

Our Corporation

Audit & Risk Committee Workshop

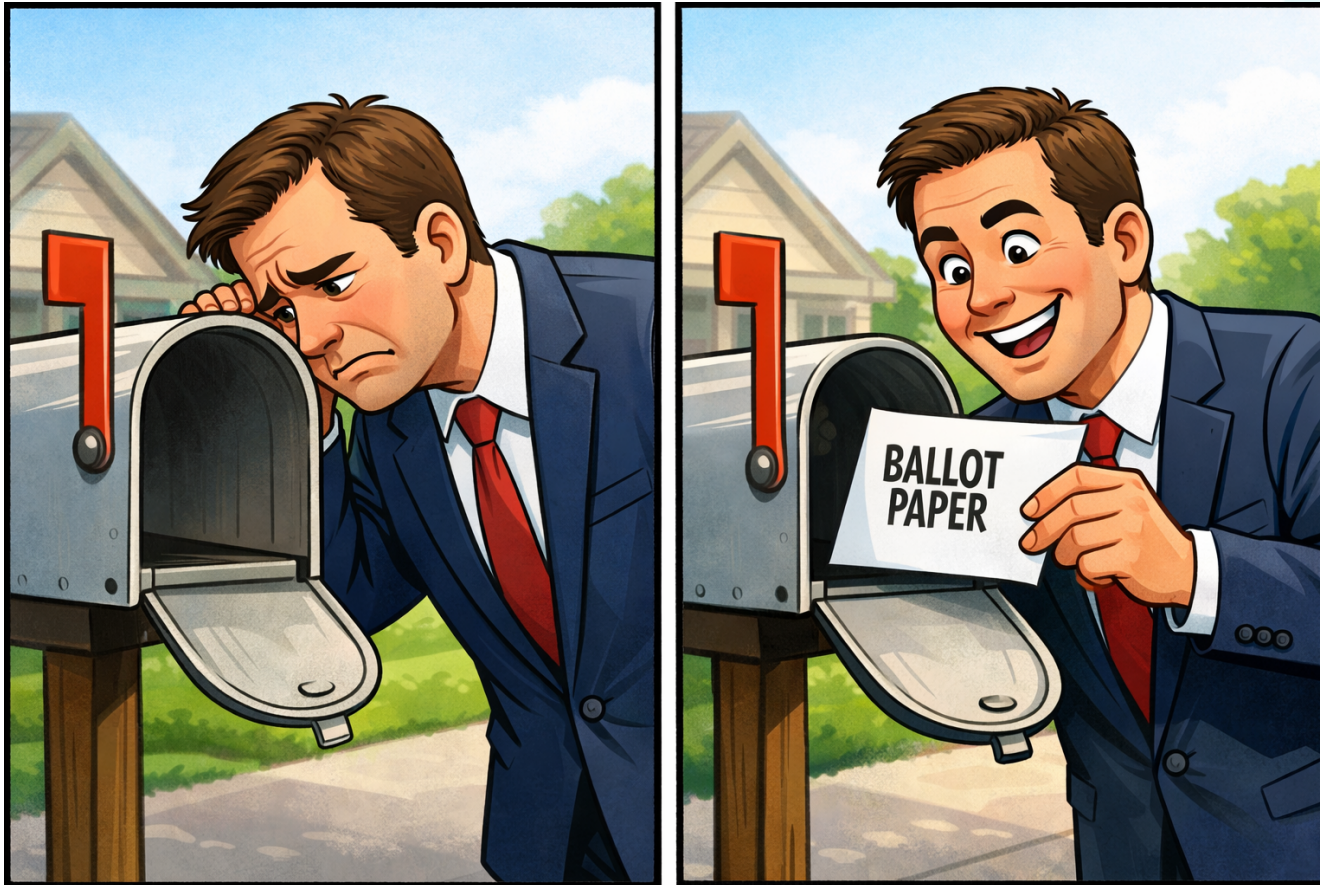
Elections 2026: From Complexity to Clarity

17 April 2026



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Associate Director Governance & Strategy

The Two Letters Story



Election 2026 Project closes this gap with clarity and fairness.



