

OFFICIAL



ELECTORAL COMMISSION OF SOUTH AUSTRALIA

2024-25 Annual Report

ELECTORAL COMMISSION OF SOUTH AUSTRALIA

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To:

Kyam Maher MLC

Attorney-General

Leader of the Government in the Legislative Council

Deputy Premier

Minister for Aboriginal Affairs

Minister for Industrial Relations and Public Sector

Special Minister of State

This annual report will be presented to Parliament to meet the statutory reporting requirements of *Public Sector Act 2009*, *Public Sector Regulations 2010* and *Public Finance and Audit Act 1987* and the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

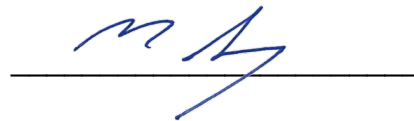
Submitted on behalf of the Electoral Commission of South Australia by:

Mick Sherry

Electoral Commissioner

Date 30 September 2025

Signature



From the Commissioner



During 2024-25, the Electoral Commission of South Australia (ECSA) successfully delivered a variety of electoral events including, a by-election for the House of Assembly District of Black, 14 local government supplementary elections, 2 local government election recounts and provided voting services for 6 interstate elections. ECSA also delivered the APY Executive Board elections, Super SA Board and Funds SA Board elections and 2 First Nations Voice to Parliament supplementary elections.

To ensure ECSA continues to deliver high quality electoral events, comprehensive evaluations of the Black by-election, First Nations Voice election and the APY Executive Board elections were completed.

Significant preparation was undertaken for the Electoral (*Accountability and Integrity*) Amendment Act which came into operation on 1 July 2025. This legislation involved restructuring of public funding, the introduction of advance funding and the regulation of electoral donations. To ensure participants were aware of the new provisions, ECSA undertook a comprehensive information and engagement strategy involving in person and online briefing sessions, developing information guides and a dedicated resource section on the ECSA website.

In addition to delivering electoral events, ECSA undertook a variety of research projects to support election delivery and to inform evaluations of the Black By-election and First Nations Voice to parliament elections including an analysis of elector voting times and surveys of polling officials and candidates from the Black By-election.

ECSA has continued its focus on educating younger South Australians through providing electoral education to over 1,400 students in metropolitan schools, delivered an outreach program to regional schools and participated in the Civics in the City program with Parliament SA. ECSA also worked in partnership with the Department for Education on the Active Citizenship Convention, part of the Safeguarding Democracy program, which is expected to involve 1,000 students in August 2025. In addition to supporting younger people, ECSA conducted teacher professional learning sessions, including conference workshops, teacher association presentations, and in-school faculty involving over 120 teachers.

ECSA has also continued to support the YMCA's Youth Parliament and Junior Parliament programs.

ECSA continued to be involved in several Court of Disputed Returns matters and investigations into alleged breaches of the Local Government (Elections) Act from the 2022 Local Government Periodic elections. In addition to the delivery of electoral events, these activities placed a strain on the resources of a small agency with only 30 staff.

To replace outdated legacy systems and to ensure the integrity of the electoral process, the development of a new election management system commenced. This project being conducted jointly with the Attorney Generals Department will be one of ECSA's most complex projects to be delivered over several years.

To also ensure ECSA is positioned to meet future challenges, extensive workshops and research was undertaken to develop a strategic plan. A new electronic document management system was implemented and a review of all organisational and election risks undertaken. A comprehensive redevelopment of ECSA's office commenced which will be completed in October 2025.

Looking ahead to 2025-26, ECSA's priorities include planning for the 2026 South Australian State Election including implementing many of the reforms associated with the Electoral (Miscellaneous) Amendment Act. ECSA will also be focused on planning for the First Nations Voice and Local Government Periodic elections both of which will be held in 2026. In addition to developing a new election management system, ECSA will continue to focus on modernising its ICT environment including stabilising and supporting existing cloud and on premises server environment and transitioning business as usual corporate technology/ICT services to the Attorney General Department

In conclusion, I wish to acknowledge ECSA staff and for their ongoing commitment and professionalism. I would also like to acknowledge the important advice of ECSA's Risk and Performance Committee and thank the many polling officials, council staff and other stakeholders that provided invaluable assistance to the delivery of electoral events throughout 2024 – 2025.

