            |
| Non-current on-costs   | 30             | 22             |
| <b>Total on-costs</b>  | <b>268</b>     | <b>245</b>     |
| <b>Total employee benefits and related on-costs</b>            | <b>2,001</b>   | <b>1,741</b>   |

Note: (i) Employee benefits consist of annual leave and long service leave accrued by employees. On-costs such as payroll tax and workers' compensation insurance are not employee benefits and are reflected as a separate provision.  
(ii) Amounts are measured at present values.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 14. Provisions (continued)

|   | Employee Benefits |                |
|---|-------------------|----------------|
|   | 2015<br>\$'000    | 2014<br>\$'000 |
| <b>(b) Movement in provisions</b>   |                   |                |
| <b>Opening balance</b>  | 1,496             | 1,443          |
| Additional provisions recognised  | 787               | 658            |
| Additions due to transfer in  | -                 | -              |
| Reductions arising from payments / other sacrifices of future economic benefits | (550)             | (605)          |
| Reductions due to transfer out  | -                 | -              |
| <b>Closing balance</b>  | <b>1,733</b>      | <b>1,496</b>   |
| Current   | 1,541             | 1,361          |
| Non-current   | 192               | 135            |
| <b>Total employee benefits</b>  | <b>1,733</b>      | <b>1,496</b>   |

## Note 15. Other liabilities

|  | 2015<br>\$'000 | 2014<br>\$'000 |
|--|----------------|----------------|
| <b>Current other liabilities</b>           |                |                |
| Lease incentive                            | 293            | 293            |
| <b>Total current other liabilities</b>     | <b>293</b>     | <b>293</b>     |
| <b>Non-current other liabilities</b>       |                |                |
| Lease incentive                            | 1,164          | 879            |
| <b>Total non-current other liabilities</b> | <b>1,164</b>   | <b>879</b>     |
| <b>Total other liabilities</b>             | <b>1,457</b>   | <b>1,172</b>   |

## Note 16. Superannuation

Employees of the Commission are entitled to receive superannuation benefits and the Commission contributes to both defined benefit and defined contribution plans. The defined benefit plan(s) provides benefits based on years of service and final average salary.

The Commission does not recognise any defined benefit liability in respect of the plan(s) because the entity has no legal or constructive obligation to pay future benefits relating to its employees; its only obligation is to pay superannuation

contributions as they fall due. The Department of Treasury and Finance discloses the State's defined benefit liabilities in its disclosure for administered items.

However, superannuation contributions paid or payable for the reporting period are included as part of employee benefits in the comprehensive operating statement of the Commission.

The name, details and amounts expensed in relation to the major employee superannuation funds and contributions made by the Commission are as follows:

|   | Paid Contribution for the Year |                | Contribution Outstanding at year End |                |
|---|--------------------------------|----------------|--------------------------------------|----------------|
|   | 2015<br>\$'000                 | 2014<br>\$'000 | 2015<br>\$'000                       | 2014<br>\$'000 |
| <b>Defined benefit plans:</b>                   |                                |                |                                      |                |
| (i) State Superannuation Fund - revised and new | 45                             | 50             | -                                    | 2              |
| <b>Defined contribution plans:</b>              |                                |                |                                      |                |
| Vicsuper  | 973                            | 458            | -                                    | 25             |
| Other   | 928                            | 231            | -                                    | 14             |
| <b>Total</b>                                    | <b>1,946</b>                   | <b>739</b>     | <b>-</b>                             | <b>41</b>      |

Notes: (i) The bases for determining the level of contributions is determined by the various actuaries of the defined benefit superannuation plans.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 17. Leases

### (a) Disclosures for lessees – finance lease

#### Leasing arrangements

Finance leases relate to motor vehicles leased through the Department of Treasury and Finance. The Commission has options to purchase the vehicles for a nominal amount at the conclusion of the lease agreements.

|   | Minimum future lease payments (i) |                | Present value of minimum future lease payments |                |
|---|-----------------------------------|----------------|--|----------------|
|   | 2015<br>\$'000                    | 2014<br>\$'000 | 2015<br>\$'000                                 | 2014<br>\$'000 |
| <b>Other finance lease liabilities payable</b>      |                                   |                |  |                |
| Not longer than one year                            | 42                                | 67             | 38   | 64             |
| Longer than one year and not longer than five years | 68                                | 28             | 66   | 26             |
| Longer than five years                              | -                                 | -              | -  | -              |
| <b>Minimum future lease payments</b>                | <b>110</b>                        | <b>95</b>      | <b>104</b>                                     | <b>90</b>      |
| Less future finance charges                         | 6                                 | 5              | -  | -              |
| <b>Present value of minimum lease payments</b>      | <b>104</b>                        | <b>90</b>      | <b>104</b>                                     | <b>90</b>      |
| <b>Included in the financial statements as:</b>     |                                   |                |  |                |
| Current borrowings lease liabilities (Note 13)      |                                   |                | 38   | 64             |
| Non-current borrowings lease liabilities (Note 13)  |                                   |                | 66   | 26             |
|   |                                   |                | <b>104</b>                                     | <b>90</b>      |

Note: (i) Minimum future lease payments include the aggregate of all lease payments and any guaranteed residual.

### (b) Disclosure for lessees—operating leases

Refer to Note 18(b)

## Note 18. Commitments for expenditure

The following commitments have not been recognised as liabilities in the financial statements:

| (a) Commitments (i)                          | 2015<br>\$'000 | 2014<br>\$'000 |
|--|----------------|----------------|
| <b>Operating and lease commitments</b>       |                |                |
| Rental leases                                | 25,925         | 28,299         |
| <b>Total operating and lease commitments</b> | <b>25,925</b>  | <b>28,299</b>  |
| <b>Other commitments</b>                     |                |                |
| Outsourcing                                  | 2,200          | 2,450          |
| <b>Total other commitments</b>               | <b>2,200</b>   | <b>2,450</b>   |
| <b>Total commitments</b>                     | <b>28,125</b>  | <b>30,749</b>  |

Notes: (i) The figures present are inclusive of GST.

| (b) Commitments payable                                  | 2015<br>\$'000 | 2014<br>\$'000 |
|--|----------------|----------------|
| Nominal value  |                |                |
| <b>Operating and lease commitments (i)</b>               |                |                |
| Less than one year                                       | 2,680          | 2,374          |
| Longer than one year and not longer than five years      | 13,492         | 12,603         |
| Five years or more                                       | 9,753          | 13,322         |
| <b>Total operating and lease commitments</b>             | <b>25,925</b>  | <b>28,299</b>  |
| <b>Other commitments (ii)</b>                            |                |                |
| Less than one year                                       | 2,200          | 2,450          |
| <b>Total other commitments</b>                           | <b>2,200</b>   | <b>2,450</b>   |
| <b>Total commitments (inclusive of GST)</b>              | <b>28,125</b>  | <b>30,749</b>  |
| Less GST recoverable from the Australian Taxation Office | (2,157)        | (2,796)        |
| <b>Total commitments (exclusive of GST)</b>              | <b>25,968</b>  | <b>27,953</b>  |

Notes: (i) Operating leases relate to office and warehouse facilities with lease terms between one to twelve years. All operating lease contracts contain market review clauses in the event that the Commission exercises its option to renew. The Commission does not have an option to purchase the leased asset at the expiry of the lease period.  
(ii) Commitments under outsourcing contracts are for joint electoral roll procedure at the end of the reporting period.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 19. Contingent assets and contingent liabilities

There are no contingent assets and contingent liabilities as at 30 June 2015 (2014 - nil)

## Note 20. Financial instruments

### (a) Financial risk management objectives and policies

The Commission's principal financial instruments comprise of:

- cash assets
- receivables (excluding statutory receivables)
- payables (excluding statutory payables)
- finance lease payables

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset, financial liability and equity instrument above are disclosed in Note 1 to the financial statements.

The main purpose in holding financial instruments is to prudentially manage the Commission's financial risks within the Government policy parameters.

The Commission's main financial risks include credit risk, liquidity risk and interest rate risk. The Commission manages these financial risks in accordance with its financial risk management policy.

The Commission uses different methods to measure and manage the different risks to which it is exposed. Primary responsibility for the identification and management of financial risks rests with the Electoral Commissioner in consultation with the Audit Committee.

The carrying amounts of the Commission's contractual financial assets and financial liabilities by category are in Table 20.1 below.

**Table 20.1 Categorisation of financial instruments**

|  | Note | 2015<br>\$'000 | 2014<br>\$'000 |
|--|------|----------------|----------------|
| <b>Financial assets</b>                        |      |                |                |
| Cash and deposits                              | 21   | 2              | 2              |
| Other receivables                              | 7    | 13             | 133            |
| <b>Total contractual financial assets</b>      |      | <b>15</b>      | <b>135</b>     |
| <b>Financial liabilities</b>                   |      |                |                |
| Trade and other payables                       | 12   | 695            | 672            |
| Lease liabilities                              | 17   | 104            | 90             |
| <b>Total contractual financial liabilities</b> |      | <b>799</b>     | <b>762</b>     |

## Note 20. Financial instruments (continued)

### (b) Financial risks

#### (i) Liquidity risk

Liquidity risk is the risk that the Commission would be unable to meet its financial obligations as and when they fall due. The Commission operates under the Government fair payments policy of settling financial obligations within 30 days and in the event of a dispute, making payments within 30 days from the date of resolution.

The Commission's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet. The Commission's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The following table discloses the contractual maturity analysis for the Commission's contractual financial liabilities:

**Table 20.2 Maturity analysis of contractual financial liabilities (i)**

|                          | Carrying amount | Nominal Amount | Maturity dates    |            |                  |           |          |
|--------------------------|-----------------|----------------|-------------------|------------|------------------|-----------|----------|
|                          |                 |                | less than 1 month | 1-3 months | 3 months -1 year | 1-5 years | 5+ years |
| <b>2015</b>              |                 |                |                   |            |                  |           |          |
| <b>(ii) Payables</b>     |                 |                |                   |            |                  |           |          |
| Trade and other payables | 695             | 695            | 695               | -          | -                | -         | -        |
| <b>Borrowings</b>        |                 |                |                   |            |                  |           |          |
| Lease liabilities        | 104             | 110            | 15                | 5          | 22               | 68        | -        |
| <b>Total</b>             | <b>799</b>      | <b>805</b>     | <b>710</b>        | <b>5</b>   | <b>22</b>        | <b>68</b> | <b>-</b> |
| <b>2014</b>              |                 |                |                   |            |                  |           |          |
| <b>(ii) Payables</b>     |                 |                |                   |            |                  |           |          |
| Trade and other payables | 672             | 672            | 672               | -          | -                | -         | -        |
| <b>Borrowings</b>        |                 |                |                   |            |                  |           |          |
| Lease liabilities        | 90              | 95             | 18                | 5          | 44               | 28        | -        |
| <b>Total</b>             | <b>762</b>      | <b>767</b>     | <b>690</b>        | <b>5</b>   | <b>44</b>        | <b>28</b> | <b>-</b> |

Note: (i) Maturity analysis is presented using the contractual undiscounted cash flows.  
(ii) The carrying amounts disclosed exclude statutory amounts (e.g. GST payables).

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 20. Financial instruments (continued)

### (ii) Credit risk

Credit risk arises from the contractual financial assets of the Commission, which comprise cash and deposits, non-statutory receivables and available for sale contractual financial assets. The Commission's exposure to credit risk arises from the potential default of a counter party on their contractual obligations resulting in financial loss to the Commission. Credit risk is measured at fair value and is monitored on a regular basis.

In addition, the Commission does not engage in hedging for its contractual financial assets and mainly obtains contractual financial assets that are on fixed interest, except for cash assets, which are mainly cash at bank. As with the policy for debtors, the Commission's policy is to only deal with banks with high credit ratings.

Provision of impairment for contractual financial assets is recognised when there is objective evidence that the Commission will not be able to collect a receivable. Objective evidence includes financial difficulties of the debtor, default payments, debts which are more than 60 days overdue, and changes in debtor credit ratings.