CITY OF
ADELAIDE

Overview

1. Election Timeline
2. Election Facts
3. Legislative Reset – Election 2026
4. Voter's Roll: Assurance & Certification Risk
5. Data Integrity & External Dependency
6. Frontline Customer Contact
7. Engagement Over Awareness
8. Voter Profiles
9. Customer – The Voter Journey
10. Resourcing and Project Governance
11. CoA Resourcing for Elections 2026
 - Current State: Resourcing & Gap Analysis
 - Proposed Team & Governance Structure
12. Proposed Budget for Elections 2026

Election Timeline



	Milestone Name	Start	Finish
NEW	Enrolment mailout: Apply & Nominate [Body Corps & Groups]	Mon 1 Jun.	Fri 12 Jun.
1.	Roll Close (Council's supplementary roll and HoA)	5pm Fri 31 Jul.	
2.	Last day for Electoral Commissioner to provide HoA roll data to CEO	TBC	TBC
NEW	Issue Default nominee notice	Mon 3 Aug.	Fri 14 Aug.
NEW	Receive appeals for default	Mon 17 Aug.	Fri 21 Aug.
3.	Nominations Open	Tue 25 Aug.	12pm Tue 8 Sep
4.	Last day for voters roll to be finalised	TBC	Fri 28 Aug.
6.	Ballot Draw	9am Wed 9 Sep.	
7.	Ballot pack mailout	Thu 15 Oct.	Wed 21 Oct.
8.	Close of Voting (Polling day)	5pm Wed 11 Nov.	
9.	Conclusion of uncontested elections	Fri 13 Nov.	
10.	Scrutiny and Count	9am Sat 14 Nov.	
11.	Public notice of election result	Within one month after the conclusion of the election	

Election Facts

- Voting in Council elections in South Australia is **voluntary**.
- CoA has its own Act – **City of Adelaide Act 1998**. While voting in elections isn't compulsory, enrolment may be.
- The Council produces a **Voter's Roll** – made up of the Council Roll and the State House of Assembly (HoA) roll managed by ECSA. Council (CEO) is responsible for the combining of the two rolls, producing and certifying the Voter's Roll.
- As of 1 January 2026, you must be a **State Elector and therefore an Australian citizen** to be on the Voter's Roll.
- However, you can no longer be enrolled to vote on the Council Roll if you live **interstate** or reside **overseas**, even if you are an Australian Citizen.
- The Council Roll is made up of electors that are eligible based on their relationship to property as owners or occupiers therefore voting rights are not personal or civic.
- As of 2026, if you are a Body Corporate or a Group Owner, you must have a **natural person** enrolled to vote on your behalf.
- This may be done through **nomination** (in an application) or **default appointment** by the CEO.

Legislative Reset – Election 2026



City of Adelaide Act 1998 | Amendment Review Act 2021 (ARA21) | Election Review Bill 2025 (ERB25)

Expanded Statutory Accountability 🌀 : Amendments under ARA21 and ERB25 materially expand CEO obligations, including automatic enrolment requirements and State Elector cross-checking, increasing certification exposure.

Cross-Agency Dependency 🌀 : The State Elector requirement introduces formal reliance on House of Assembly roll validation and coordination with ECSA, elevating shared delivery and reputational risk.

Compressed Legislative Timelines : Hard statutory deadlines, including elector engagement by 12 June 2026, significantly constrain systems updates and data stabilisation windows.

Entitlement Complexity : More than ten enrolment scenarios and expanded definitions of nominee, default and officer materially increase interpretation and governance risk.

