

Item #: 22.05-004

Item: Target Operating Model Programme Update

To: Electoral Commission

For: Board meeting 18 May 2022

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Recommendations

It is recommended that the Board:

1. **note** the Target Operating Model Programme of Work Executive status and progress report.

Purpose

2. The purpose of this item is to provide the Board with an executive summary on the progress and status of the Target Operating Model interventions underway.

Executive Summary Progress Report

3. Overall, the status of the Programme is Green with good progress being made across all interventions. Progress on completing Programme artifacts is behind schedule due to competing demands on Programme resources.
4. A review of the remaining interventions beyond the five endorsed by the Board is scheduled with the Programme Steering Committee for the end of this month. This will provide an opportunity to review the priorities and then present back to the Board for discussion.

Review of Regional Footprint for Enrolment and Community Engagement

5. Consultation on the Enrolment & Community Engagement proposal for change closed on 4 May 2022. A decision was taken to extend the consultation period by two and half working days to allow staff more time to submit feedback.
6. The consultation engagement channels have included FAQ sessions, the use of a consultation email box, and a facilitated confidential feedback option where staff can submit feedback and ask questions.
7. The emerging themes coming through the engagement channels at the time of writing this report include:
 - An understanding of the need to change;
 - A need to know and explore what this looks like if operationalised as proposed, weighted towards community engagement;
 - What this change means as an individual, including how roles were identified as no longer being required;
 - HR related questions include a range of questions with many focused on flexible/remote working options and proposed job descriptions and titles; and
 - Suggestions around the timing of implementation and maintaining business continuity

8. The volume of feedback has been significant, staff have been incredibly engaged and provided a vast array of rich and dense information.
9. We are currently considering all feedback. However, an early review has identified the need to engage and reconsult with staff on some roles to further describe functions within position descriptions and in some cases look to update titles.
10. To ensure we have adequate time to review and consider changes, it was agreed by the TOM Steering Group to extend the decision timeframe out by two-weeks. The extension balances the need to provide certainty for staff, while also giving adequate time to incorporate changes and execute the decision-making process. The new target announcement date for staff is 8 June 2022.
11. An out-of-cycle session has been scheduled with the Board for 19 May 2022 to provide an update on substantive feedback and an opportunity to seek direction on key elements of the proposed change.
12. Documents to support the session will be available on Friday 13 May 2022.

Create Functional Alignment Across SMT and Business Units

13. On 25 April 2022 the new structure for the Commission was established, staff have been informed of transitional arrangements in place, whilst recruitment of DCE roles are underway.
14. Organisational charts and payroll systems have been updated to reflect the new structure.

Creating a Consistent Culture

15. The Programme is working with the Steering Committee and the CEO/CE to review the approach to create and implement an organisational-wide culture across the Commission starting with tiers two and three of the new structure.

Delegations Review

16. The consultation on the proposed delegations core policy, the people leader, and financial delegation schedule with staff has been completed.
17. A final draft for consideration is included in the papers for the Board general meeting on 18 May 2022.
18. A first draft of the electoral matters delegations schedule has been prepared.

Establishment of GE2023 Programme

19. This intervention is established and reporting through existing business channels.
20. The Programme has provided proposed internal draft benefit measures/monitors to the Steering Committee for consideration.