The carrying amount of contractual financial assets recorded in the financial statements, net of any allowances for losses, represents the Commission's maximum exposure to credit risk without taking account of the value of any collateral obtained. The Commission is not exposed to any material credit risk at balance date.

### (iii) Market risk

The Commission's exposures to market risk are primarily through foreign currency risk and interest rate risk. Objectives, policies and processes used to manage each of these risks are disclosed below.

#### Foreign currency risk

The Commission is exposed to foreign currency risk mainly through its payables relating to purchases of supplies and consumables from overseas. This is because of a limited amount of transactions denominated in foreign currencies and a relatively short timeframe between commitment and settlement.

Based on past and current assessment of economic outlook, it is deemed unnecessary for the Commission to enter into any hedging arrangements to manage the risk.

The Commission is not exposed to any material foreign currency risk.

#### Interest rate risk

Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate because of changes in market interest rates. The Commission does not hold any interest bearing financial instruments that are measured at fair value, therefore has no exposure to fair value interest rate risk.

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Commission has minimal exposure to cash flow interest rate risks through its cash and bank overdrafts that are at a floating rate.

The Commission manages this risk by mainly undertaking fixed rate or non-interest bearing financial instruments with relatively even maturity profiles, with only insignificant amounts of financial instruments at floating rate. The Commission's exposure to interest rate risk is limited to finance leases.

The carrying amounts of financial assets and financial liabilities that are exposed to interest rates are set out in Table 20.3. As all interest rates are fixed at balance date, the Commission is not exposed to any material interest rate risk.

## Note 20. Financial instruments (continued)

Table 20.3: Interest rate exposure of financial instruments

|                                    | Weighted average interest rate % | Carrying amount | Interest rate exposure |                        |                      |
|------------------------------------|----------------------------------|-----------------|------------------------|------------------------|----------------------|
|                                    |                                  |                 | Fixed interest rate    | Variable interest rate | Non-interest bearing |
|                                    |                                  |                 | (\$ thousand)          |                        |                      |
| <b>2015</b>                        |                                  |                 |                        |                        |                      |
| <b>Financial assets</b>            |                                  |                 |                        |                        |                      |
| Cash and deposits                  | -                                | 2               | -                      | -                      | 2                    |
| (i) Receivables                    |                                  |                 |                        |                        |                      |
| Other receivables                  | -                                | 13              | -                      | -                      | 13                   |
| <b>Total financial assets</b>      |                                  | <b>15</b>       | <b>-</b>               | <b>-</b>               | <b>15</b>            |
| <b>Financial liabilities</b>       |                                  |                 |                        |                        |                      |
| (i) Payables                       |                                  |                 |                        |                        |                      |
| Trade and other payables           | -                                | 695             | -                      | -                      | 695                  |
| Borrowings                         |                                  |                 |                        |                        |                      |
| Lease liabilities                  | 5.59                             | 104             | 104                    | -                      | -                    |
| <b>Total financial liabilities</b> |                                  | <b>799</b>      | <b>104</b>             | <b>-</b>               | <b>695</b>           |
| <b>2014</b>                        |                                  |                 |                        |                        |                      |
| <b>Financial assets</b>            |                                  |                 |                        |                        |                      |
| Cash and deposits                  | -                                | 2               | -                      | -                      | 2                    |
| (i) Receivables                    |                                  |                 |                        |                        |                      |
| Other receivables                  | -                                | 133             | -                      | -                      | 133                  |
| <b>Total financial assets</b>      |                                  | <b>135</b>      | <b>-</b>               | <b>-</b>               | <b>135</b>           |
| <b>Financial liabilities</b>       |                                  |                 |                        |                        |                      |
| (i) Payables                       |                                  |                 |                        |                        |                      |
| Trade and other payables           | -                                | 672             | -                      | -                      | 672                  |
| Borrowings                         |                                  |                 |                        |                        |                      |
| Lease liabilities                  | 6.59                             | 90              | 90                     | -                      | -                    |
| <b>Total financial liabilities</b> |                                  | <b>762</b>      | <b>90</b>              | <b>-</b>               | <b>672</b>           |

Note: (i) The carrying amounts disclosed here exclude statutory amounts (e.g. Amounts owing from Victorian Government, GST input tax credit recoverable, and GST payables).

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 20. Financial instruments (continued)

### (c) Fair value

The Commission considers that the carrying amount of financial instrument assets and liabilities recorded in the financial statements to be a fair approximation of their fair values, because of the short-term nature of the financial instruments and the expectation that they will be paid in full.

The following table shows that the fair values of most of the contractual financial assets and liabilities are the same as their carrying amounts:

**Table 20.4: Comparison between carrying amount and fair value**

|  | (\$ thousand)           |                    |                         |                    |
|--|-------------------------|--------------------|-------------------------|--------------------|
|  | Carrying amount<br>2015 | Fair value<br>2015 | Carrying amount<br>2014 | Fair value<br>2014 |
| <b>Contractual financial assets</b>            |                         |                    |                         |                    |
| Cash and deposits                              | 2                       | 2                  | 2                       | 2                  |
| (i) Receivables                                |                         |                    |                         |                    |
| Other receivables                              | 13                      | 13                 | 133                     | 133                |
| <b>Total contractual financial assets</b>      | <b>15</b>               | <b>15</b>          | <b>135</b>              | <b>135</b>         |
| <b>Contractual financial liabilities</b>       |                         |                    |                         |                    |
| (i) Payables                                   |                         |                    |                         |                    |
| Trade and other payables                       | 695                     | 695                | 672                     | 672                |
| Borrowings                                     |                         |                    |                         |                    |
| Lease liabilities                              | 104                     | 104                | 90                      | 90                 |
| <b>Total contractual financial liabilities</b> | <b>799</b>              | <b>799</b>         | <b>762</b>              | <b>762</b>         |

Note: (i) The carrying amounts disclosed here exclude statutory amounts (e.g. Amounts owing from Victorian Government, GST input tax credit recoverable, and GST payables).

## Note 21. Cash flow information

### (a) Reconciliation of cash and cash equivalents

|  | 2015<br>\$'000 | 2014<br>\$'000 |
|--|----------------|----------------|
| (i) Total cash and deposits disclosed in the balance sheet | 2              | 2              |
| <b>Balance as per cash flow statement</b>                  | <b>2</b>       | <b>2</b>       |

Note: (i) Due to the State of Victoria's investment policy and government funding arrangements, the Commission does not hold a large cash reserve in its bank accounts. Cash received by the Commission from the generation of income is generally paid into the State's bank account, known as the public account. Similarly, any Commission expenditure, including those in the form of cheques drawn by the Commission for the payment of goods and services to its suppliers and creditors are made via the Public Account. The process is such that, the public account would remit to the Commission the cash required for the amount drawn on the cheques. This remittance by the public account occurs upon the presentation of the cheques by the Commission's suppliers or creditors.

The above funding arrangements often result in the Commission having a notional shortfall in the cash at bank required for payment of unrepresented cheques at the reporting date.

At 30 June 2015, cash at bank had no unrepresented cheque (2014 - nil)

### (b) Reconciliation of net result for the period

|   | 2015<br>\$'000 | 2014<br>\$'000 |
|---|----------------|----------------|
| <b>Net result for the period</b>                          | (3,097)        | (1,936)        |
| <b>Non-cash movements:</b>                                |                |                |
| (Gain)/loss on sale or disposal of non-current assets     | (17)           | -              |
| Depreciation and amortisation of non current assets       | 1,634          | 1,579          |
| <b>Movements in assets and liabilities</b>                |                |                |
| (Increase) / decrease in receivables                      | 237            | 209            |
| (Increase) / decrease in inventories                      | 168            | (183)          |
| (Increase) / decrease in other non-financial assets       | 507            | (314)          |
| Increase / (decrease) in payables                         | 23             | 292            |
| Increase / (decrease) in provisions                       | 260            | 67             |
| Increase / (decrease) in other liabilities                | 285            | 285            |
| <b>Net cash flows from/(used in) operating activities</b> | <b>(1)</b>     | <b>(1)</b>     |

### (c) Financing facilities

|   | 2015<br>\$'000 | 2014<br>\$'000 |
|---|----------------|----------------|
| <b>Unsecured loan facilities with various maturity dates through to 2014-15 and which may be extended by mutual agreement</b> |                |                |
| Amount used   | -              | -              |
| Amount unused   | -              | -              |
|   | -              | -              |

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 22. Summary of compliance with annual special appropriations

The following table discloses the details of the annual Parliamentary appropriations received by the Commission via the Department of Justice and Regulations (1 July to 31 December 2014) and Department of Premier and Cabinet (1 January to 30 June 2015). In accordance with accrual output-based management procedures

'provisions of outputs' and 'additions to net assets' are disclosed as 'controlled' activities of the Commission. Administered transactions are those that are undertaken on behalf of the State over which the Commission has no control or discretion.

|   | Revenue from government |                |
|---|-------------------------|----------------|
|   | 2015<br>\$'000          | 2014<br>\$'000 |
| <b>Controlled</b>                             |                         |                |
| Provision for outputs                         | 62,623                  | 23,062         |
| Additions to net assets                       | 601                     | 2,330          |
| <b>Administered</b>                           |                         |                |
| Payments made on behalf of the State (Note 3) | 9,828                   | 16             |
| <b>Total</b>                                  | <b>73,052</b>           | <b>25,408</b>  |

## Note 23. Ex-gratia payments

The Commission made no ex-gratia payments during the reporting period. (2014 - Nil)

## Note 24. Trust account balances

### (a) Trust account balances relating to trust accounts administered by the Commission

|   | 2015<br>\$'000                    |                |                |                                    | 2014<br>\$'000                    |                |                |                                    |
|---|-----------------------------------|----------------|----------------|------------------------------------|-----------------------------------|----------------|----------------|------------------------------------|
|   | Opening balance as at 1 July 2014 | Total receipts | Total payments | Closing balance as at 30 June 2015 | Opening balance as at 1 July 2013 | Total receipts | Total payments | Closing balance as at 30 June 2014 |
| <b>Cash and cash equivalents</b>                |                                   |                |                |                                    |                                   |                |                |                                    |
| <b>Administered trusts</b>                      |                                   |                |                |                                    |                                   |                |                |                                    |
| Candidates deposits State and Local Governments | -                                 | 331            | 331            | -                                  | -                                 | 11             | 11             | -                                  |
| Fines State and Local Governments               | 254                               | 1,749          | 1,862          | 141                                | 2,073                             | 1,629          | 3,448          | 254                                |
| Bank overdraft                                  | -                                 | 2,368          | 2,368          | -                                  | (1,048)                           | 2,834          | 1,786          | -                                  |
| <b>Total administered trusts</b>                | <b>254</b>                        | <b>4,448</b>   | <b>4,561</b>   | <b>141</b>                         | <b>1,025</b>                      | <b>4,474</b>   | <b>5,245</b>   | <b>254</b>                         |

Under the *Electoral Act 2002 and Local Government Act 1989*, the Commission has responsibility for transactions and balances relating to trust funds on behalf of the State and Local Government. Income, expenses, assets and liabilities managed

on behalf of third parties are not recognised in these financial statements as they are managed on a fiduciary and custodial basis, and therefore are not controlled by the Commission.

## Note 25. Economic Dependency

The Victorian Electoral Commission is dependent upon the State of Victoria, via the Department of Premier and Cabinet, for the funding of its operations. At the date of this report management has no reason to believe that this financial support will not continue.

## Note 26. Responsible persons

In accordance with the Ministerial Directions issued by the Minister for Finance under the *Financial Management Act 1994*, the following disclosures are made regarding responsible persons for the reporting period.

Section 7 of the *Electoral Act 2002* states that the 'Commission consists of one member being the person who is appointed as the Electoral Commissioner'. Section 10 of the *Electoral Act 2002* also states that the 'Commission is not subject to the direction or control of the Minister in respect of the performance of its responsibilities and functions and the exercise of its powers', therefore the accountable officers of the Commission are as listed below.