Voter's Roll: Assurance & Certification Risk



Transparency, Auditability and CEO Certification Exposure

Certification Evidence Requirement 🌀 : CEO certification under the *City of Adelaide Act 1998* requires an auditable and defensible evidence base for entitlement determinations and roll integrity.

System Transparency Constraints 🌀 : Current roll construction workflows limit end-to-end visibility of entitlement logic and decision pathways, constraining assurance confidence.

Compressed Review Windows : Statutory roll-build and challenge periods restrict time available for validation, exception handling and executive oversight.

Vendor Dependency Exposure : Reliance on configured vendor modules for critical election functions concentrates delivery risk and limits rapid internal remediation capacity.

Data Integrity & External Dependency

– Roll Construction

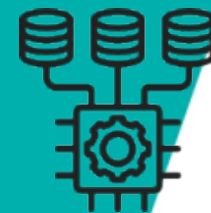
State Elector Requirement | External Data | MVP Operating Model

State Elector Validation Requirement



ERB25 requires nominees to be verified as State Electors, introducing formal cross-checking of the Supplementary Roll against the House of Assembly Roll.

Increased External Data Reliance



Roll construction now depends on third-party datasets and external validation arrangements, reducing direct Council control over timing and data consistency.

Statutory Engagement Deadline



Initial elector engagement by 1 June 2026 materially compresses timelines for system uplift, data acquisition and transformation.

Minimum Viable Product: Data Architecture



A compliant, auditable MVP data layer is required to ingest Pathway data and third-party extracts within legislative timeframes.



Frontline Customer Contact

Customer Enquiries | Eligibility Complexity | Reputational Sensitivity

Increased Enquiry Complexity

Eligibility rules, nominee and default provisions, and State Elector validation requirements have materially increased the complexity and sensitivity of customer interactions.



Election Support Team

With increased complexity in enrolment rules, customer contact needs are increased. To meet demand and not burden business areas, an Elections Support Team will be established; trained in the elections context to keep advice consistent.



Reputational Sensitivity

Customers who perceive disenfranchisement or ineligibility decisions are likely to escalate concerns, increasing public scrutiny and governance exposure.



Capability & Resourcing Uplift

Dedicated election-period resourcing, structured guidance and escalation pathways will be required to ensure consistent, defensible advice under compressed timeframes.



Engagement Over Awareness

Clarity, Inclusion and Sequencing Aligned to Elections context

Reach Prioritised Over Impact



Previous campaigns allocated budget to maximise audience reach, focussed on general messaging, resulting in high impressions but without the desired enrolment or informed action.

CALD & Accessibility Exposure



With significant proportions of residents speaking English as a second language or born overseas, plain-English and multilingual design are essential to reduce confusion risk. As best practice, any communications created should consider audial and visual accessibility.

Sequencing Dependency



Communications must align precisely with roll readiness, system configuration and legislative interpretation to avoid customer confusion or avoidable enquiry spikes.

Shift from promotional reach to communications planning



Election 2026 requires a structured, staged engagement model focused on understanding, voter action, available and effective self-service over promotional marketing.



Voter Profiles

Who are our voters and what do they look like?

VOTER PROFILES



MARIA

44 years old | Allied Health Clinic owner | Lives in South Ward

Maria is a 44-year-old clinic owner who lives and works in the City of Adelaide. She has twin girls about to start kindy, and a pet cat called Toby.

When she gets a minute, she loves timing her laps on river runs. She cycles to work from South Ward to her practice on Frome Street. She's a values driven go-getter who cares about the community and their wellbeing.

As an Australian citizen she is automatically enrolled to vote in South Ward, but she is also entitled to vote in Central Ward on behalf of the clinic (if nominated on behalf of the group).



ACME Group

Proprietary company | Owns a multi-story office building in the CBD | Listed ratepayer | Several directors | One in SA

ACME Corp Pty Ltd Owns has a property portfolio that spans VIC, NSW and SA. Sara Chen is a director of ACME who lives in Glenelg.