Mick Sherry

ELECTORAL COMMISSIONER

Electoral Commission of South Australia

30 September 2025

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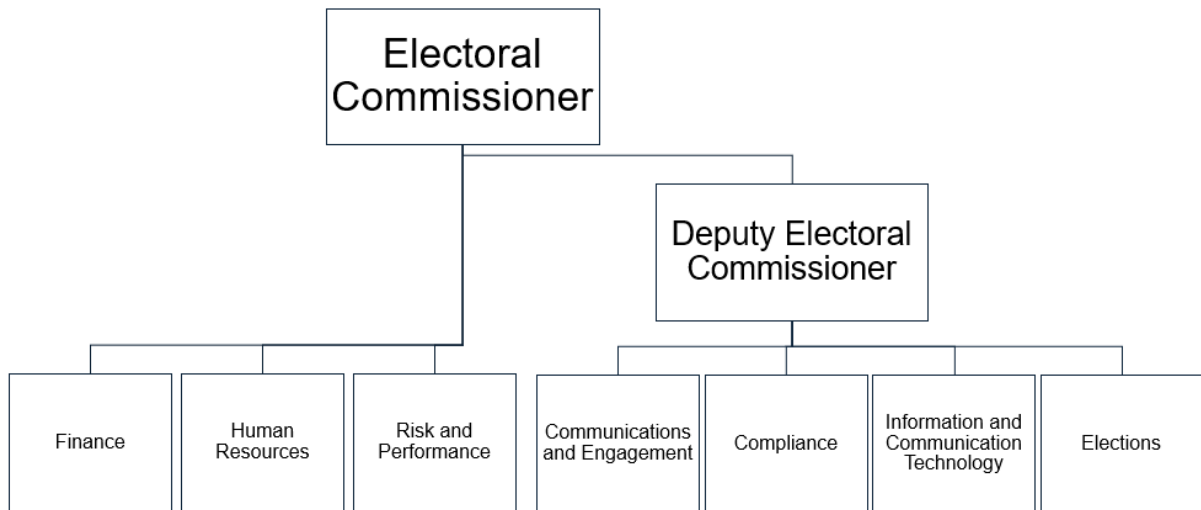
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Overview: about the agency

Our strategic focus

Our Purpose	To provide high quality electoral services for South Australians
Our Vision	Electoral excellence for South Australians
Our Values	<p>Independence Acting with impartiality and transparency</p> <p>Professionalism Demonstrating respect, integrity and accountability at all times</p> <p>Innovation An agile, engaged and responsive organisation</p>
Our functions, objectives and deliverables	<p>Deliver High Quality Electoral Services.</p> <ul style="list-style-type: none"> • Successfully deliver electoral events. • Undertake formal evaluations of the conduct of elections. • Conduct research to identify improvements to operational procedures and influence changes to legislation. • Implement improved systems and processes. <p>Engage the community and stakeholders to promote electoral awareness, participation and compliance.</p> <ul style="list-style-type: none"> • Deliver an ongoing education program to improve understanding of the electoral process. • Deliver effective information and awareness campaigns to promote public participation in elections. • Deliver an effective program to inform relevant stakeholders of their compliance responsibilities. • Publish and promote research that improves understanding and knowledge of electoral matters. <p>Cultivate a high performing organisation.</p> <ul style="list-style-type: none"> • Align the organisation to deliver our strategic priorities. • Build a diverse and capable workforce that can deliver strategic priorities now and in the future. • Invest in infrastructure.

Our organisational structure



Changes to the agency

During 2024-25 there were no changes to the agency's structure and objectives as a result of internal reviews or machinery of government changes.

