Strategic Plan 2025 – 2029
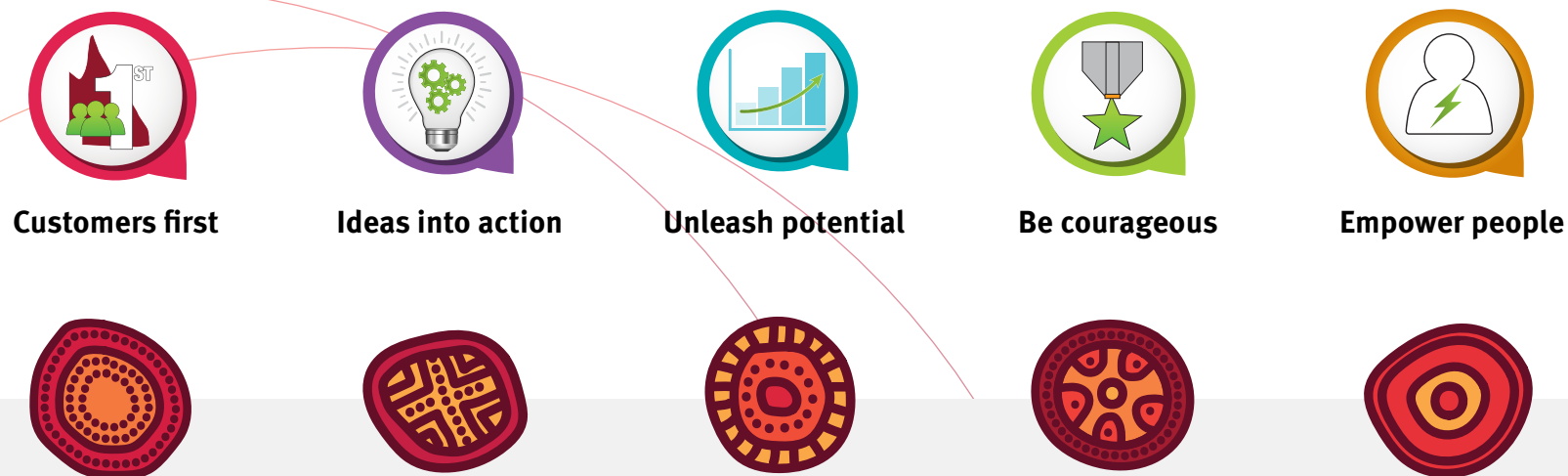
Electoral Commission QUEENSLAND

OUR PURPOSE

To deliver accessible, fair and transparent electoral services for all Queenslanders.

OUR VISION

Electoral excellence with integrity for Queensland.

OUR VALUES

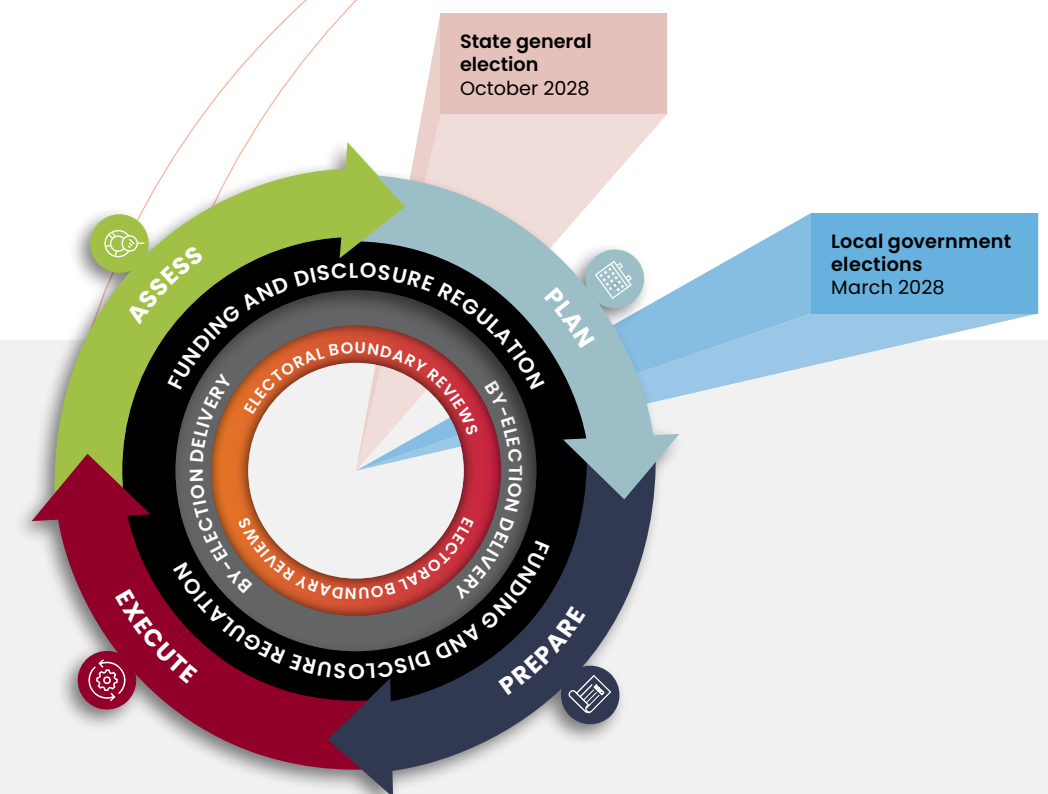| Customers first	Ideas into action	Unleash potential	Be courageous	Empower people

The ECQ applies a policy of political neutrality for staff to ensure its functions are performed independently, impartially and apolitically.