The company values being a 'good corporate citizen' - but naturally this is down to time and availability.

Nonetheless, they must vote in NSW and VIC so 'I guess this is just another compliance task'.

A Public Officer of the company needs to be identified and who is on the House of Assembly roll in SA.



Hua Corp +

DJ Jarvis

Share an office building in North Ward | Both pay rates as occupiers | Listed as a GROUP in records | Not aware they are a group

Consultant (David) and small tech company (Hua Corp) share an office in North Ward.

Together they form a "group" entitlement that must be exercised by one eligible natural person.

David is curious about local tech/startup ecosystem, but not elections-focused. Hua Corp sees elections in the city as "admin in the background". Neither realises they collectively have one vote, not two.

David and Hua Corp have a group vote entitlement and therefore 1 eligible person will need to be identified to vote on behalf of the group.

PREFERRED TONE & STYLE

- Warm, supportive, human-centred.
- Removes fear of doing the "wrong thing":
"It's okay to ask – here's the answer."
- Professional, Corporate Social Responsibility - flavoured.
- Avoids guilt and emphasises leadership: "Show up for your city."
- Collaborative, not bureaucratic:
"Work this out together."
- Encourages conversation between tenants rather than just forms.

VOTER PROFILES



ROBERT

- 78, owns a commercial building in Central Ward,
- lives outside CoA
- State Elector

Robert owns a commercial building in Central Ward in his own name. The registered postal address is a GPO Box in Adelaide.

Robert also owns a second commercial property in Central Ward through the entity UMR P/L. Robert, his wife and 2 daughters are all Directors of UMR.

Robert is an Australian Citizen and is on the HoA in SA. However, as he will receive a vote for the commercial property in his name, UMR will need to nominate another Public Officer.



PRIYA

- 33 years old
- Permanent Resident
- Retail shop owner in Central Ward
- Lives in Adelaide Hills

Priya is a 33-year-old retailer who runs her food business in Central Ward at the Adelaide Central Market. She came to Adelaide as a student 10 years ago where she met her (now) husband Marco. They've recently moved out of the city and closer to Marco's parents as they start thinking about building a family.

Priya loves the city's vibe and is emotionally invested on foot traffic and tourism and has voted previously.

As Priya is a permanent resident, rather than an Australian Citizen, she is not eligible to be on the House of Assembly roll and will not have a vote.



JAMES

- 36 years old
- Association CEO
- Lives in Central Ward

James is the CEO of an Association based in the city (Central Ward) he is also its Public Officer.

He moved to Adelaide from Victoria 5 years ago with his partner Jay and loves the city life and beautiful parks.

He's passionate about bike lanes, sustainability and local amenities. He loves all the annual events and festivals Adelaide has to offer, especially Gather Round- but still barracks for the Cats!

James will automatically receive a vote as a resident in Central Ward and can't hold two votes in the same ward. The Association will need to nominate another Public Officer

PREFERRED TONE & STYLE

- Professional, outcome-focused, no fluff.
- Energetic, visual, positive.
- Confident, factual, not preachy.
- Uses language like 'stability', 'investment', 'risk', 'return'
- Inclusive and welcoming: acknowledges migrant stories and new citizens
- Respect for his time: "Here's the 2-minute version"



Becker Family Group

Proprietary company | Owns multiple properties across the CBD | Listed ratepayer | Several directors | All in SA

Becker Group has a property portfolio that spans the CBD and multiple suburbs in SA. All directors reside in SA and are Australian citizens.

The company values being a 'good corporate citizen' - and highly values their vote in the City of Adelaide elections.

Nonetheless, they must nominate a public officer for each property/entity.

The Group will need to work out who can be nominated as a "Public Officer" to ensure they maximise their voting entitlements.



Williams Corp +Tannock Enterprises

Own an office building in North Ward | Head Lessee not In occupation| Both pay rates as occupiers | Creates a GROUP | Not aware they are a group

Williams Corp owns a property in North Ward, they do not occupy the property.