### Names

The person who held the positions of accountable officer in the Commission are as follows:

Electoral Commissioner  
Mr Warwick Gately AM  
1 July 2014 to 30 June 2015

### Remuneration

Remuneration received or receivable by the accountable officer in connection with the management of the Commission during thereporting period was in the range: \$300,000 - \$309,999 (\$290,000 - \$299,999 in 2014)

### Related party transactions

There were no related party transactions during 2015. (2014 - Nil)

## Note 27. Remuneration of executives and payments to other personnel (i.e. contractors with significant management responsibilities)

The numbers of executive officers, other than the Accountable Officer, and their total remuneration during the reporting period are shown in the first two columns in the table below in their relevant income bands. The base remuneration of executive officers is shown in the third and fourth columns. Base remuneration is exclusive of bonus payments, long service leave payments, redundancy payments and retirement benefits. The total annualised employee equivalent provides a measure of full time equivalent executive officers over the reporting period. There were no payments made to contractors with significant management responsibility in 2015 (2014: Nil).

| Income band                                | Total remuneration |             | Base remuneration |             |
|--|--------------------|-------------|-------------------|-------------|
|  | 2015<br>No.        | 2014<br>No. | 2015<br>No.       | 2014<br>No. |
| \$200,000 - \$209,999                      | 1                  | -           | 1                 | -           |
| \$210,000 - \$219,999 (i)                  | -                  | 1           | -                 | 1           |
| Total number of executives                 | 1                  | 1           | 1                 | 1           |
| Total annualised employee equivalents (ii) | 1                  | 1           | 1                 | 1           |

Note: (i) 2014 included amounts received for acting in a higher role.  
(ii) Annualised employee equivalent is based in paid working hours of 38 ordinary hours per week over the 52 weeks for a reporting period.

## Note 28. Remuneration of auditors

|   | 2015<br>\$'000 | 2014<br>\$'000 |
|---|----------------|----------------|
| <b>Victorian Auditor General's Office</b> |                |                |
| Audit of the financial statements         | 22             | 21             |
|   | <b>22</b>      | <b>21</b>      |

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 29. Subsequent events

The Victorian Electoral Commission has no material or significant events occurring after the reporting date.

## Note 30. Glossary of Terms and style conventions

### Amortisation

Amortisation is the expense which results from the consumption, extraction or use over time of a non-produced physical or intangible asset. This expense is classified as an other economic flow.

### Borrowings

Borrowings refers to finance leases.

### Comprehensive result

The net result of all items of income and expense recognised for the period. It is the aggregate of operating result and other comprehensive income.

### Capital asset charge

The capital asset charge represents the opportunity cost of capital invested in the non-financial physical assets used in the provision of outputs.

### Commitments

Commitments include those operating, capital and other outsourcing commitments arising from non-cancellable contractual or statutory sources.

### Depreciation

Depreciation is an expense that arises from the consumption through wear or time of a produced physical or intangible asset. This expense is classified as a 'transaction' and so reduces the 'net result from transaction'.

### Employee benefits expenses

Employee benefits expenses include all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, redundancy payments, defined benefit superannuation plans and defined contribution superannuation plans.

### Ex gratia payments

Ex-gratia expenses mean the voluntary payment of money or other non-monetary benefit (e.g. a write off) that is not made either to acquire goods, services or other benefits for the entity or to meet a legal liability, or to settle or resolve a possible legal liability or claim against the entity.

### Financial asset

A financial asset is any asset that is

- (a) cash;
- (b) an equity instrument of another entity;
- (c) a contractual or statutory right:
  - to receive cash or another financial asset from another entity; or
  - to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity; or
- (d) a contract that will or may be settled in the entity's own equity instruments and is:
  - a non-derivative for which the entity is or may be obliged to receive a variable number of the entity's own equity instruments; or
  - a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments.

### Financial instrument

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets or liabilities that are non-contractual (such as statutory receivables or payables that arise as a result of statutory requirements imposed by governments) are not financial instruments.

### Financial liability

A financial liability is any liability that is:

- (a) A contractual obligation:
  - (i) To deliver cash or another financial asset to another entity; or
  - (ii) To exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity; or
- (b) A contract that will or may be settled in the entity's own equity instruments and is:
  - (i) A non-derivative for which the entity is or may be obliged to deliver a variable number of the entity's own equity instruments; or
  - (ii) A derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments. For this purpose the entity's own equity instruments do not include instruments that are themselves contracts for the future receipt or delivery of the entity's own equity instruments.

## Note 30. Glossary of Terms and style conventions (continued)

### Financial statements

A complete set of financial statements comprises:

- (a) a balance sheet as at the end of the period;
- (b) a comprehensive operating statement for the period;
- (c) a statement of changes in equity for the period;
- (d) a cash flow statement for the period;
- (e) notes, comprising a summary of significant accounting policies and other explanatory information;
- (f) comparative information in respect of the preceding period as specified in paragraphs 38 of AASB 101 *Presentation of Financial Statements*; and
- (g) a statement of financial position as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements in accordance with paragraphs 41 of AASB 101.

### General government sector

The general government sector comprises all government departments, offices and other bodies engaged in providing services free of charge or at prices significantly below their cost of production. General government services include those which are mainly non-market in nature those which are largely for collective consumption by the community and those which involve the transfer or redistribution of income. These services are financed mainly through taxes, or other compulsory levies and user charges.

### Intangible produced assets

Refer to produced asset in this glossary.

### Interest expense

Costs incurred in connection with the borrowing of funds includes the interest component, of finance lease repayments.

### Net result

Net result is a measure of financial performance of the operations for the period. It is the net result of items of income, gains and expenses (including losses) recognised for the period, excluding those that are classified as 'other economic flows - other comprehensive income'.

### Net worth

Assets less liabilities, which is an economic measure of wealth.

### Other economic flows included in net result

Other economic flows included in net result are changes in the volume or value of an asset or liability that do not result from transactions. It includes gains and losses from disposals, revaluations and impairments of non-financial physical and intangible assets and fair value changes of financial instruments.

### Other economic flows - other comprehensive income

Other economic flows - other comprehensive income comprises items (including reclassification adjustments) that are not recognised in net result as required or permitted by other Australian Accounting Standards.

### Payables

Includes short and long term trade debt and accounts payable, grants, taxes and interest payable.

### Produced assets

Produced assets include plant and equipment, inventories and certain intangible assets. Intangible produced assets may include computer software.

### Receivables

Includes amounts owing from government through appropriation receivable, short and long term trade credit and accounts receivable.

### Sales of goods and services

Refers to income from the direct provision of goods and services and includes fees and charges for services rendered, sales of goods and services, fees from regulatory services and work done as an agent for private enterprises. It also includes rental income under operating leases and on produced assets such as buildings and entertainment, but excludes rent income from the use of non-produced assets such as land. User charges includes sale of goods and services income.

### Supplies and services

Supplies and services generally represent cost of goods sold and the day-to-day running costs, including maintenance costs, incurred in the normal operations of the Commission.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Note 30. Glossary of Terms and style conventions (continued)

### Transactions

Transactions are those economic flows that are considered to arise as a result of policy decisions, usually an interaction between two entities by mutual agreement. They also include flows within an entity such as depreciation where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset. Taxation is regarded as mutually agreed interactions between the government and taxpayers. Transactions can be in kind (e.g. assets provided/given free of charge or for nominal consideration) or where the final consideration is cash. In simple terms, transactions arise from the policy decisions of the government.

### Style conventions

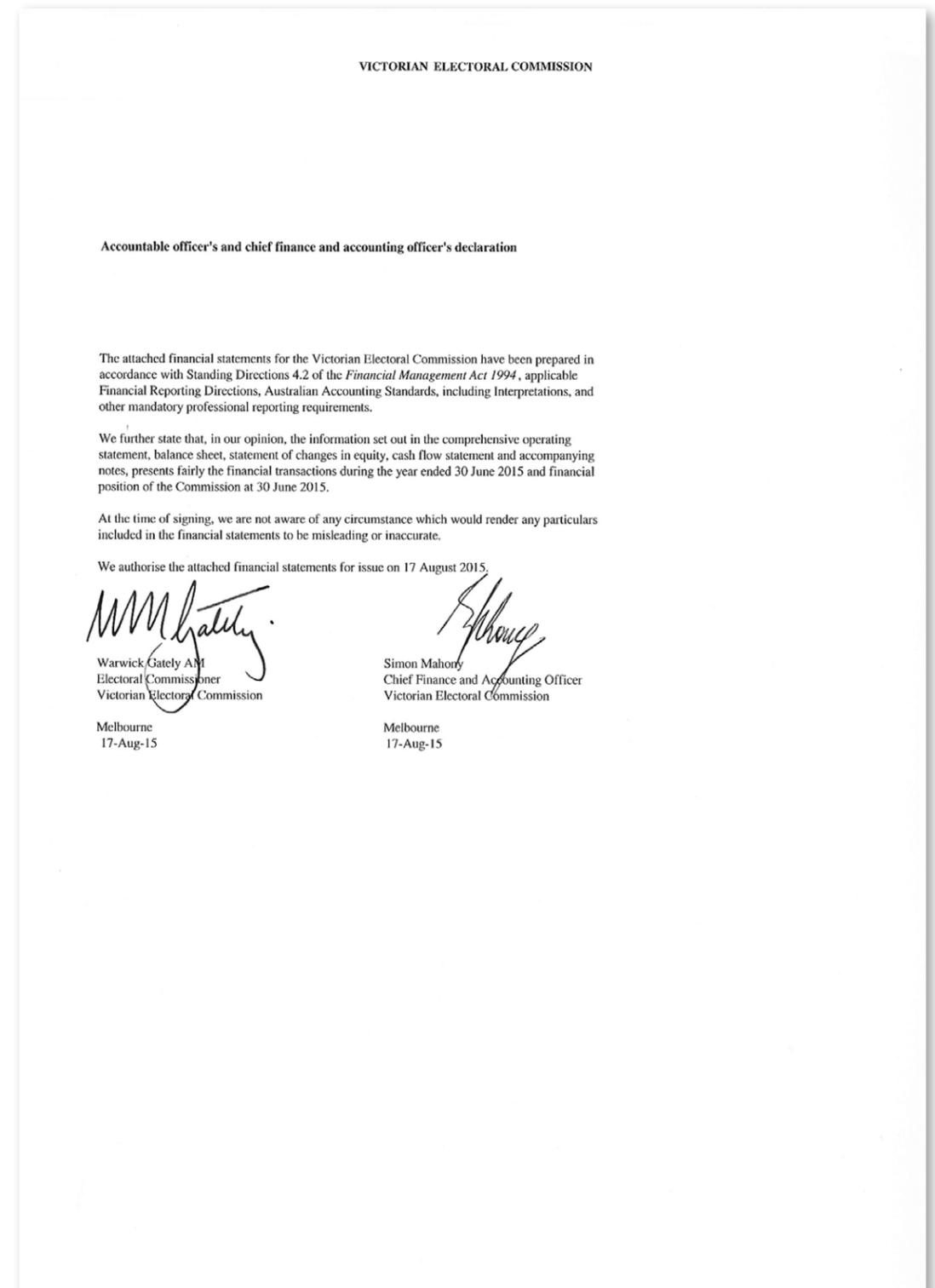
Figures in the tables and in the text have been rounded. Discrepancies in tables between totals and sums of components reflect rounding. Percentage variations in all tables are based on the underlying unrounded amounts.

The notation used in the tables is as follows:

- .. zero, or rounded to zero
- (xxx.x) negative numbers
- 200x year period
- 200x-0x year period

The financial statements and notes are presented based on the illustration for a government department in the 2014-15 *Model Report for Victorian Government departments*. The presentation of other disclosures is generally consistent with the other disclosures made in earlier publications of the Commission's annual reports.