The ECQ respects, protects and promotes human rights, including supporting the right to take part in public life under section 23 of the *Human Rights Act 2019*.

The ECQ contributes to the Government's objectives for the community by working to provide **Safety where you live** by enforcing compliance with Queensland's electoral laws, upholding public confidence and trust in Queensland's electoral services and **A plan for Queensland's future** by delivering accessible, fair and transparent elections and electoral boundary reviews.

OUR KEY FUNCTIONS

The Electoral Commission of Queensland (ECQ) is an independent statutory authority that delivers State, local government and industrial elections and regulates compliance with funding and disclosure laws. The ECQ works to a four-year electoral cycle with different phases as illustrated below, while continuing to regularly deliver by-elections, undertake ongoing regulation of electoral participants, and support periodic reviews of State and local government boundaries and electoral arrangements.

State general election
October 2028

Local government elections
March 2028

ASSESS · PLAN · PREPARE · EXECUTE

FUNDING AND DISCLOSURE REGULATION · BY-ELECTION DELIVERY · ELECTORAL BOUNDARY REVIEWS

The Electoral Commission of Queensland acknowledges the Traditional Owners of Country, and their connection to land, sea, and community. We pay our respects to Elders past and present.

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STRATEGIC OBJECTIVES AND PERFORMANCE INDICATORS

OBJECTIVE 1	OBJECTIVE 2	OBJECTIVE 3	OBJECTIVE 4
Trusted to deliver Queensland elections	**Increase electoral awareness & participation**	**Maintain election readiness**	**Promote & enforce compliance with electoral laws**

STRATEGIES

Objective 1
- Design electoral services to suit the needs of Queensland's diverse communities.
- Deliver elections that promote opportunities for electoral participation by all Queenslanders.
- Improve decision making using data analysis and research that insightfully influences the planning and delivery of electoral services.
- Publicly report key electoral information at times that matter.
- Undertake statutory reviews of electoral boundaries to maintain fair representation.
- Ensure cyber security measures respond to the contemporary threat environment and protect our critical systems.

Objective 2
- Undertake ongoing engagement with key stakeholders and suppliers and continue to build trust and confidence.
- Design and deliver citizen-focused campaigns informed by research and stakeholder insights.
- Deliver communication and engagement activities that help electors and participants understand their rights and responsibilities.
- Administer a non-voter compliance program that promotes participation in future elections.

Objective 3
- Build a skilled and sustainable workforce with a transparent and scalable resourcing model.
- Ensure critical election systems are stable, secure and fit-for-purpose with regular programs of testing, assurance and performance monitoring.
- Undertake regular evaluations of election delivery to implement identified and approved improvements.

Objective 4
- Provide information, education and support about funding and disclosure requirements to electoral participants to enable voluntarily compliance.
- Use a data-driven approach to compliance and enforcement laws using data analytic capabilities.
- Undertake targeted compliance reviews and investigations to detect non-compliance and respond accordingly.
- Review compliance activities, processes and outcomes to inform future stakeholder engagement and education activities.

PERFORMANCE INDICATORS

Objective 1
- Continued high levels of confidence in the integrity and security of elections in Queensland.
- Satisfaction of electors and stakeholders in the delivery of electoral services as measured by post-election surveys.
- Improved accessibility of electoral information and data on the ECQ website.
- Equitable distribution of electors in State electorates and local government divisions through regular boundary reviews by the Queensland Redistribution Commission and Local Government Change Commission.

Objective 2
- Increased elector participation in elections, including in communities with previously low turnout rates.
- Decrease in unintentional informal votes in elections, including in communities with previously high informality rates.
- Improved effectiveness of the ECQ's strategic communication campaigns.

Objective 3
- An engaged, capable, and resourced workforce.
- Election rehearsal outcomes that demonstrate electoral processes and systems are operating effectively.
- A critical election systems assurance framework is in place and regularly reported against.
- Satisfaction of key stakeholders in the delivery of electoral services as measured by post-election surveys.

Objective 4
- Increased proportion of returns, including election summary returns, submitted on a voluntary basis within required timeframes.
- Increases in gift and expenditure disclosures (or amended disclosures) from donors and political participants received and published through the ECQ's Electronic Disclosure System.
- Increased number of compliance reviews completed for major quadrennial elections compared to the previous quadrennial elections.

OPPORTUNITIES

- Use historical and contemporary data and analysis from recent elections to identify opportunities to enhance the quality of electoral services.
- Improve and refocus electoral services for First Nations Queenslanders and communities through planning and engagement with stakeholders.
- Leverage the four-year election cycle to decrease uncertainty and increase quality throughout the delivery of election services.

RISKS

- Increased stakeholder expectation and reliance on technology creates additional risks of cyber security disruption or other attempts to undermine the integrity of the electoral process, technology or systems.
- Misinformation and/or disinformation which is not corrected by authoritative sources may undermine public confidence in the impartial conduct of election delivery by the ECQ.
- Labour shortages may impact on the ECQ's ability to recruit and train the large, geographically and demographically diverse workforce, with the appropriate capacity and capability, necessary to deliver safe and transparent elections.