Our Ministers

The Honourable Dan Cregan MP was the Special Minister of State and the Minister for Police, Emergency Services and Correctional Services until January 2025. The Special Minister of State is the Minister responsible for the *Electoral Act 1985* and:

- the controlled activities of the Electoral Commission SA, and
- the Commission's administered items, which include:
 - the Electoral Districts Boundaries Commission
 - payment of remuneration to the Electoral Commissioner and Deputy Electoral Commissioner (statutory officers appointed pursuant to the Electoral Act 1985)
 - non-voter expiation fees received and remitted to Department of Treasury and Finance's consolidated account
 - payments of Special Assistance Funding claims and payments of Public Funding claims for election campaigns.

Since January 2025, the Honourable Kyam Maher MLC has been the Special Minister of State.

Our Executive team

Mick Sherry
Electoral Commissioner
Appointed on 20 February 2017

Alice Cashen
Deputy Electoral Commissioner
Appointed on 5 October 2023

Legislation administered by the agency

The Electoral Commissioner is responsible for the administration of the *Electoral Act 1985* and is the appointed authority for the conduct of elections and other activities in accordance with the following legislation as at 30 June 2025:

Enabling legislation	Entity	Members Elected	Term	Due
<i>Anangu Pitjantjatjara Yankunytjatjara Land Rights Act 1981</i>	Anangu Pitjantjatjara Yankunytjatjara (APY) Lands Council	14	3 years	Aug 2027
<i>Architectural Practice Act 2009</i>	Architectural Practice Board of South Australia	3	3 years	Feb 2026
<i>City of Adelaide Act 1998 Schedule 1</i>	City of Adelaide	1 Lord Mayor 11 Councillors	4 years	Nov 2026
<i>Electoral Act 1985</i>	State of South Australia	47 HA 11 LC	4 years	Mar 2026
<i>First Nations Voice Act 2023</i>	First Nations Voice to South Australian Parliament	12	4 years	Mar 2026
<i>Local Government (Elections) Act 1999</i>	All other councils (excl Roxby Downs)	52 Mayors 619 Councillors	4 years	Nov 2026
<i>South Eastern Water Conservation and Drainage Act 1992</i>	South Eastern Water Conservation and Drainage Board	3	4 years	Jul 2028
<i>Superannuation Act 1988</i> <i>Superannuation Regulations 2001</i>	Superannuation Board	2	3 years	Sep 2027
<i>Superannuation Funds Management Corporation of SA Act 1995 and Superannuation Funds Management Corporation of SA Regulations 1995</i>	South Australian Superannuation Funds Management Corporation	1	3 years	Sep 2027

HA = House of Assembly / LC = Legislative Council

The Electoral Commissioner is also responsible for the following activities:

- serving as a member of the Electoral Districts Boundaries Commission that convenes following each state election to review House of Assembly electoral district boundaries
- reviewing the seven APY electorates prior to each APY general election and include consultation with Anangu Pitjantjatjara Yankunytjatjara and the APY Executive Board
- ensuring that boundary changes are applied onto the electoral roll management database
- certifying local government representation reviews under the *Local Government Act 1999*.

Other related agencies (within the Minister's area/s of responsibility)

No related agencies within the Minister's areas/s of responsibility.

The agency's performance

Performance at a glance

Key outcomes for ECSA in 2024-25 were:

- Conducted a by-election for the House of Assembly District of Black
- Provided voting services for 6 interstate election events.
- Conducted 3 non-parliamentary elections
- Conducted 14 local government supplementary elections and two recounts.
- Conducted 2 First Nations Voice supplementary elections.
- Certification of 14 local government representation reviews.
- Designed and implemented 4 publicity and public education programs.
- Completed 3 research projects.
- Commenced development of a new election management system
- Prepared and delivered a communication and information strategy to ensure participants were aware and could comply with requirements of the Electoral (*Accountability and Integrity*) Amendment Act

Agency specific objectives and performance

The Electoral Commission of South Australia's 2021-24 Strategic Plan describes ECSA's strategic priorities to achieve its purpose of providing high quality electoral services for South Australians.

