

# Strategic Plan 2026 – 2030

## 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



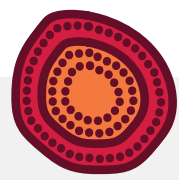
Unleash potential



Be courageous



Empower people



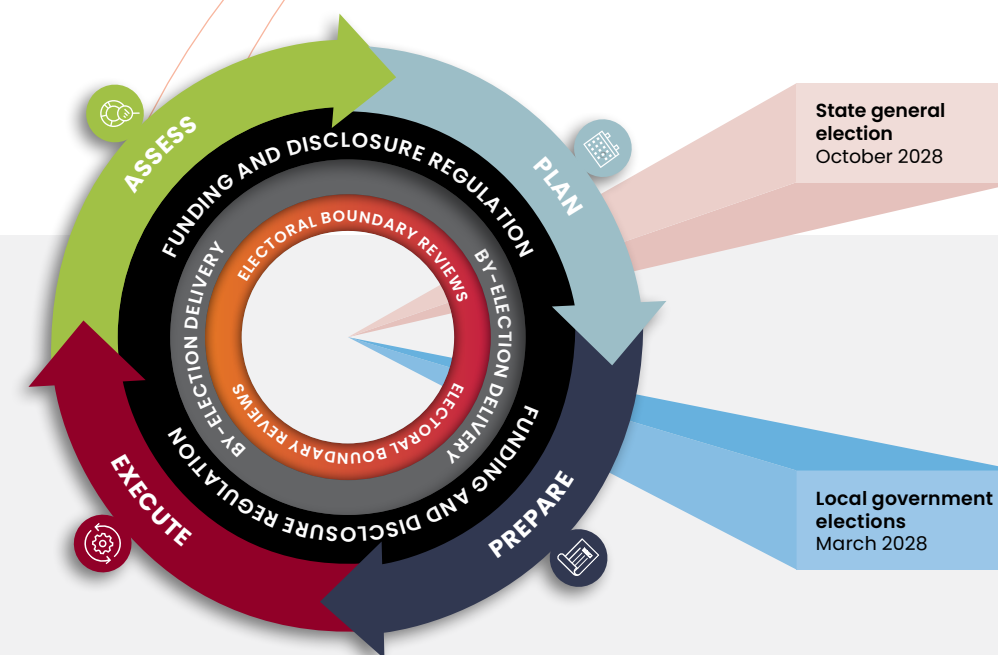
The ECQ respects, protects and promotes human rights, including supporting the right to take part in public life under section 23 of the *Human Rights Act 2019*. A policy of political neutrality applies for ECQ staff to ensure its functions are performed independently, impartially and apolitically.

The ECQ contributes to the Government's objective for the community, ***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.



*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.*

## STRATEGIC OBJECTIVES AND PERFORMANCE INDICATORS

STRATEGIES

PERFORMANCE INDICATORS

| OBJECTIVE 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | OBJECTIVE 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | OBJECTIVE 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | OBJECTIVE 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <b>Trusted to deliver Queensland elections</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Increase electoral awareness &amp; participation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Maintain election readiness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Promote &amp; enforce compliance with electoral laws</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>Design electoral services to suit the needs of Queensland's diverse communities.</li> <li>Deliver elections that maximise opportunities for electoral participation by all Queenslanders.</li> <li>Use data analysis and research to improve decision making for planning and delivering electoral services.</li> <li>Publicly report key electoral information at times that matter.</li> <li>Undertake statutory reviews of electoral boundaries and enrolment to maintain fair representation.</li> <li>Ensure cyber security measures respond to the contemporary threat environment and protect our critical systems.</li> </ul> | <ul style="list-style-type: none"> <li>Continue to engage with key stakeholders and suppliers and further build these networks to increase trust and confidence.</li> <li>Design and deliver citizen-focused campaigns informed by research and stakeholder insights.</li> <li>Deliver communication and engagement activities that help election participants understand their rights and responsibilities.</li> <li>Administer a non-voter compliance program that promotes participation in future elections.</li> </ul> | <ul style="list-style-type: none"> <li>Build a skilled and sustainable workforce with a transparent and scalable resourcing model.</li> <li>Implement the governance, assurance and financial structures and standards to ensure readiness for critical election activities.</li> <li>Ensure critical election systems are stable, secure and fit-for-purpose with regular programs of testing, assurance and performance monitoring.</li> <li>Undertake regular evaluations of election delivery to implement identified and approved improvements.</li> </ul> | <ul style="list-style-type: none"> <li>Provide information, education and support about funding and disclosure requirements to electoral participants to enable voluntary compliance.</li> <li>Use a data-driven approach to compliance and enforcement laws using data analytic capabilities.</li> <li>Undertake targeted compliance reviews and investigations to detect non-compliance and respond accordingly.</li> <li>Review compliance activities, processes and outcomes to inform future stakeholder engagement and education activities.</li> </ul> |
| <ul style="list-style-type: none"> <li>Continued high levels of confidence in the integrity and security of elections in Queensland.</li> <li>Satisfaction of electors and stakeholders in electoral service delivery as measured through post-election surveys.</li> <li>Improved accessibility of electoral information and data on the ECQ website.</li> <li>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.</li> </ul>                                                                                       | <ul style="list-style-type: none"> <li>Increased elector participation in elections, including in communities with previously low turnout rates.</li> <li>Decreased rates of unintentional informal voting, including in communities with previously high rates of unintentional informality.</li> <li>Improved effectiveness of the ECQ's strategic communication campaigns.</li> </ul>                                                                                                                                    | <ul style="list-style-type: none"> <li>An engaged, capable, and resourced workforce measured through the Working for Queensland survey.</li> <li>Election rehearsal outcomes that demonstrate electoral processes and systems are operating effectively.</li> <li>A critical election systems assurance framework is in place and regularly reported against.</li> <li>Learnings from post-election evaluations are translated into business improvements, with progress tracked and monitored for implementation at future elections.</li> </ul>               | <ul style="list-style-type: none"> <li>Increased proportion of returns, including election summary returns, submitted on a voluntary basis within required timeframes.</li> <li>Increases in gift and expenditure disclosures (or amended disclosures) from donors and political participants received and published through the ECQ's Electronic Disclosure System.</li> <li>Increased number of compliance reviews completed for major quadrennial elections compared to the previous quadrennial elections.</li> </ul>                                     |

## OPPORTUNITIES

- Use historical and contemporary data and analysis from recent elections to identify opportunities to enhance the quality of electoral services.
- Increase engagement with key stakeholders, such as the local government sector, to seek their input and insights into election planning.
- Continue developing culturally capable 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, transparent and trusted elections.