# ACCOUNTABLE OFFICER'S AND CHIEF FINANCE AND ACCOUNTING OFFICER'S DECLARATION



# AUDITOR-GENERAL'S REPORT



**VAGO**  
Victorian Auditor-General's Office

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**INDEPENDENT AUDITOR'S REPORT**

**To the Electoral Commissioner**

*The Financial Report*

The accompanying financial report for the year ended 30 June 2015 of the Victorian Electoral Commission which comprises comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement, notes comprising a summary of significant accounting policies and other explanatory information, and the accountable officer's and chief finance and accounting officer's declaration has been audited.

*The Electoral Commissioner's Responsibility for the Financial Report*

The Electoral Commissioner is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Financial Management Act 1994*, and for such internal control as the Electoral Commissioner determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

*Auditor's Responsibility*

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report 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 Electoral Commissioner, as well as evaluating the overall presentation of the financial report.

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

*Auditing in the Public Interest*

**Independent Auditor's Report (continued)**

*Independence*

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

*Opinion*

In my opinion, the financial report presents fairly, in all material respects, the financial position of the Victorian Electoral Commission as at 30 June 2015 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Financial Management Act 1994*.

MELBOURNE  
21 August 2015



John Doyle  
Auditor-General

*Auditing in the Public Interest*

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## APPENDIX A

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## APPENDIX B

### GOVERNING LEGISLATION AND REGULATIONS

#### Legislation

- *Agricultural Industry Development Act 1990*
- *Building Act 1993*
- *Charter of Human Rights and Responsibilities Act 2006*
- *City of Greater Geelong Act 1993*
- *City of Melbourne Act 2001*
- *Constitution Act 1975*
- *Electoral Act 2002*
- *Electoral Boundaries Commission Act 1982*
- *Equal Opportunity Act 2010*
- *Essential Services Act 1958*
- *Financial Management Act 1994*
- *Freedom of Information Act 1982*
- *Information Privacy Act 2000*
- *Infringements Act 2006*
- *Juries Act 2000*
- *Legal Profession Act 2004*
- *Liquor Control Reform Act 1998*
- *Local Government Act 1989*
- *Monetary Units Act 2004*
- *Protected Disclosure Act 2012*
- *Public Records Act 1973*
- *Shop Trading Reform Act 1996*
- *Vital State Projects Act 1976*

#### Regulations

- *Agricultural Industry Development (Polls) Regulations 2011*
- *City of Melbourne (Electoral) Regulations 2012*
- *Electoral Regulations 2012*
- *Infringements (General) Regulations 2006*
- *Infringements (Reporting and Prescribed Details and Forms) Regulations 2006*
- *Legal Profession (Board Election) Regulations 2006*
- *Liquor Control Reform Regulations 2009*
- *Local Government (Electoral) Regulations 2005*

## APPENDIX C

### ADDITIONAL INFORMATION AVAILABLE ON REQUEST

- Details of publications produced by the VEC about itself, and where these can be obtained
- Details of changes in prices, fees, charges, rates and levies charged by the VEC
- Details of any major external reviews carried out in respect of the operation of the VEC
- Details of major research and development activities undertaken by the VEC that are not otherwise covered in this report
- Details of overseas visits undertaken, including a summary of the objectives and outcomes of each visit
- Details of assessments and measures undertaken to improve the occupational health and safety of employees not otherwise detailed in this report
- A general statement on industrial relations within the VEC and details of time lost through industrial accidents and disputes

## APPENDIX D

### REPORTING PROCEDURES UNDER THE *PROTECTED DISCLOSURE ACT 2012*

Disclosures of improper conduct or detrimental action by the Victorian Electoral Commissioner must be made to the Independent Broad-based Anti-corruption Commission (IBAC).

*Independent Broad-based Anti-corruption Commission*

GPO Box 24234  
Melbourne VIC 3001  
Phone 1300 735 135

Disclosures of improper conduct or detrimental action by an officer of the VEC may be made to the Protected Disclosures Officer or the directly to IBAC.

*Protected Disclosures Officer*

Victorian Electoral Commission  
Level 11, 530 Collins Street  
Melbourne  
Phone (03) 8620 1100

#### Further information

Written guidelines outlining the system for reporting disclosures of improper conduct or detrimental action by the VEC or its employees and the disclosure handling procedures are available from the VEC.

## APPENDIX E

### MAKING A REQUEST UNDER THE FREEDOM OF INFORMATION ACT 1982

Access to documents may be obtained through written request to the Freedom of Information (FOI) Officer, as detailed in s17 of the *Freedom of Information Act 1982*.

In summary, the requirements for making a request are:

- it should be in writing
- it should identify as clearly as possible which document is being requested
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of the VEC should be lodged by email to [foi@vec.vic.gov.au](mailto:foi@vec.vic.gov.au) or by mail addressed to:

#### Freedom of Information Officer

Victorian Electoral Commission

Level 11, 530 Collins Street

Melbourne VIC 3000

Access charges may also apply once documents have been processed and a decision on access is made; for example photocopying and search and retrieval charges.

Further information regarding Freedom of Information can be found at the Victorian Government Freedom of Information website ([foi.vic.gov.au](http://foi.vic.gov.au)).

## APPENDIX F

### ELECTIONS, BY-ELECTIONS, COUNTBACKS AND POLLS, 2014-15

| Election  | Type                  | Election Date | Voting Method | Location       | Voters    |
|---|-----------------------|---------------|---------------|----------------|-----------|
| Sergio's Pizza Bistro LLP                                       | Liquor Licensing Poll | 11/08/2014    | Postal        | VEC            | 1,504     |
| Victorian Strawberry Industry Development Order 2014            | Commercial Election   | 22/08/2014    | Postal        | VEC            | 98        |
| Melton City Council, Coburn Ward                                | Municipal Countback   | 20/08/2014    | N/A           | Melton         | N/A       |
| Mornington Peninsula Shire Council, Red Hill Ward               | Municipal By election | 23/08/2014    | Postal        | Dromana        | 12,509    |
| Greater Sunraysia Pest Free Industry Development Order 2014     | Commercial Election   | 29/08/2014    | Postal        | VEC            | 749       |
| Maroondah City Council, Mullum Ward                             | Municipal Countback   | 11/09/2014    | N/A           | Ringwood       | N/A       |
| Augello's Balwyn LLP  | Liquor Licensing Poll | 15/09/2014    | Postal        | VEC            | 1,690     |
| Mount Alexander Shire Council, Castlemaine Ward                 | Municipal Countback   | 13/10/2014    | N/A           | Castlemaine    | N/A       |
| The Resident Café LLP   | Liquor Licensing Poll | 10/11/2014    | Postal        | VEC            | 1,537     |
| Mr Hendricks LLP  | Liquor Licensing Poll | 10/11/2014    | Postal        | VEC            | 1,923     |
| Macedon Ranges Shire Council, East Ward                         | Municipal Countback   | 24/11/2014    | N/A           | Gisborne       | N/A       |
| Victorian State Parliamentary Election                          | State Election        | 29/11/2014    | Attendance    | Victoria       | 3,806,301 |
| Monash City Council, Oakleigh Ward                              | Municipal Countback   | 22/12/2014    | N/A           | Glen Waverley  | N/A       |
| Stonnington City Council, South Ward                            | Municipal Countback   | 27/01/2015    | N/A           | Malvern        | N/A       |
| Campaspe Shire Council, Kyabram-Deakin Ward                     | Municipal Countback   | 28/01/2015    | N/A           | Echuca         | N/A       |
| Moyne Shire Council   | Municipal Countback   | 29/01/2015    | N/A           | Port Fairy     | N/A       |
| Ballarat City Council, South Ward                               | Municipal Countback   | 02/02/2015    | N/A           | Ballarat       | N/A       |
| Victorian Canine Association                                    | Commercial Election   | 02/03/2015    | Postal        | VEC            | N/A       |
| Municipal Association of Victoria President and Board Elections | Commercial Election   | 06/03/2015    | Postal        | VEC            | 79        |
| Gippsland South District Parliamentary By-election              | State By-election     | 14/03/2015    | Attendance    | Leongatha      | 40,649    |
| Melton City Council, Coburn Ward                                | Municipal Countback   | 25/03/2015    | N/A           | Melton         | N/A       |
| Yarra Ranges Shire Council, Lyster Ward                         | Municipal By election | 28/03/2015    | Postal        | Monbulk        | 11,470    |
| Ararat Rural City Council                                       | Municipal By election | 28/03/2015    | Postal        | Ararat         | 9,173     |
| Central Goldfields Shire Council, Tullaroop Ward                | Municipal By election | 28/03/2015    | Postal        | Maryborough    | 1,601     |
| Surf Coast Shire, Winchelsea Ward                               | Municipal Countback   | 21/04/2015    | N/A           | Torquay        | N/A       |
| Knox City Council, Scott Ward                                   | Municipal By election | 25/04/2015    | Postal        | Wantirna South | 13,117    |
| Bollywood Namaste LLP   | Liquor Licensing Poll | 11/05/2015    | Postal        | VEC            | 1,755     |
| 1395 Toorak Road, Toorak LLP                                    | Liquor Licensing Poll | 11/05/2015    | Postal        | VEC            | 1,788     |

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## APPENDIX G

### ENFORCEMENT OF COMPULSORY VOTING, 2014-15

| Election                       | Notice Type* | Mailout Date   | Records | Penalties collected to 30 June 2015 | Infringements Court Lodgement Date | No. of records lodged |
|--------------------------------|--------------|----------------|---------|-------------------------------------|------------------------------------|-----------------------|
| Central Goldfields - Tullaroop | 1            | 7-May-15       | 152     | N/A                                 |                                    |                       |
| By-election                    | 2            | 26-Jun-15      | 103     | \$0.00                              | due to be lodged with council      |                       |
| 28-Mar-15                      | 3            |                |         | N/A                                 | 26-Dec-15                          |                       |
| Yarra Ranges - Lyster          | 1            | 7-May-15       | 2,051   | N/A                                 |                                    |                       |
| By-election                    | 2            | 26-Jun-15      | 1,428   | \$0.00                              | due to be lodged with council      |                       |
| 28-Mar-15                      | 3            |                |         | N/A                                 | 26-Dec-15                          |                       |
| Ararat Rural City              | 1            | 7-May-15       | 842     | N/A                                 |                                    |                       |
| By-election                    | 2            | 26-Jun-15      | 546     | \$0.00                              | due to be lodged with council      |                       |
| 28-Mar-15                      | 3            |                |         | N/A                                 | 26-Dec-15                          |                       |
| State Election 2014            | 1            | 5,10,12 Mar-15 | 199,366 | N/A                                 |                                    |                       |
| 29-Nov-14                      | 2            | 1,6 May-15     | 126,238 | \$1,334,141                         | due to be lodged with court        |                       |
|                                | 3            |                |         | N/A                                 | 1&6-Nov-15                         |                       |
| Balwyn LLP                     | 1            | 5-Dec-14       | 310     | N/A                                 |                                    |                       |
| (Mr Hendrick's)                | 2            | 15-Jan-15      | 184     | \$4,810.00                          |                                    |                       |
| 10-Nov-14                      | 3            | 10-Apr-15      | 76      | \$976.40                            | 23-Jun-15                          | 50                    |
| Ashburton LLP                  | 1            | 5-Dec-14       | 247     | N/A                                 |                                    |                       |
| (The Resident Cafe)            | 2            | 15-Jan-15      | 140     | \$2,664.00                          |                                    |                       |
| 10-Nov-14                      | 3            | 10-Apr-15      | 64      | \$1,369.20                          | 23-Jun-15                          | 39                    |
| Balwyn LLP                     | 1            | 29-Sep-14      | 326     | N/A                                 |                                    |                       |
| (Augello's)                    | 2            | 5-Dec-14       | 160     | \$4,292.00                          |                                    |                       |
| 15-Sep-14                      | 3            | 28-Jan-15      | 77      | \$1,369.20                          | 07-Apr-15                          | 49                    |
| Mornington Peninsula Red Hill  | 1            | 12-Sep-14      | 1,382   | N/A                                 |                                    |                       |
| By-election                    | 2            | 28-Oct-14      | 826     | \$21,089.00                         |                                    |                       |
| 23-Aug-14                      | 3            | 8-Jan-15       | 422     | \$9,584.60                          | 12-Mar-15                          | 290                   |