ECSA operates in a complex and dynamic operating environment with many challenges such as community demands for convenient and accessible voting services, the significant challenge of delivering the state-wide parliamentary and council elections in the same calendar year, increased use of disinformation on social media, organised and coordinated disruption to scrutiny and count activities, and cyber security concerns.

To ensure ECSA is positioned to respond to these and other challenges, the strategic priorities focus on delivering high quality electoral services, community and stakeholder engagement and cultivating a high-performing organisation. The annual corporate plans and staff performance agreements support this plan and ensure ECSA is aligned to deliver its strategic priorities over the 2021-24 period.

These strategies deliver ECSA's obligations in accordance with legislative requirements of the *Electoral Act 1985*, *Local Government (Elections) Act 1999*, *Public Sector Act 2009*, and other legislation as well as providing a healthy and safe work environment, in accordance with the SA Government's objectives.

Agency Objective One

Deliver high quality electoral services

Indicators

- Electoral events delivered in accordance with legislative requirements.
- High levels of elector and stakeholder satisfaction with the conduct of elections.
- Improved service delivery resulting from evaluations and research.

Performance

- Conducted the following elections in accordance with legislative requirements:
 - By-election for the House of Assembly District of Black
 - Voting services for 6 interstate elections.
 - 14 Local Government supplementary elections and 2 recounts
 - Super SA election.
 - APY Executive Board General Elections.
 - Southeastern Water Conservation and Drainage Board election.
 - 2 First Nations Voice Supplementary Elections.
- Completed an evaluation of the Dunstan and Black By-elections identifying opportunities to improve service delivery for future elections. Achieved high levels of satisfaction as indicated by the following survey results:
 - 92% elector satisfaction rate regarding ECSA's conduct of the Dunstan by-election
 - 96% elector satisfaction rate regarding the professionalism of polling officials at the Dunstan by-election.
 - 100% of polling officials engaged for the Black by-election intend to work at future elections
- Completed an evaluation of the First Nations Voice to Parliament Election.
 - 82% of candidates considered ECSA conducted the election fairly.
 - 81% of candidates considered ECSA conducted the election in a culturally safe and respectful manner.
- Completed '*Understanding First Nations voter and non-voter sentiment about South Australia's inaugural First Nations Voice Election*' research project
- Completed '*Black by-election queue length and voter times*' research project which identified opportunities for improved service delivery for future elections.

Agency Objective Two

Engage the community and stakeholders to promote electoral awareness, participation and compliance

Indicators

- High levels of participation at elections, particularly within sectors of the community with traditionally lower turnout rates.
- High levels of awareness and understanding of public awareness campaigns.
- High levels of compliance by relevant stakeholders with their legislative obligations.
- Increased audience and circulation of ECSA research publications leading to improved understanding and knowledge of electoral matters.

Performance

- 82.6% participation at the Black by-election. An increase from the 79.2% participation at the 2024 Dunstan by-election.
- 95% elector satisfaction rate regarding ECSA's instructions on how to vote correctly
- In partnership with Parliament SA, delivered civics and democracy education to regional schools across South Australia
- Delivered electoral education to metropolitan schools reaching over 1400 students.
- Conducted civics and elections professional learning sessions to over 120 teachers.
- Prepared and delivered a comprehensive communication and engagement plan for the Black by-election.
- Certified 14 local government representation reviews.
- 98% of eligible electors enrolled to vote.

Agency Objective Three

Cultivate a high performing organisation

Indicators

- Strategic priorities achieved.
- High levels of staff satisfaction.
- Improved levels of diversity and inclusion in the workplace.
- Efficiencies resulting from our investment in infrastructure.

Performance

- Developed a 2025-28 Strategic Plan.
- Commence development of a new election management system.
- Established a contingent workforce to respond to increase in workload.
- Major office redevelopment to meet future requirements.
- Transition to a new electronic document management system.
- Business Impact Analysis completed, and Business Continuity Plans drafted.
- Staff training needs analysis completed with staff undertaking corporate and individual training and developmental opportunities.