Tannock Enterprises has a headlease over the property but does not occupy the property and sublets the property to a third party who is considered 'the occupier' (will receive a vote in its own right).

Williams Corp and Tannock Enterprises form a "Group" under the legislation – but are not aware of this and do not have a relationship, other than as lessor/lessee.

They must now nominate someone to vote on their behalf as a group. Given both entities are body corporates that person must be a public officer and on the HoA Roll in SA.



Pappas Bros.

Proprietary company | Owns a seafood business in the Central Market | Listed ratepayer | Several directors

Pappas Bros owns a Seafood business located in the Central Market. The business has been in the family for 3 generations.

Pappas Bros is a family-owned **company** with 4 directors all living in South Australia.

The company values being a 'good corporate citizen' – and appreciates its ability to vote in council elections.

A Public Officer of the company needs to be identified and who is on the House of Assembly roll in SA.

A Public Officer is a Director, Secretary or someone who has significant financial or operational oversight of the business.

Pappas Bros will need to determine who they will nominate (Public Officer) to vote on their behalf.

If they do not nominate, the CEO will nominate a default person – determined alphabetically.

CUSTOMER – The Voter Journey

- Awareness → Understanding → Enrol → Verify → Ballot.
- Each step has potential unique failure points.

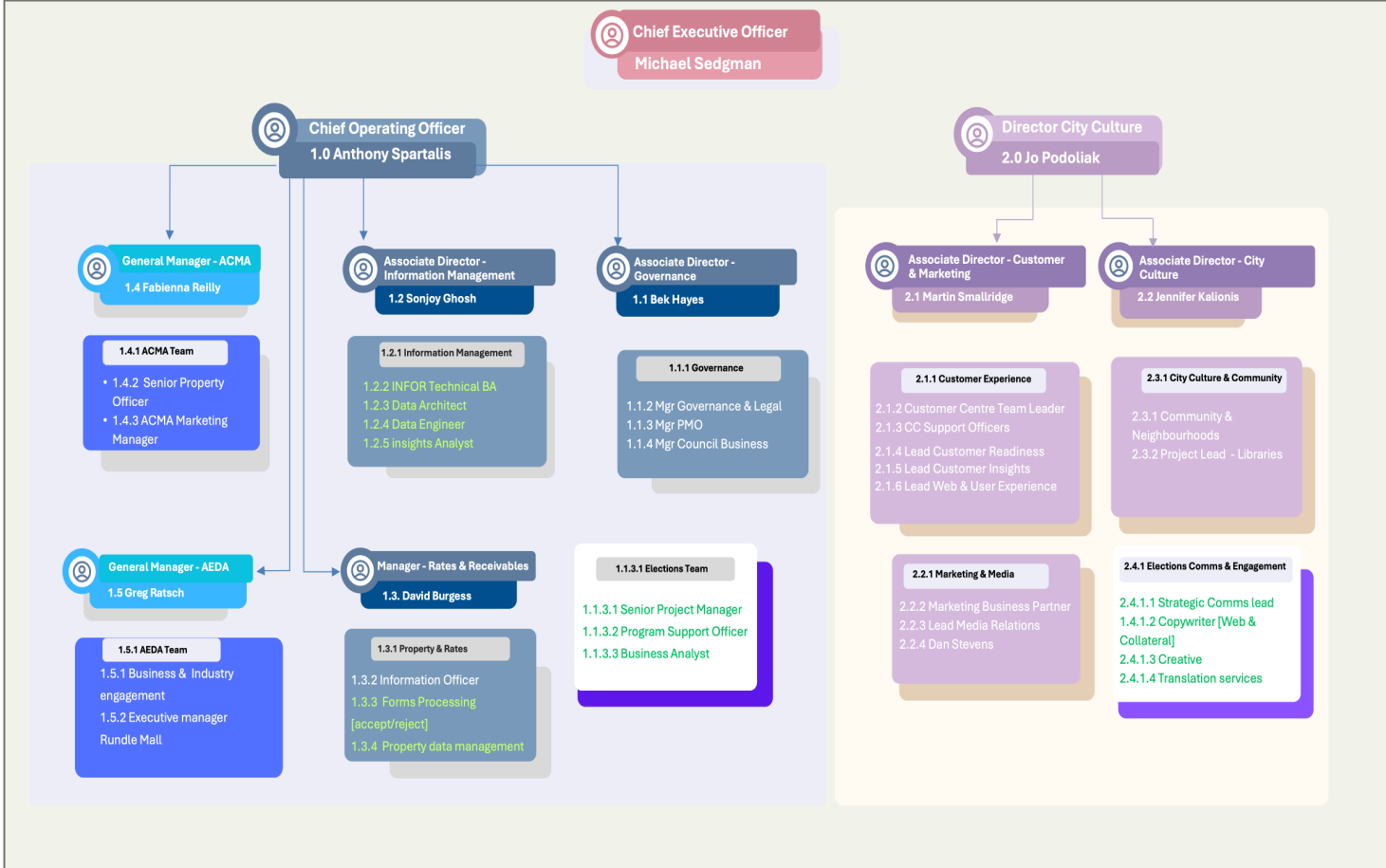


Resourcing & Project Governance

1. Demonstrate the business areas and their roles involved in Elections
2. Identify skills gaps and required supplementary resourcing
3. The proposed structure and governance of the Elections Project

CoA Resourcing for Elections 2026

Current State: Resourcing & Gap Analysis



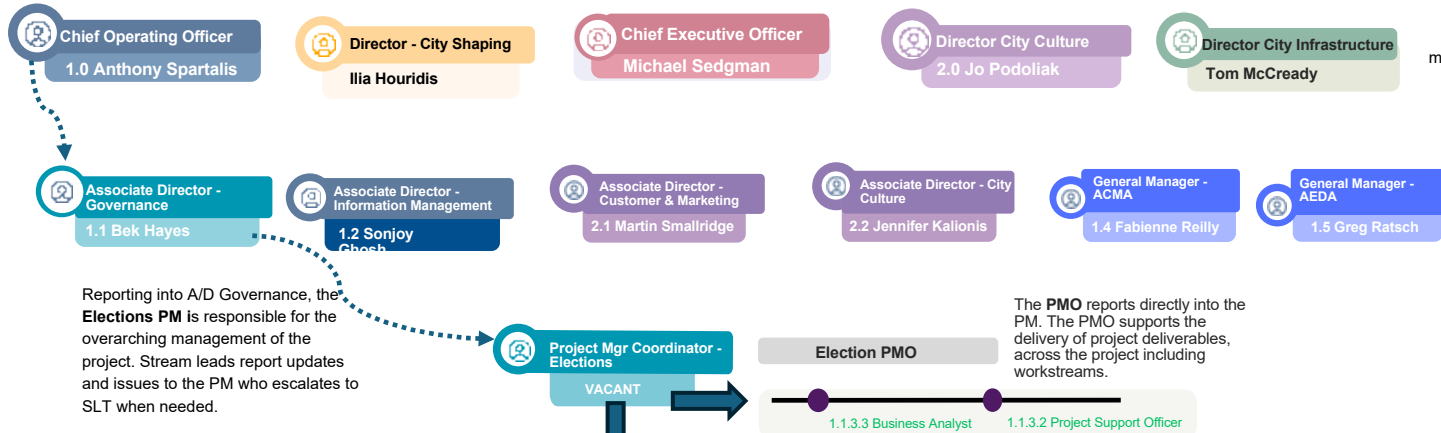
This organisational chart shows the business areas that play a direct role in CoA elections as they have historically run, and the new skills (capabilities) that will be required for Elections 2026 in green.

