

Item #: 21.08-008
Item: Operating Model Refresh project update
To: Electoral Commission
For: Board meeting 18 August 2021
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Recommendations

It is recommended that the Board **note** the progress being made with the Operating Model Refresh project and next steps.

Purpose

1. The purpose of this item is to provide the Board with a status update on the Operating Model Refresh project, including overall process and activities undertaken to date.

Background

2. The project has undertaken to report on progress to date with the operating model to the board.
3. The Operating Model Refresh project will define the Commission's future operating model to understand the gap between this and the current state and what actions it needs to take to give full effect to its strategic direction and priorities in the longer term to 2030.
4. Other objectives of the Operating Model Refresh project are to:
 - get a high level of alignment between managers in different functions or business units about how they are going to work together for the benefit of the whole organisation.
 - proactively manage a range of risks that might impact staff health and safety and performance, particularly those relating to workloads, overreliance on key persons, and expertise bottlenecks, especially in election year.

Progress to date

5. The project brief has been approved through the project's Steering Group with weekly meetings and fortnightly reporting established to ensure robust oversight.
6. A communications plan is being implemented with multiple channels used to ensure consistent and meaningful staff communication. This includes fortnightly emails, people leader communications, briefings, drop-in sessions (in person and digital), along with a chat channel and an email address for questions or feedback.
7. We will also be utilising the forthcoming staff engagement survey as an opportunity to allow the entire organisation to input into information gathering.
8. PwC held a successful training session with SMT and key staff from within the organisation recently. The session covered understanding of what an operating model is in the context of PwC terminology, and what tools and models are used to help establish an

understanding of the Commission's current state and then identify options for the future operating model.

9. It was also agreed to establish a "Design Council", which would be made up of SMT, the Operating Model Refresh project team, and some key advisors from across the Commission. This group will meet twice during the project, where the project team will present preliminary findings for guidance, thoughts, and opinions.
10. The project team is working together in a project space and is available for staff to drop in and ask questions or view the outputs of work. These will be presented on the walls around the space, as they are completed.
11. As we start the Discover phase PwC has been interrogating our strategic documents and pulling information from the capability review to analyse and populate a raft of outputs in preparation for the first workshop session with the project team on Friday 6 August.

Next steps

12. The first of two workshops will be held on Tuesday 17 August with SMT and key staff from the organisation. This will be the first opportunity for a wider group to challenge the information, identify gaps and to have the information gathered so far presented and tested.
13. Further updates on the above sessions will be provided verbally at the Board meeting.