Corporate performance summary

Program: Parliamentary Electoral Services

This program ensures the delivery of parliamentary electoral services for the South Australian community. It has enabled eligible South Australians to be enrolled on the electoral roll, to understand their democratic rights and obligations, and to participate in electing members to the Parliament of South Australia.

Indicators of Performance	2024-25 Target	2024-25 Actual
No. of elections challenged and upheld due to administrative error	—	0
Size of the variance between initial results and any required recount <i>0.2% equates to a variance of 2 in every 1000 ballot papers.</i>	<0.2%	n/a
% of parliamentary elections declared within 18 days of poll close	100%	100%
% of people eligible to vote enrolled on the roll	>95%	98%
No. of publicity and public education programs delivered	2	2
No. of research activities into electoral matters delivered	3	3
No. of parliamentary elections (general and by-elections) and referenda <i>House of Assembly by-election in the district of Black.</i>	—	1
No. of parliamentary members elected <i>Member for the House of Assembly by-election in the district of Black.</i>	—	1
No. of parliamentary electors served <i>By-election in the district of Black.</i>	—	26,540
Number of electoral events where voting services were provided to interstate/territory or overseas electors	5	6

Program: Non-Parliamentary Electoral Services

This program ensures the delivery of non-parliamentary electoral services for South Australian organisations and the community at large. It has provided election and information services to the community at the local level.

Indicators of Performance	2024-25 Target	2024-25 Actual
No. of elections challenged and upheld due to administrative error	—	2
Size of the variance between initial results and any required recount <i>0.2% equates to a variance of 2 in every 1000 ballot papers.</i>	<0.2%	0%
% of rolls provided to councils within five days of roll closure	>95%	100%
No. of information, education, publicity and public education programs, and research activities delivered	2	2
No. of local government elections and polls <i>Includes all possible periodic and supplementary elections for mayors, councillors for wards and councillors at large across 67 councils.</i> <i>2024-25 Projection based on average number of supplementary elections each year.</i>	11	14
No. of non-parliamentary elections prescribed by acts of parliament <i>2024-25: APY Board, Super SA and South Easter Drainage Board elections.</i>	3	3
No. of commercial services provided for client organisations	3	0
Number. of local government representation reviews completed <i>The schedule for representation reviews is determined by the Minister for Local Government.</i>	19	14

Employment opportunity programs

ECSA did not have any employment opportunity programs in 2024-25.

Agency performance management and development systems

Performance management and development system	Performance
ECSA's Performance Management and Development Program is an ongoing process of formal and informal discussions with each public sector employee	Public sector employees participated in mid-year (to 31 December 2024) and end of year (to 30 June 2025) performance feedback processes. These processes encompassed face to face meetings, confirmation of areas of focus and their alignment to strategic priorities and corporate plan objectives, identification of future training and development needs and documented performance feedback.
Training plans	Corporate training for all ECSA employees was delivered on cultural awareness, autism awareness, cyber security, handling personal information and mindfulness. Managers and supervisors undertook mental health first aid training. Relevant employees received role specific training in dealing with challenging interactions. Where practical, individual training plans were implemented for individuals with identified training needs.
Development opportunities	The delivery of a number of elections in 2024-25, including APY Executive Board, Super SA/ Funds SA Board, First Nations Voice to Parliament Supplementary and the Black By-election, provided employees with the opportunity to be responsible for election projects and/or key aspects of election delivery through either short-term assignments and additional duties arrangements. This has enhanced our organisational capability as ECSA prepares to deliver the major State election event in March 2026.