This chart is formatted to present the Business as Usual (BaU) governing structures of these teams including Senior and Exec Leadership.

The chart highlights the many operational and service driven touch-points that have a role to play in elections; the primary requirements are the creation of the Voter's Roll, complying with legislation, and engaging the electorate.

CoA Resourcing for Elections 2026

Proposed Team & Governance Structure



Executive Stakeholders will be provided a monthly update during the campaign period (June to November). They are **accountable** for the success of the project and election duties

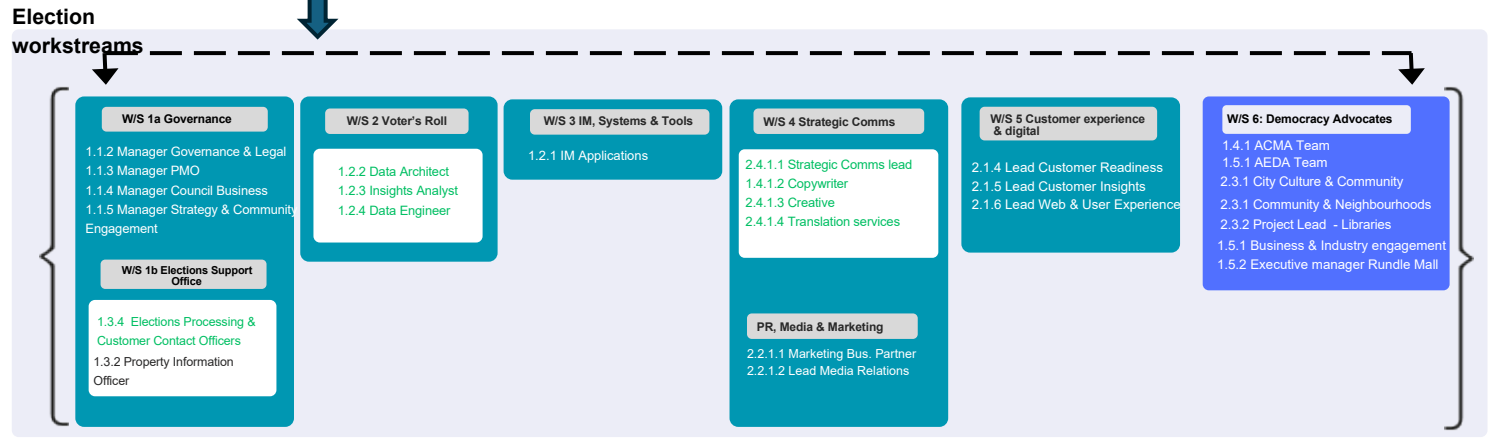
Senior Leadership are responsible for successfully delivering against CoA commitments and outcomes. They are responsible for managing project issues as they arise, mitigating risks and making sure all key milestones are hit. They do this as formal delegates of the Steering Committee, committing to the Terms of Reference.

Reporting into A/D Governance, the **Elections PM** is responsible for the overarching management of the project. Stream leads report updates and issues to the PM who escalates to SLT when needed.

The **PMO** reports directly into the PM. The PMO supports the delivery of project deliverables, across the project including workstreams.

Workstreams are discreet project teams that work together to deliver specific things based on team subject matter knowledge. They are supported by the Election PMO and matrix managed by the Elections PM. Stream leads must provide frequent updates through stand ups, status reports, planning docs etc. and report emerging issues quickly, manage risk, scope and timelines.

This might include: webpage go-live, campaign content and collateral, property system changes, testing, data processing.