## APPENDIX G

### ENFORCEMENT OF COMPULSORY VOTING, 2014-15 (continued)

| Election Type/Date      | Notice Type* | Mailout Date | Records | Penalties collected to 30 June 2015 | Infringements Court Lodgement Date | No. of records lodged |
|-------------------------|--------------|--------------|---------|-------------------------------------|------------------------------------|-----------------------|
| Ashburton LLP           | 1            | 29-Aug-14    | 272     | N/A                                 |                                    |                       |
| (Sergio's Pizza Bistro) | 2            | 14-Oct-14    | 141     | \$3,700.00                          |                                    |                       |
| 11-Aug-14               | 3            | 8-Dec-14     | 52      | \$782.40                            | 28-Jan-15                          | 38                    |
| Mount Alexander Calder  | 1            | N/A          | N/A     | N/A                                 |                                    |                       |
| By-election 17/5/2014   | 2            | 18-Jul-14    | 120     | \$3,384.00                          |                                    |                       |
| 17-May-14               | 3            | 12-Sep-14    | 66      | \$383.20                            | 11-Nov-14                          | 44                    |
| Balwyn North LLP        | 1            | N/A          | N/A     | N/A                                 |                                    |                       |
| (Domenic's)             | 2            | 18-Jul-14    | 155     | \$5,976.00                          |                                    |                       |
| 19-May-14               | 3            | 12-Sep-14    | 50      | \$766.40                            | 11-Nov-14                          | 36                    |
| Glen Iris LLP           | 1            | N/A          | N/A     | N/A                                 |                                    |                       |
| (Glen Iris Pantry)      | 2            | 18-Jul-14    | 140     | \$3,888.00                          |                                    |                       |
| 19-May-14               | 3            | 12-Sep-14    | 61      | \$1,149.60                          | 11-Nov-14                          | 39                    |
| Surrey Hills LLP        | 1            | N/A          | N/A     | N/A                                 |                                    |                       |
| (ToWoo)                 | 2            | 18-Jul-14    | 150     | \$4,536.00                          |                                    |                       |
| 19-May-14               | 3            | 12-Sep-14    | 62      | \$958.00                            | 11-Nov-14                          | 43                    |
| Northern Grampians      | 1            | N/A          | N/A     | N/A                                 |                                    |                       |
| South West By-election  | 2            | N/A          | N/A     | N/A                                 |                                    |                       |
| 15-Mar-14               | 3            | 18-Jul-14    | 69      | \$1,341.20                          | 15-Sep-14                          | 50                    |
| Ararat Rural City       | 1            | N/A          | N/A     | N/A                                 |                                    |                       |
| By-election 2014        | 2            | N/A          | N/A     | N/A                                 |                                    |                       |
| 15-Feb-14               | 3            | 24-Jun-14    | 377     | \$3,095.00                          | 20-Aug-14                          | 311                   |

\*1 - Apparent Failure to Vote

2 - Infringement

3 - Penalty Reminder

# APPENDIX H

## ATTESTATION FOR COMPLIANCE



Victorian Electoral Commission  
 Level 11, 530 Collins Street  
 Melbourne Vic 3000  
 T (03) 8620 1100 F (03) 9629 8632  
 vec.vic.gov.au

Our ref:

### Attestation for compliance with the Australian/New Zealand Risk Management Standard

I, Warwick Gately certify that the Victorian Electoral Commission has complied with the Ministerial Standing Direction 4.5.5 – Risk Management Framework and Processes. The Victorian Electoral Commission Audit Committee verifies this assurance and that the risk profile of the Victorian Electoral Commission has been critically reviewed within the last twelve months.

Warwick Gately AM  
 Electoral Commissioner

17 August 2015

Victorian Electoral Commission

# APPENDIX I

## REGISTERED POLITICAL PARTIES, 30 JUNE 2015

| Political Party                                 | Registered Officer                      | Address   |
|---|---|---|
| Animal Justice Party                            | Ms Magda Wozny<br>Registered Officer    | PO Box 6193<br>Vermont South Vic. 3133            |
| Australian Christians                           | Mr Spero Katos<br>Secretary             | PO Box 258<br>Croydon Vic. 3136                   |
| Australian Country Alliance                     | Mr Darren Cooper<br>Secretary           | PO Box 108<br>Golden Square Vic. 3555             |
| Australian Cyclists Party                       | Mr Omar Khalifa<br>President            | PO Box 460<br>Berry NSW 2535                      |
| Australian Labor Party – Victorian Branch       | Mr Noah Carroll<br>State Secretary      | 438 Docklands Drive<br>Docklands Vic. 3008        |
| Australian Sex Party – Victoria                 | Ms Ange Hopkins<br>Registered Officer   | PO Box 1131<br>Carlton Vic. 3053                  |
| Democratic Labor Party (DLP) of Australia       | Ms Clara Geoghegan<br>State Secretary   | GPO Box 1402<br>Melbourne Vic. 3001               |
| Family First Party Victoria Inc.                | Mr Ashley Fenn<br>State Director        | PO Box 83<br>Canterbury Vic. 3126                 |
| Liberal Democratic Party                        | Mr Tim Wilms<br>Treasurer               | PO Box 2244<br>Bakery Hill Vic. 3354              |
| Liberal Party of Australia – Victorian Division | Mr Simon Frost<br>State Director        | 104 Exhibition Street<br>Melbourne Vic. 3000      |
| National Party of Australia – Victoria          | Mrs Jenny Hammett<br>State Director     | Level 5, 30 Collins Street<br>Melbourne Vic. 3000 |
| People Power Victoria – No Smart Meters         | Mr Greg Jones<br>Registered Officer     | PO Box 460<br>Carnegie Vic. 3163                  |
| Rise Up Australia Party                         | Ms Yvonne Gentle<br>State President     | PO Box 1100<br>Pearcedale Vic. 3912               |
| Shooters and Fishers Party Victoria             | Ms Nicole Bourman<br>Secretary          | PO Box 92<br>Moorabbin Vic. 3189                  |
| Socialist Alliance – Victoria                   | Ms Susanne Bolton<br>Registered Officer | PO Box 12427<br>A'Beckett Street Vic. 8006        |
| The Australian Greens – Victoria                | Mr Gurmeet Sekhon<br>Registered Officer | GPO Box 4589<br>Melbourne Vic. 3001               |
| The Basics Rock'n'Roll Party                    | Mr Kris Schroeder<br>Secretary          | 23/210 Clarke Street<br>Northcote Vic. 3070       |
| Voluntary Euthanasia Party (Victoria)           | Ms Bertha Franklin<br>Secretary         | PO Box 2106<br>Oak Park Vic. 3046                 |
| Vote 1 Local Jobs                               | Mr James Purcell<br>Leader              | PO Box 46<br>Port Fairy Vic. 3284                 |

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## APPENDIX J

### ELECTOR STATISTICS BY REGION, 30 JUNE 2015

In 2012-13 the Electoral Boundaries Commission conducted a State Redivision, resulting in changes to all electoral region boundaries. These changes came into effect at the State election in 2014. As a result, in 2014-15 the elector statistics by region are reported for one year only. The VEC will continue to report these statistics based on the current boundaries in future.

| Region                     | Elector Count | Variance to Average (%) |
|----------------------------|---------------|-------------------------|
| Eastern Metropolitan       | 466,864       | -3.20                   |
| Eastern Victoria           | 487,354       | 1.05                    |
| Northern Metropolitan      | 485,345       | 0.64                    |
| Northern Victoria          | 486,722       | 0.92                    |
| South-Eastern Metropolitan | 479,067       | -0.67                   |
| Southern Metropolitan      | 467,424       | -3.08                   |
| Western Metropolitan       | 501,013       | 3.88                    |
| Western Victoria           | 484,436       | 0.45                    |

|                                     |           |
|-------------------------------------|-----------|
| <b>Total number of electorates:</b> | 8         |
| <b>Total number of electors:</b>    | 3,858,225 |
| <b>Average number of electors:</b>  | 482,278   |

## APPENDIX K

### ELECTOR STATISTICS BY DISTRICT, 30 JUNE 2015

In 2012-13 the Electoral Boundaries Commission conducted a State Redivision, resulting in changes to all electoral district boundaries as well as the renaming of some districts. These changes came into effect at the 2014 State election. As a result, in 2014-15 the elector statistics by district are reported for one year only. The VEC will continue to report these statistics based on the current boundaries in future.

|                                     |           |
|-------------------------------------|-----------|
| <b>Total number of electorates:</b> | 88        |
| <b>Total number of electors:</b>    | 3,858,225 |
| <b>Average number of electors:</b>  | 43,843    |

| Area Name      | Elector Count | Variance to Average (%) |
|----------------|---------------|-------------------------|
| ALBERT PARK    | 43,934        | 0.21                    |
| Altona         | 49,026        | 11.82                   |
| Bass           | 46,181        | 5.33                    |
| Bayswater      | 43,130        | -1.63                   |
| Bellarine      | 43,575        | -0.61                   |
| Benambra       | 45,005        | 2.65                    |
| Bendigo East   | 44,572        | 1.66                    |
| Bendigo West   | 42,945        | -2.05                   |
| Bentleigh      | 41,219        | -5.98                   |
| Box Hill       | 43,569        | -0.62                   |
| Brighton       | 43,316        | -1.20                   |
| Broadmeadows   | 41,992        | -4.22                   |
| Brunswick      | 47,626        | 8.63                    |
| Bulleen        | 44,229        | 0.88                    |
| Bundoora       | 39,738        | -9.36                   |
| Buninyong      | 41,443        | -5.47                   |
| Burwood        | 42,021        | -4.16                   |
| Carrum         | 45,376        | 3.50                    |
| Caulfield      | 42,569        | -2.91                   |
| Clarinda       | 43,968        | 0.29                    |
| Cranbourne     | 48,291        | 10.15                   |
| Croydon        | 41,238        | -5.94                   |
| Dandenong      | 41,613        | -5.09                   |
| Eildon         | 42,169        | -3.82                   |
| Eltham         | 44,600        | 1.73                    |
| Essendon       | 44,716        | 1.99                    |
| Euroa          | 46,436        | 5.91                    |
| Evelyn         | 40,753        | -7.05                   |
| Ferntree Gully | 40,894        | -6.73                   |
| Footscray      | 46,838        | 6.83                    |
| Forest Hill    | 40,875        | -6.77                   |