Work health, safety and return to work programs

Program name	Performance
Safety and wellbeing are part of the induction process	All new employees received a detailed, structured briefing from a Health and Safety Representative covering work health and safety (WHS) processes and procedures during their induction.
WHS Committee established under section 75 of the <i>Work Health and Safety Act 2012</i>	The WHS Committee, met every 2-3 months and provided an avenue for consultation between management, Health and Safety Representatives, Wardens, First Aid Officers, Contact Officers and all staff regarding WHS matters.
Accountability for safety and wellbeing	<p>Staff were encouraged to utilise leave and flexible working arrangements to maintain a healthy work-life balance. WHS matters were discussed at each staff meeting, with regular updates provided to staff via the Health and Safety Representatives, email, intranet articles, the WHS noticeboard and workplace safety reference materials and initiatives.</p> <p>Accountability for WHS matters was prominent throughout the delivery of all election events and across all locations utilised by ECSA.</p> <p>WHS issues were addressed immediately, where possible, or referred to building management for action and follow up.</p>
Fatigue Management Plan	ECSA's Fatigue Management Plan was reviewed and maintained to limit the maximum working hours per day and consecutive days worked. This ensured that consideration for employee wellbeing was paramount during election delivery and there was appropriate rest and recovery time, where possible.
Employee Assistance Program (EAP)	The EAP provides confidential counselling and support from professionally qualified psychologists and counsellors to all employees and immediate family members for issues that are impacting on their wellbeing.
Mentally Healthy Workplace Consultative Committee (MHWCC)	<p>ECSA has a MHWCC to implement the Mentally Healthy Workplace Strategy and Action Plan.</p> <p>This committee demonstrates ECSA's commitment to promoting workplace health and wellbeing and building a culture of care.</p>
Psychosocial hazard focus	ECSA established a focus on psychosocial hazards through the conduct of internally facilitated focus groups, trialling of a real-time psychosocial risk survey tool and platform and commencement of a psychosocial risk assessment developed by staff and managers with external consultants.

Workplace injury claims	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Total new workplace injury claims	1	1	0%
Fatalities	0	0	0%
Seriously injured workers*	0	0	0%
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	1	1	0%

*Number of claimants assessed during the reporting period as having a whole person impairment meeting the relevant threshold under the Return to Work Act 2014 (Part 2 Division 5)

Work health and safety regulations	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Number of notifiable incidents (<i>Work Health and Safety Act 2012, Part 3</i>)	1	0	+100%
Number of provisional improvement, improvement and prohibition notices (<i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i>)	0	0	0%

Return to work costs**	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Total gross workers compensation expenditure (\$)	\$50,787	\$2 793	+1718%
Income support payments – gross (\$)	\$102,866	\$8 788	+1070%

**before third-party recovery

Data for previous years is available at: <https://ecsa.sa.gov.au> from previous Annual Reports.

Executive employment in the agency

Executive classification	Number of executives
Electoral Commissioner (ELECCM)	1
Deputy Electoral Commissioner (ELEDCEM)	1

Data for previous years is available at: <https://ecsa.sa.gov.au> from previous Annual Reports.

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

Financial performance

Financial performance at a glance: Controlled Activities

The following is a summary of the overall financial position of the agency. The information is unaudited. Full audited financial statements for 2024-2025 are attached to this report.

The detailed 2024-2025 financial statements and notes to the accounts are presented in the Appendix to this report. Note 1.3 *Budget performance* provides further details of ECSA's outcomes against budget information.

Statement of Comprehensive Income	2024-25 Original Budget \$000s	2024-25 Actual \$000s	Variation to Budget \$000s	2023-24 Actual \$000s
Total Income	8,033	14,492	6,459	12,845
Total Expenses	8,358	11,185	2,827	12,491
Net Result	(325)	3,307	3,632	354
Total Comprehensive Result	(325)	3,307	3,632	354

Variation to 2023-24 Actual:

The increase in income (\$1.6 million) in 2024-25 compared to 2023-24 is mainly attributable to the transfer from contingency in relation to the Black by-election (\$869,000) and lease accommodation and fit out (\$1.1 million).

The decrease in expenses (\$1.3 million) in 2024-25 compared to 2023-24 is mainly due to costs associated with the First Nations Voice to Parliament election, the Court of Disputed Returns matters and investigations associated with the 2022 Local Government Periodic Elections. These matters may extend over multiple financial years.