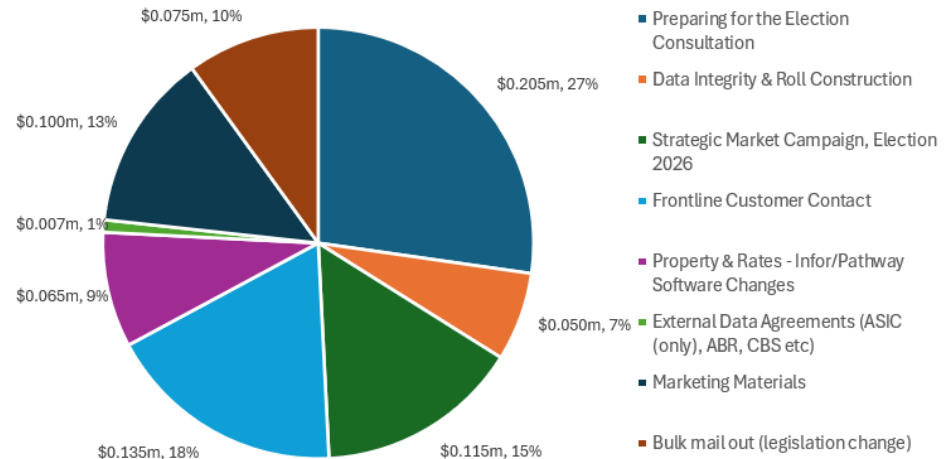
CoA Proposed Budget for Elections 2026



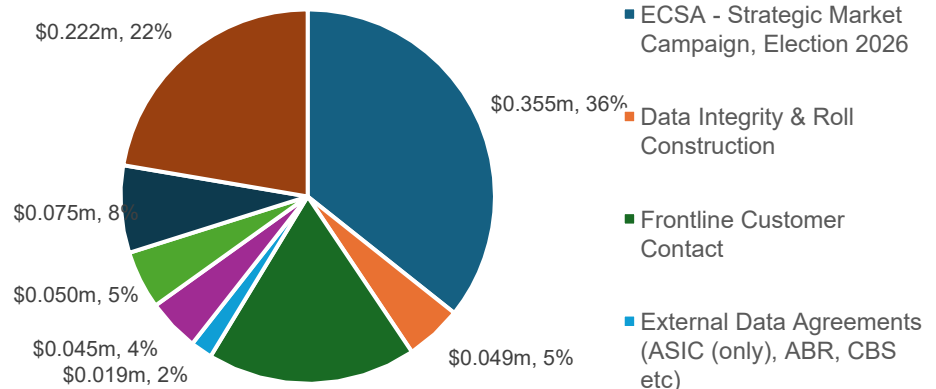
Election 2026	2025-26 Budget
Preparing for the Election Consultation	\$0.205m
Frontline Customer Contact	\$0.135m
Strategic Market Campaign, Election 2026	\$0.115m
Marketing Materials	\$0.100m
Bulk mail out (legislation change)	\$0.075m
Property & Rates - Infor/Pathway Software Changes	\$0.065m
Data Integrity & Roll Construction	\$0.050m
External Data Agreements (ASIC (only), ABR, CBS etc)	\$0.007m
Total 2025-26 Budget Requirement	\$0.752m
Q2 2025-26 Approved Budget	\$0.275m
Q3 2025-26 Additional Budget	\$0.477m
Election 2026	2026-27 Budget
ECSA - Strategic Market Campaign, Election 2026	\$0.355m
Frontline Customer Contact	\$0.180m
Bulk mail out (legislation change)	\$0.075m
Marketing Materials	\$0.050m
Data Integrity & Roll Construction	\$0.049m
Strategic Market Campaign, Election 2026	\$0.045m
External Data Agreements (ASIC (only), ABR, CBS etc)	\$0.019m
Contingency*	\$0.222m
Proposed 2026-27 Budget	\$0.995m
Total Election 2026 Budget	\$1.747m

*Some cost elements are estimates only (including ECSA cost) and contingency has been allowed

2025-26 Budget



2026-27 Budget



Questions?



ECSA Election Information Contact:
Ecsa@lgenrolment.sa.gov.au

FAQs being developed by ECSCA & CoA