## APPENDIX K

### ELECTOR STATISTICS BY DISTRICT, 30 JUNE 2015 (continued)

| Area Name          | Elector Count | Variance to Average (%) |
|--------------------|---------------|-------------------------|
| Frankston          | 42,333        | -3.44                   |
| Geelong            | 45,288        | 3.30                    |
| Gembrook           | 43,458        | -0.88                   |
| Gippsland East     | 43,615        | -0.52                   |
| Gippsland South    | 40,689        | -7.19                   |
| Hastings           | 47,962        | 9.39                    |
| Hawthorn           | 42,395        | -3.30                   |
| Ivanhoe            | 44,588        | 1.70                    |
| Kew                | 44,099        | 0.58                    |
| Keysborough        | 43,135        | -1.61                   |
| Kororoit           | 47,288        | 7.86                    |
| Lara               | 43,680        | -0.37                   |
| Lowan              | 43,070        | -1.76                   |
| Macedon            | 42,333        | -3.44                   |
| Malvern            | 40,948        | -6.60                   |
| Melbourne          | 44,548        | 1.61                    |
| Melton             | 46,200        | 5.38                    |
| Mildura            | 42,817        | -2.34                   |
| Mill Park          | 43,691        | -0.35                   |
| Monbulk            | 42,133        | -3.90                   |
| Mordialloc         | 44,087        | 0.56                    |
| Mornington         | 44,200        | 0.81                    |
| Morwell            | 45,880        | 4.65                    |
| Mount Waverley     | 40,021        | -8.72                   |
| Mulgrave           | 40,886        | -6.74                   |
| Murray Plains      | 45,589        | 3.98                    |
| Narracan           | 47,003        | 7.21                    |
| Narre Warren North | 43,643        | -0.46                   |
| Narre Warren South | 46,701        | 6.52                    |
| Nepean             | 45,480        | 3.73                    |
| Niddrie            | 42,939        | -2.06                   |
| Northcote          | 44,793        | 2.17                    |
| Oakleigh           | 39,865        | -9.07                   |
| Ovens Valley       | 41,411        | -5.55                   |
| Pascoe Vale        | 46,321        | 5.65                    |
| Polwarth           | 43,659        | -0.42                   |
| Prahran            | 44,961        | 2.55                    |
| Preston            | 42,650        | -2.72                   |
| Richmond           | 47,558        | 8.47                    |
| Ringwood           | 40,655        | -7.27                   |

| Area Name        | Elector Count | Variance to Average (%) |
|------------------|---------------|-------------------------|
| Ripon            | 45,659        | 4.14                    |
| Rowville         | 39,034        | -10.97                  |
| Sandringham      | 42,097        | -3.98                   |
| Shepparton       | 46,491        | 6.04                    |
| South Barwon     | 45,907        | 4.71                    |
| South-West Coast | 45,246        | 3.20                    |
| St Albans        | 46,222        | 5.43                    |
| Sunbury          | 42,392        | -3.31                   |
| Sydenham         | 46,365        | 5.75                    |
| Tarneit          | 45,367        | 3.48                    |
| Thomastown       | 40,864        | -6.79                   |
| Warrandyte       | 43,065        | -1.77                   |
| Wendouree        | 40,709        | -7.15                   |
| Werribee         | 42,078        | -4.03                   |
| Williamstown     | 47,782        | 8.98                    |
| Yan Yean         | 46,954        | 7.10                    |
| Yuroke           | 45,564        | 3.93                    |

## APPENDIX L

## ENROLMENT TRANSACTIONS, 2010-11 TO 2014-15

| State direct enrolment activity from information sourced from the following organisations | 2010-11        | 2011-12        | 2012-13        | 2013-14        | 2014-15        |
|---|----------------|----------------|----------------|----------------|----------------|
| Vic Roads   |                | 25,493         | 84,762         | 153,351        | 194,659        |
| VCAA  | 5,904          | 11,495         | 7,668          | 5,466          | -              |
| Local Government Post Election Follow Up  |                | -              | 20,069         | -              | -              |
| AEC   |                |                |                | 87,545         | 63,313         |
|   | 5,904          | 36,988         | 112,499        | 246,362        | 257,972        |
| <b>Enrolment application transactions - forms</b>   |                |                |                |                |                |
| VEC online enrolment  | -              | -              | -              | -              | 41,262         |
| <b>VEC mailout programs</b>   |                |                |                |                |                |
| <i>Current</i>  |                |                |                |                |                |
| AEC   | -              | -              | -              | 358            | 427            |
| Victorian Curriculum and Assessment Authority (VCAA)                                      | 10,639         | 15,043         | 16,112         | 13,976         | 14,345         |
| VCAA Over 18 years 2010 State election mail-out   | 603            | -              | -              | -              | -              |
| Residential Tenancies Bond Authority  | 6,706          | 38,623         | 20,860         | 4,104          | 107            |
| VicRoads  | 5,754          | 27,252         | 8,422          | 11,795         | 13,021         |
| Victorian Tertiary Admissions Centre  | 935            | 2,624          | 168            | 17             | -              |
| Local government post-election follow-up  | 112            | -              | 6,100          | 1              | -              |
| <i>Non-current</i>  |                |                |                |                |                |
| 2000-01 redivision mailout  | -              | -              | -              | -              | -              |
| <b>VEC mailout programs - total</b>   | <b>24,749</b>  | <b>83,542</b>  | <b>51,662</b>  | <b>30,251</b>  | <b>27,900</b>  |
| <b>VEC non-mailout programs</b>   |                |                |                |                |                |
| VEC general enrolment form  | 31,355         | 7,288          | 9,568          | 5,590          | 5,470          |
| On-the-day enrolment/Provisional votes  | 33,593         | 289            | 1,027          | -              | 51,897         |
| Joint AEC/VEC enrolment form  | 2,971          | 2,396          | 2,358          | 1,214          | 2,055          |
| Liquor Licencing Victoria   | 1,398          | 1,790          | 1,437          | -              | -              |
| VEC website   | 35,838         | 3,687          | 810            | 572            | 2,505          |
| VEC municipal enrolment form (M)  | 981            | 1,155          | 12,446         | 3,160          | 365            |
| Community programs  | 77             | 15             | 607            | 105            | 589            |
| Supermarkets  | -              | -              | -              | -              | -              |
| <b>VEC non-mailout programs - total</b>   | <b>106,213</b> | <b>16,620</b>  | <b>28,253</b>  | <b>10,641</b>  | <b>62,881</b>  |
| <b>Total collected through VEC's enrolment programs</b>                                   | <b>136,866</b> | <b>137,150</b> | <b>192,414</b> | <b>287,254</b> | <b>390,015</b> |

## APPENDIX L

## ENROLMENT TRANSACTIONS, 2010-11 TO 2014-15 (continued)

| State direct enrolment activity from information sourced from the following organisations                      | 2010-11        | 2011-12        | 2012-13        | 2013-14        | 2014-15        |
|--|----------------|----------------|----------------|----------------|----------------|
| <b>Enrolment application transactions provided by the AEC and imported into Victorian register of electors</b> |                |                |                |                |                |
| <b>Additions</b>   |                |                |                |                |                |
| New to roll  | 116,395        | 101,759        | 115,729        | 130,931        | 102,224        |
| Reinstatements   | 76,331         | 24,071         | 79,416         | 67,246         | 51,311         |
| <b>Subtotal</b>  | <b>192,726</b> | <b>125,830</b> | <b>195,145</b> | <b>198,177</b> | <b>153,535</b> |
| <b>Changes</b>   |                |                |                |                |                |
| Change of address  | 378,685        | 260,883        | 409,062        | 558,763        | 478,409        |
| <b>Total AEC Import Transactions</b>   | <b>571,411</b> | <b>386,713</b> | <b>604,207</b> | <b>756,940</b> | <b>631,944</b> |
| <b>Less</b>  |                |                |                |                |                |
| VEC mailout programs   | 24,749         | 83,542         | 51,662         | 30,251         | 27,900         |
| VEC non-mailout programs   | 106,213        | 16,620         | 28,253         | 10,641         | 62,881         |
| State direct enrolments in additions and changes*  | 5,904          | 36,988         | 112,499        | 246,362        | 299,234        |
| <b>Subtotal</b>  | <b>136,866</b> | <b>137,150</b> | <b>192,414</b> | <b>287,254</b> | <b>390,015</b> |
| <b>Total collected through AEC's enrolment programs</b>  | <b>434,545</b> | <b>249,563</b> | <b>411,793</b> | <b>469,686</b> | <b>241,929</b> |
| VEC sourced enrolments as a percentage of the total  | 23.95%         | 35.47%         | 31.85%         | 37.95%         | 61.72%         |
| <b>Other enrolment transactions</b>  |                |                |                |                |                |
| <b>Special category applications</b>   |                |                |                |                |                |
| GPV applications   | 1,801          | 379            | 662            | 268            | 909            |
| Overseas elector applications  | 2,371          | 853            | 2,424          | 847            | 3,756          |
| Itinerant elector applications   | 77             | 54             | 115            | 66             | 103            |
| Silent elector applications  | 102            | 248            | 228            | 116            | 140            |
| <b>Subtotal</b>  | <b>4,351</b>   | <b>1,534</b>   | <b>3,429</b>   | <b>1,297</b>   | <b>4,026</b>   |
| <b>Combined subtotal</b>   | <b>62,190</b>  | <b>25,152</b>  | <b>109,777</b> | <b>14,766</b>  | <b>62,744</b>  |
| <b>TOTAL VEC enrolment transactions</b>  | <b>199,056</b> | <b>162,302</b> | <b>302,191</b> | <b>302,020</b> | <b>452,759</b> |
| <b>Non-application changes</b>   |                |                |                |                |                |
| Amendments to elector details  | 7,605          | 4,856          | 5,841          | 5,164          | 15,683         |
| Return to sender mail  | 50,234         | 18,762         | 100,507        | 8,305          | 42,153         |

\* restated

# APPENDIX M

## ENVIRONMENTAL SUSTAINABILITY REPORT

The VEC ResourceSmart Committee (RSC), now in its seventh year of activity, continued in its role exploring and overseeing environmental efficiency gains, reductions in resource consumption, and improvements in waste management.

During the period RSC members reviewed and endorsed the committee charter, and commenced work on reviewing and updating the Environmental Management Plan with the aim for endorsement early in the new financial year. The committee also took part in WasteWise Melbourne Network (WWMN) events on waste management for which VEC has gained Gold Accreditation. RSC explored alternative materials for election furniture which would have much higher reusability. The project and a possible pilot in schools will be explored during the next financial year.

RSC continues to develop informational tools for VEC staff so that staff are made aware of not only their obligations for sorting rubbish and also turning off devices but also environmental events such as National Tree Planting Day where a small team of VEC staff attended planting events at several locations across Melbourne.

The committee initiated a highly successful system for collecting soft-plastic bags via custom bins in all head office staff kitchens, capturing them before land fill and returning them to the recycling chain.

The ResourceSmart Committee continues to use a special branded "GreenFlash" email to promote ideas to the organisation, as well as regularly updated "tips & tricks" signage around the organisation and short humorous presentations at staff meetings. Staff are also encouraged to record improvements centrally so that these are readily available and visible to all.

For some time the VEC has been making environmentally sustainable changes across all operations. These have reflected and affected operations in other jurisdictions. Examples of collaborative environmentally sustainable strategies which deliver efficiency and cost savings include:

- Workstation PC sleep profiles were set across most departments of VEC so that PCs and screen sleep over night.
- An enhancement of device sharing arrangements between electoral commissions took place with the Queensland, New South Wales and Victorian Electoral Commissions sharing the purchase of 6000 portable devices instead of each commission owning its own fleet. The VEC was able to take advantage of this arrangement at the 2014 State election as did New South Wales in early 2015.
- Expanded electronic mark-off system centralises marking electors on the roll with the long term aim of reducing the volume of printed rolls needed at elections.
- Conversion of VEC's payroll system (which manages up to 20,000 people) to an online, paperless system encompassing pay slips, leave forms and professional development plans.
- An expansion of on-line training delivery for election staff working at the 2014 State election greatly reduced the delivery of bulky paper materials.

Some of the initiatives underway at the VEC include:

- A trial of an e-filing system that will aim to remove the need to print and physically file all documents in important projects. Instead, emails and many other reports will be kept centrally and will become electronically searchable
- The work of the VEC's ResourceSmart Committee, its goals and its achievements as well as the VEC policies toward the environment will be made part of the new employee induction process. New employees will be provided with a kit containing information regarding the VEC's sustainability activities and a ResourceSmart branded keep cup.
- Work is underway to provide staff with a sustainability dashboard giving paper use, logistic impact, water, power and other consumables with graphs and trends. Staff will be encouraged to review this and suggest new ways RSC can improve VEC's sustainability.

As an organisation with a focus on openness to innovative ideas, the VEC continues to seek ways to achieve environmental sustainability and drive efficiency.