Statement of Financial Position	2024-25 Original Budget \$000s	2024-25 Actual \$000s	Variation to Budget \$000s	2023-24 Actual \$000s
Current assets	3,475	6,869	3,394	3,557
Non-current assets	1,479	1,905	426	2,088
Total assets	4,954	8,774	3,820	5,645
Current liabilities	1,403	924	(479)	1,225
Non-current liabilities	437	612	175	489
Total liabilities	1,840	1,536	(304)	1,714
Net assets	3,114	7,238	4,124	3,931
Equity	3,114	7,238	4,124	3,931

ECSA's net assets increased by \$3.3 million during 2024-25. The increase is mainly attributable to timing of the purchase of the Election Management System.

Financial performance at a glance: Administered Activities

Activities administered by the Electoral Commission SA include the Electoral Districts Boundaries Commission (EDBC), statutory officers' salaries, non-voter expiation fees, and payments of Special Assistance Funding claims and Public Funding claims for election campaigns.

The detailed 2024-2025 financial statements and notes to the accounts are presented in the Appendix to this report. Note A4 *Budget performance of Administered Items* provides further details of ECSA's outcomes against budget information.

Statement of Comprehensive Income	2024-25 Original Budget \$000s	2024-25 Actual \$000s	Variation to Budget \$000s	2023-24 Actual \$000s
Total Income	1,437	2,090	653	1,448
Total Expenses	1,437	1,586	149	1,669
Net Result	0	504	504	(221)
Total Comprehensive Result	0	504	504	(221)

Variation to 2023-24 Actual:

The increase in income (\$642,000) in 2024-25 compared to 2023-24 is mainly attributable to deferred 2023-24 appropriation (\$315,000) to 2024-25.

Statement of Financial Position	2024-25 Original Budget \$000s	2024-25 Actual \$000s	Variation to Budget \$000s	2023-24 Actual \$000s
Current assets	583	833	250	533
Non-current assets	0	0	0	0
Total assets	583	833	252	533
Current liabilities	183	99	(84)	313
Non-current liabilities	40	91	51	81
Total liabilities	223	190	(33)	394
Net assets	360	643	283	139
Equity	360	643	283	139

Consultants' disclosure

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken, and the actual payments made for the work undertaken during the financial year.

Consultancies with a contract value below \$10,000 each

Consultancies	Purpose	\$ Actual payment
Thompson Organisations	Development of ECSA Strategic Plan	\$ 8,000

Consultancies with a contract value above \$10,000 each

Consultancies	Purpose	\$ Actual payment
Craig Johnson	Development of ECSA Business Continuity Management documents including ECSA Business Continuity Plans.	\$ 14,000

Data for previous years is available at www.ecsa.gov.au from previous [Annual reports and other corporate publications - Electoral Commission SA](#).

See also the [Consolidated Financial Report of the Department of Treasury and Finance](#) for total value of consultancy contracts across the South Australian Public Sector.

Contractors' disclosure

The following is a summary of external contractors that have been engaged by the agency, the nature of work undertaken, and the actual payments made for work undertaken during the financial year.

Contractors with a contract value below \$10,000

Contractors	Purpose	\$ Actual payment
All contractors below \$10,000 each - combined	Various	Nil

Contractors with a contract value above \$10,000 each

Contractors	Purpose	\$ Actual payment
Ian Clayfield	Contract labour	\$ 131,959
Hays Specialist Recruitment (Australia) Pty Ltd	Contract labour	\$ 93,102
Paxus Australia Pty Ltd	Contract labour	\$ 11,674
Talent International (SA) Pty Ltd	Contract labour	\$ 14,013
	Total	\$ 250,748

Data for previous years is available at www.ecsa.gov.au from previous [Annual reports and other corporate publications - Electoral Commission SA](#).

The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts](#).

The website also provides details of [across government contracts](#).

Risk management

Risk and audit at a glance

The independent Risk and Performance Committee advises and reports to the Electoral Commissioner on risk, controls and performance of ECSA. The Committee meets quarterly and has developed a work program that considers the following areas in accordance with its Terms of Reference:

- Agency performance
- Strategy
- Operations
- Financial management, including procurement and contract management
- People and culture
- Compliance and accountability
- Customer complaints
- Service delivery
- ICT services, including cyber security and system development

The Risk and Performance Committee reviews new and updated policies and provides advice accordingly.