# APPENDIX N

## REPORT OF THE ELECTORAL BOUNDARIES COMMISSION 2014-15

The Electoral Boundaries Commission (EBC) is constituted under the Electoral Boundaries Commission Act 1982 (the Act). The EBC must establish and maintain electorates of approximately equal enrolment (that is, not varying by more than 10% from the average for each House of Parliament) for the conduct of parliamentary elections.

The members of the EBC during 2014-15 were:

- His Honour, Chief Judge Michael Rozenes AO, Chief Judge of the County Court (Chairman);
- Mr Warwick Gately AM, Electoral Commissioner;
- Mr John Tulloch, Surveyor-General.

The VEC provides administrative and technical support to the EBC, and Dr Paul Thornton-Smith of the VEC is the secretary to the EBC.

The new electoral boundaries decided in the 2012-13 redivision came into effect at the November 2014 State election.

EBC files are maintained at the VEC's head office at Level 11, 530 Collins Street, Melbourne, separate from the VEC registry.



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# APPENDIX O

## STRATEGIC PLAN 2013-14 TO 2017-18, STATUS REPORT

### Our Vision

All Victorians actively participating in their democracy

### Our Purpose

To deliver high quality, accessible electoral services with innovation, integrity and independence

### Our Strategic Intent

1. The VEC will provide high quality and innovative opportunities for Victorians to participate in the democratic process
2. The VEC will have transparent and accountable governance and business support systems that reinforce and sustain organisational capacity
3. The VEC will have a culture that fosters professional growth and development, ensures a safe, inclusive and engaging work environment and leads to high quality staff performance

### Enablers

What we need to have in place to achieve our Strategic Intent

### Strategic Initiatives

What we will do to achieve the enablers

### Success Indicators

How we will know the Strategic Initiative has been achieved

# APPENDIX O

## STRATEGIC PLAN 2013-14 TO 2017-18, STATUS REPORT (continued)

### First Strategic Intent

The VEC will provide high quality and innovative opportunities for all Victorians to participate in the democratic process

| ENABLER: Comprehensive electoral event programs                                    |   |   |
|--|---|---|
| Strategic initiatives  | Success indicators  | Status  |
| 1. Maintain an effective set of electoral event plans                              | <ul style="list-style-type: none"> <li>Electoral events delivered within legislative and organisational requirements</li> <li>VEC project management framework applied consistently in managing electoral events</li> <li>Event plans are ready for immediate implementation as required</li> </ul> | Completed 2013-14<br>Ongoing review                       |
| 2. Maintain and enhance support structures for electoral representation activities | <ul style="list-style-type: none"> <li>Electoral Boundaries Commission has the necessary information to make decisions</li> <li>Local Government Minister has the necessary information and recommendations to make decisions</li> </ul>  | Scheduled for 2014-2015 and 2015-2016                     |
| ENABLER: A complete, secure and accurate register of electors                      |   |   |
| Strategic initiatives  | Success indicators  | Status  |
| 3. Review and improve enrolment programs   | <ul style="list-style-type: none"> <li>Enrolment program targets achieved</li> </ul>  | Scheduled for 2014-2015 and 2015-16                       |
| 4. Review and improve enrolment systems  | <ul style="list-style-type: none"> <li>Enrolment transactions captured effectively</li> <li>Enrolment systems are elector centric</li> <li>Successful security audit</li> </ul>   | Scheduled for 2014-2015 and 2015-16                       |
| ENABLER: An engaged and informed community   |   |   |
| Strategic initiatives  | Success indicators  | Status  |
| 5. Identify enrolment and voting barriers and emerging trends                      | <ul style="list-style-type: none"> <li>Research conducted and utilised to inform service design and delivery</li> </ul>   | Not yet scheduled   |
| 6. Design and implement responsive electoral education and awareness programs      | <ul style="list-style-type: none"> <li>Increased community awareness of electoral matters</li> <li>Electoral engagement program targets are met</li> <li>enrolment, turnout, informality rates inform success</li> </ul>  | Completed 2014-2015. Framework implementation in progress |
| ENABLER: Strong and effective partnerships   |   |   |
| Strategic initiatives  | Success indicators  | Status  |
| 7. Identify and engage key partners  | <ul style="list-style-type: none"> <li>Partnerships contribute to the achievement of VEC objectives</li> </ul>  | Phases 1 & 2 complete<br>Phase 3 due                      |
| 8. Establish robust and resilient partnering arrangements                          |   | For completion 2015-16                                    |
| ENABLER: Contemporary innovative services delivered effectively                    |   |   |
| Strategic initiatives  | Success indicators  | Status  |
| 9. Identify, encourage and facilitate service and product improvements             | <ul style="list-style-type: none"> <li>VEC services represent best practice</li> <li>VEC services respond to community requirements and expectations</li> </ul>   | Not yet scheduled   |
| 10. Inform and influence stakeholder opinion                                       | <ul style="list-style-type: none"> <li>VEC views are represented at appropriate forums</li> </ul>   | Scheduled for 2015-16                                     |

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# APPENDIX O

## STRATEGIC PLAN 2013-14 TO 2017-18, STATUS REPORT (continued)

### Second Strategic Intent

The VEC will have transparent and accountable governance and business support systems that reinforce and sustain organisational capacity

| ENABLER: Quality business systems   |  |  |
|---|--|--|
| Strategic initiatives   | Success indicators   | Status   |
| 11. Map, document and regularly review key organisational business processes        | <ul style="list-style-type: none"> <li>VEC systems are fit for purpose</li> <li>Consistent business methodologies are applied</li> <li>VEC internal and external reporting framework meets legislative and organisational requirement</li> </ul> | Commenced 2013-14 ongoing                                    |
| 12. Review business systems to ensure they support business processes               | <ul style="list-style-type: none"> <li>Project management and corporate reporting processes are consistent across VEC</li> </ul>   | Scheduled to commence 2015-16                                |
| 13. Develop and implement a VEC project management framework                        | <ul style="list-style-type: none"> <li>Corporate knowledge is accessible</li> </ul>  | Completed 2013-14<br>Evaluation and review commenced 2014-15 |
| 14. Develop and implement a VEC corporate reporting framework                       |  | Development completed 2014-15<br>Implementation 2015-16      |
| 15. Investigate the feasibility of VEC becoming an accredited quality organisation. |  | Not yet scheduled  |
| ENABLER: Effective management of resources  |  |  |
| Strategic initiatives   | Success indicators   | Status   |
| 16. Review all corporate wide assets and complete a development plan for them       | <ul style="list-style-type: none"> <li>Asset plan is in place and implemented</li> <li>Assets are optimised</li> </ul>   | Scheduled for 2015-16  |
| 17. Develop and implement a consistent workforce and succession planning process    | <ul style="list-style-type: none"> <li>Staff levels are appropriate and flexible to needs</li> </ul>   | Not yet scheduled  |
| 18. Review and implement a consistent budgeting process                             | <ul style="list-style-type: none"> <li>Activities are conducted on schedule and within budget</li> <li>Resource management targets are achieved</li> </ul>   | Completed 2013-14  |
| 19. Minimise the negative environmental impact of VEC activities                    | <ul style="list-style-type: none"> <li>Environmental management targets are achieved</li> </ul>  | Not yet scheduled  |

# APPENDIX O

## STRATEGIC PLAN 2013-14 TO 2017-18, STATUS REPORT (continued)

### Third Strategic Intent

The VEC will have a culture that fosters professional growth and development, ensures a safe, inclusive and engaging work environment and leads to high quality staff performance

| ENABLER: Robust performance management and professional development   |   |   |
|---|---|---|
| Strategic initiatives   | Success indicators  | Status  |
| 20. Enhance performance and development program, processes and systems  | <ul style="list-style-type: none"> <li>Performance is recognised and acknowledged</li> <li>Succession is informed by performance and development</li> <li>All performance expectations are understood, agreed and monitored on a regular basis</li> </ul>             | Completed 2013-14<br>Program reviewed and updated in response to feedback 2014-15 |
| 21. Effectively engage staff in the performance and development program   | <ul style="list-style-type: none"> <li>Staff skills are appropriate to organisational needs</li> <li>Performance and development is aligned with corporate planning</li> <li>Core competency training delivered to staff where there is an identified need</li> </ul> | Implemented 2014-15   |
| 22. Develop and implement targeted organisation-wide training and development   | <ul style="list-style-type: none"> <li>Staff satisfaction targets are met</li> </ul>  | Not yet scheduled   |
| ENABLER: A safe and inclusive working environment   |   |   |
| Strategic initiatives   | Success indicators  | Status  |
| 23. Build and foster an effective health & safety and wellbeing framework   | <ul style="list-style-type: none"> <li>Compliance with OH&amp;S and Equal Opportunity requirements</li> <li>Staff satisfaction targets are met</li> </ul>   | Scheduled for 2014-15   |
| 24. Support a workforce that recognises, encourages and respects diversity  |   | Not yet scheduled   |
| ENABLER: Effective skill, information and knowledge transfer  |   |   |
| Strategic initiatives   | Success indicators  | Status  |
| 25. Create ways to share and store information  | <ul style="list-style-type: none"> <li>Key learning's from external programs are shared within the organisation</li> </ul>  | Scheduled to commence 2015-16   |
| 26. Identify opportunities for individuals to work across and within branches and across organisations to increase skills and knowledge | <ul style="list-style-type: none"> <li>New ways of sharing and storing information are identified and implemented</li> <li>Skill and knowledge capabilities are enhanced</li> </ul>   | Not yet scheduled   |
| ENABLER: VEC operating model is fit for business  |   |   |
| Strategic initiatives   | Success indicators  | Status  |
| 27. Review current operating model and respond accordingly  | VEC operating model is fit for purpose  | Not yet scheduled   |

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## APPENDIX P

### VEC ACHIEVEMENTS AGAINST MAJOR 2014 STATE ELECTION PERFORMANCE OBJECTIVES

#### Victorian Electoral Commission Output:

High quality and innovative opportunities for Victorians to participate in the democratic process

| OBJECTIVE: Sufficient fully resourced and accessible voting centres will be available during the voting period                   |                     |        |        |   |
|--|---------------------|--------|--------|---|
| Indicator  | Measure             | Target | Result | Comments  |
| Number of voting centre venues booked and assessed by 1 August 2014  | Proportion of total | 85%    | 100%   |   |
| Number of voting centres fully resourced by deadline by 48 hours before operating date   | Proportion of total | 100%   | 100%   |   |
| Number of Election Day officials who completed online training   | Proportion of total | 85%    | 93.31% |   |
| Number of early voting centres open and ready to operate from Monday 17 November 2014  | Proportion of total | 100%   | 100%   |   |
| Number of electoral district rolls produced and available for distribution within eight days of roll close (by 19 November 2014) | Proportion of total | 100%   | 100%   |   |
| Number of fully wheelchair accessible venues provided  | Proportion of total | 25%    | 16.74% | Although there was a 4.55% increase in the number of fully wheelchair accessible venues, the proportion was marginally lower than in 2010 (17.05%) as there was over 100 more voting centres in 2014. |

| OBJECTIVE: The election will be conducted to a high standard within legislated and organisational timeframes                                   |  |        |  |   |
|--|--|--------|--|---|
| Indicator  | Measure                                | Target | Result   | Comments  |
| Turnaround time for Postal vote applications   | Proportion processed on day of receipt | 100%   | 100%   | Applications received prior to close of nominations will be processed as soon as roll available.  |
| Number of Legislative Assembly first preference count results received from voting centres within two hours of close of poll (i.e. by 8.00 pm) | Proportion of total                    | 75%    | 76.60%   |   |
| Number of postal votes counted on election night   | Number per District                    | 2,000  | All postal votes held in election offices were counted on election night | Not all election offices held 2,000 postal votes on election night. Average 1,739 per District.   |
| Number of primary counts completed within five days of election day (based on total votes counted)   | Proportion of total                    | 93.6%  | 91.30%   | Higher than anticipated increase in early voting increased time required for distribution and counting of early voting ballot papers in relevant District election offices. |