High risks identified in either strategic, operational or project risk registers were escalated to the Electoral Commissioner. The Risk and Performance Committee monitors these high risks quarterly, together with ECSA's compliance with its Risk Management Framework and annual review of ECSA's risk appetite.

Quarterly reviews were performed for all active operational and project risks.

Elections projects were developed, and risks were identified, assessed and controlled and captured in project risk registers for each project. ECSA has improved its risk maturity level during the elections by focussing risk discussions as part of project planning, development of procedures and decision-making when considering both existing and new situations.

Fraud detected in the agency

There were no instances of fraud reported or detected in the agency during the year.

NB: Fraud reported includes actual and reasonably suspected incidents of fraud.

Strategies implemented to control and prevent fraud

The following strategies are employed to prevent and control fraud:

- ECSA has adopted the all-purpose *South Australian Public Sector Fraud and Corruption Control Policy* issued by the Commissioner for Public Sector Employment which incorporates key control strategies for the prevention, detection and control of fraud, corruption and other criminal conduct, maladministration and misconduct in connection with the activities of ECSA during the year.
- All employees are required, during the performance of their duties, to take action to prevent, detect and report suspected fraud or corruption by an employee, contractor or third party in accordance with the Fraud and

Corruption Control Policy. All employees complete the *Public Sector Code of Ethics Awareness Program* to support application of this policy.

- The policy specifies the reporting of suspected fraud and corruption. All managers and staff have been reminded of their responsibilities described in the OCPSE all-purpose policy to comply, report, act in an ethical manner, and implement risk management strategies.
- ECSA has embedded its values of independence, professionalism and innovation to assist processes for identifying and responding to risks of fraud.
- ECSA conducts comprehensive and open staff, elector and stakeholder surveys that invite frank responses and demonstrate both the understanding and perception of ECSA's control processes and practices of internal and external participants in ECSA's operations. The survey results are thoroughly reviewed and investigated as required, with remedial action and improvements identified.
- The Risk and Performance Committee was established to (inter alia) consider and advise on relevant risks, including risks of fraud. The Risk and Performance Committee has adopted Terms of Reference based on the Department of Treasury and Finance standard for such committees.
- The Auditor-General's Department reviews financial and internal control procedures to reduce the risk of fraud.

Data for previous years is available at: www.ecsa.sa.gov.au from previous Annual Reports.

Public interest disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Public Interest Disclosure Act 2018*:

0

Data for previous years is available at: <http://www.ecsa.sa.gov.au/> from previous Annual Reports

Reporting required under any other act or regulation

Nil to report.

Public complaints

Number of public complaints reported

The Electoral Commission of South Australia did not receive any public complaints during the 2024-25 financial year.

Additional Metrics	Total
Number of positive feedback comments	5
Number of negative feedback comments	0
Total number of feedback comments	5
% complaints resolved within policy timeframes	Not applicable

Data for previous years is available at www.ecsa.gov.au from previous [Annual reports and other corporate publications - Electoral Commission SA](#).

Service Improvements

ECSA is currently undertaking a comprehensive review of its complaints handling processes. This client-focused initiative aims to establish a single point of entry for all complaints, feedback, and comments, supported by a streamlined and robust complaints lifecycle. The review is designed to enhance accountability and transparency across the organisation.

Although no formal service complaints have been received from the public, ECSA continuously evaluates its election services through stakeholder surveys and feedback mechanisms. Insights gained from these evaluations inform business improvement opportunities, which are assessed and, where appropriate, integrated into future election processes and procedures.

Compliance Statement

The Electoral Commission of South Australia is compliant with Premier and Cabinet Circular 039 – complaint management in the South Australian public sector	Y
The Electoral Commission of South Australia has communicated the content of PC 039 and the agency's related complaints policies and procedures to employees.	Y

Appendix: Audited financial statements 2024-25