## APPENDIX P

### VEC ACHIEVEMENTS AGAINST MAJOR 2014 STATE ELECTION PERFORMANCE OBJECTIVES (continued)

| OBJECTIVE: The election will be conducted to a high standard within legislated and organisational timeframes (continued)   |                     |                               |                  |  |
|--|---------------------|-------------------------------|------------------|--|
| Indicator  | Measure             | Target                        | Result           | Comments   |
| Number of complaints or election enquiries responded to or acknowledged within 24 hours or by the next business day  | Proportion of total | 100%                          | 89.38%           | 1 day - 89.38%   |
|  |                     |                               |                  | 2 days - 2.77%   |
|  |                     |                               |                  | 3 days - 1.39%   |
|  |                     |                               |                  | 4 days - 1.15%   |
|  |                     |                               |                  | 5 days - 0.46%   |
|  |                     |                               |                  | 6-9 days - 1.62%   |
| 10+ days - 3.23%   |                     |                               |                  |  |
|  |                     |                               |                  | Higher than anticipated increase in complaint-related correspondence resulted in slower than targeted turnaround   |
| Overall satisfaction level of voters (aggregate across voter types - includes CALD, early voters, postal voters, overseas voters and ordinary/ absentee voters). | Proportion of total | 93%                           | 92.60%           | A slight decrease in the overall satisfaction of early voters (91% in 2010), possibly due to queues resulting from higher than anticipated number of early voters. |
| Return of Writs by date specified  | Date returned       | On or before 20 December 2014 | 19 December 2014 |  |
| Number of challenges to VEC conduct upheld in Court  | Number              | 0                             | 0                | Two challenges brought before the Court of Disputed Returns. Both dismissed.   |

| OBJECTIVE: Eligible electors will be enrolled and cast a formal vote, or provide a valid and sufficient excuse for not voting |  |                              |        |  |
|---|--|------------------------------|--------|--|
| Indicator   | Measure  | Target                       | Result | Comments   |
| Number of eligible electors enrolled at close of roll   | Proportion of eligible electors enrolled                     | ≥1% national average (92.5%) | 94.21% |  |
| Voter turnout   | Votes counted as a proportion of the total electors enrolled | 93%                          | 93.02% | 2010 - 92.96%  |
| Informality Rate - Legislative Assembly (LH)  | Proportion of votes counted                                  | 4.50%                        | 5.22%  | 2010 - 4.96% Upward trend since 1996 reflects national situation. Analysis of informal votes undertaken for each district. Targeted responses will be developed for 2018 where possible. |
| Informality Rate - Legislative Council (UH)   | Proportion of votes counted                                  | 3.30%                        | 3.43%  | Generally steady since 2002. (2010 - 3.38%). Analysis of informal votes undertaken. Targeted responses will be developed for 2018 where possible.  |

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# GLOSSARY

## Attendance election

In an attendance election most voting is conducted at voting centres on election day, although voters may vote at early voting centres or by postal vote.

## Accredited Purchasing Unit

Accredited Purchasing Units approve procurement processes up to each department's level of accreditation under delegated authority from the Victorian Government Purchasing Board.

## Ballot

A method of secret voting.

## By-election

A by-election is an election in a single-member electorate to fill a casual vacancy caused by the departure of a sitting Member of Parliament or local government councillor before the term expires. A by-election may also be held in a multi-member electorate when no unsuccessful candidates remain for a countback.

## Candidate

A candidate is an eligible elector who nominates for election.

## Community of interest

The VEC defines a community of interest as a group of people who share a range of common concerns or aspirations. A community of interest may occur where people are linked with each other geographically (e.g. a town or valley) or economically, such as where people work in similar industries (e.g. tourism) or where people work in mutually-dependant industries (e.g. fruit growers, transporters and canners).

A community of interest may also appear where people share a number of special needs because of similar circumstances (such as new immigrants who may have little English, require assistance with housing or need help finding employment).

## Compulsory enrolment

All Australian citizens 18 years and over are required by law to enrol.

## Compulsory voting

All enrolled electors must vote at State elections. With some exceptions, enrolled voters must vote at local government elections.

## Contested election

A contested election is an election where more candidates than the number of vacancies for the election have nominated by the close of nominations.

## Continuous Roll Update (CRU)

The CRU process consists of a range of strategies to ensure that the electoral roll is continuously kept up-to-date by using internal and external data to direct roll review activities to targeted people and residences.

## Councillor

An elected representative on a local government council.

## Countback

Method of filling extraordinary vacancies in multi-member wards and unsubdivided municipalities in electorates where general election results were obtained using the proportional representation method. The votes of the vacating councillor are transferred to the previously unelected candidates to fill the vacancy.

## District

One of the 88 Legislative Assembly electorates in Victoria. Each District elects one member and comprises approximately 41,000 electors.

## Election

An event at which electors choose their representatives.

## Election date

The legislated date of the election.

## Election Manager

A person appointed by the Electoral Commissioner to conduct an election for an electoral district or region.

## Elector

A person whose name appears on the register of electors and who is entitled to vote in elections.

## Electoral Commissioner

The statutory officer appointed by the Governor-in-Council with responsibility for the proper conduct of parliamentary, and statutory elections.

## Electoral Matters Committee (EMC)

The EMC comprises five Members of Parliament drawn from both Houses and is a Joint Investigatory Committee of the Parliament of Victoria. Its powers and responsibilities are determined by the Parliamentary Committees Act 2003. The EMC inquiries into, considers and reports to the Parliament on any proposal, matter or thing concerned with the conduct of parliamentary elections and referendums in Victoria, the conduct of elections of councillors under the Local Government Act 1989 and the administration of, or practices associated with, the Electoral Act 2002 and any other law relating to electoral matters.

## Electoral roll

A list of names of all the people who are entitled to vote in an election under relevant legislation.

## Electronically Assisted Voting

A method of casting a vote under legislation by electors who are blind or have low vision, are not literate in English, have a motor impairment or are located interstate or overseas.

## Enrolment

The placement of a person's name and address on the Register of Electors. A person cannot vote at an election unless they are enrolled.

## Enrolment information

The information about electors that is held by the VEC.

## Entitlement date

To be eligible to vote at a local government election, people must be on the State or local government voters roll 57 days before election day. This is called the 'entitlement date'.

## Geo-coding

Geo-coding is the process of assigning geographic identifiers (e.g. codes or geographic coordinates expressed as latitude-longitude) to map features and other data records, such as street addresses.

## Informal vote

A ballot paper that is either left blank or is incorrectly marked. These ballot papers do not contribute to the election of a candidate.

## Legislative Assembly (Lower House)

One of the two Houses in the Victorian State Parliament. There are 88 Members of the Legislative Assembly (MLAs), one from each electoral district. The party or coalition of parties that wins majority support in this House forms the Government.

## Legislative Council (Upper House)

One of the two Houses in the Victorian State Parliament. There are 40 Members of the Legislative Council (MLCs), five from each region. The Legislative Council is often referred to as the 'House of review'.

## Lost Time Injury (LTI)

An LTI is an occupational injury or illness that results in days away from work on any rostered shift subsequent to that on which the injury occurred. A fatality is also recorded as an LTI.

## Marginal costs

Marginal costs include direct labour and associated on-costs, materials, equipment, mail processing, postage, advertising, printing, rent, utilities, insurance, IT equipment and software licences purchased especially for the specific activity.

## Postal election

In an all-postal election, voting papers are posted to voters by the Returning Officer. A vote is cast by completing a ballot paper and returning it to the Returning Officer in the reply-paid envelope provided.

## Preferential voting

A vote for all candidates in order of preference. If no candidate has an absolute majority of first preference votes, preferences are distributed until one candidate has an absolute majority.

## Proportional representation

A system of voting designed to elect representatives in proportion to the amount of support each has in the electorate.

## Redivision

The redrawing of electoral boundaries to ensure that there are, as near as possible, equal numbers of voters in each electorate within Victoria.

## Region

One of the eight Legislative Council electorates. Each region comprises approximately 453,000 electors and elects five Members.

## Register of Electors

The VEC's database of all Victorian electors.

## Registered Political Party (RPP)

A political party that is registered under the Electoral Act 2002. A registered party must have at least 500 members who are Victorian electors and not members of another registered political party.

## ResourceSmart Committee (RSC)

Comprising a representative from each branch of the VEC and a member of the VEC Management Group, the ResourceSmart Committee oversees the implementation of the VEC's Environmental Management Plan.

## Senior Election Official

A trained election official who may be appointed to act as an Election Manager for a parliamentary election. Senior Election Officials may also be appointed to act as Returning Officers or Deputy Returning Officers for a local government election.

## Victorian Electoral Commission (VEC)

The VEC is the independent statutory body that conducts State elections and certain statutory elections. The VEC may also conduct local government elections, commercial and community elections. The VEC also conducts boundary reviews, maintains the Victorian electoral enrolment register, conducts electoral research and provides education services.

## Voter

An elector who votes in an election.

## Voting centre

A place at which electors can vote in an election. The three types of voting centres that operate in State elections are early voting centres, mobile voting centres and election day voting centres.

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**Feedback on this report is welcome**  
 Please mark to the attention of:  
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 Victorian Electoral Commission  
 Level 11, 530 Collins Street  
 Melbourne Vic 3000  
 Phone: (03) 8620 1100  
 Email: info@vec.vic.gov.au

## Statistics 2010-11 to 2014-15

|   | 2010-11   | *2011-12  | 2012-13   | 2013-14   | 2014-15   | Performance against KPI   |
|---|-----------|-----------|-----------|-----------|-----------|---|
| Enrolled electors at 30 June                                    | 3,579,383 | 3,623,594 | 3,662,957 | 3,766,046 | 3,858,225 | ✓ 2.45% increase  |
| Eligible electors enrolled                                      | 92.28%    | 91.87%    | 92.68%    | 93.74%    | 94.76%    | ✓ 1.56 percentage points above target   |
| Enrolment updates - total                                       | 571,411   | 386,712   | 604,207   | 756,940   | 631,944   | ✗ 97.40% of enrolment updates processed within timeframe (0.6 percentage points below target)   |
| Enrolment updates - from VEC initiatives                        | 136,866   | 137,150   | 192,414   | 287,254   | 390,015   | ✓ 61.72% of total updates   |
| Direct enrolments   | 5,904     | 36,988    | 112,499   | 246,362   | 257,972   | ✓ On target   |
| Direct enrolments as a proportion of VEC enrolment transactions | 4.31%     | 26.97%    | 58.47%    | 85.76%    | 66.14%    | ✓ Exceeded target   |
| State elections   | 1         | 0         | 0         | 0         | 1 (96)    | ✓ Conducted within budget and in accordance with legislation<br>See Appendix P for achievements |
| State by-elections  | 1         | 1         | 2         | 0         | 1         | ✓ Conducted within budget and in accordance with legislation                                    |
| Local government elections                                      | 0         | 0         | 78        | 0         | 0         | NA  |
| Local government by-elections and countbacks                    | 21        | 9         | 8         | 17        | 17        | ✓ Conducted within budget and in accordance with legislation.<br>No MET applications lodged     |
| Statutory and fee-for-service elections                         | 14        | 9         | 15        | 16        | 10        | ✓ Conducted within budget and in accordance with legislation or rules                           |
| Electoral representation and subdivision reviews                | 9         | 31        | 0         | 0         | 12        | 12 recommendations provide to Minister within legislated timeframes                             |
| Staff FTE (inc. fixed term and casual)                          | 74.6      | 77.9      | 77.0      | 92.6      | 87.3      | ✓ Increase largely due to 2014 State election requirements concluding                           |
| Total expenditure   | \$54.59m  | *\$22.52m | \$41.66m  | \$24.99m  | \$65.69m  | ✓ On target   |

\* Restated

### Australasian Reporting Awards

2013-14 Gold  
2012-13 Gold  
2011-12 Gold  
2010-11 Silver  
2009-10 Gold  
2008-09 Silver

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ISSN 1327-6727