



**ELECTIONS SERVICE PLAN\_V2**  
**2021 - 2024**

## CONTENTS

Section	Item	Page
	Introduction	3
<b>1</b>	<b>Inputs</b>	<b>3</b>
1.1	Budgets	3
1.2	Human Resource Management	4
1.2.1	Summary of Team Skills	5
1.3	Organisational Chart	6
<b>2</b>	<b>Outputs and Outcomes</b>	<b>7</b>
2.1	Performance management	10
2.2	Project Management	11
2.3	Contracts	12
2.4	Risk Management	13
	Version Control	14

## INTRODUCTION

The progress of this service plan will be monitored in the following ways:

- Through regular discussion at departmental management team (DMT) and Section Heads meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Management Board on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

## SECTION 1: INPUTS

<b>1.1</b>	<b>Budgets</b>
------------	----------------

	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>Latest</b>	<b>Latest</b>	<b>Latest</b>
	£	£	£
Net Cost of Service (Direct cost / Income Only)			

## Business Continuity and Single Points of Failure

## Job title of SPOF: Electoral Services Manager

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Electoral Services Officers in post are being developed for progression to this role & may be suitable in the future	Failure to deliver statutory and legal requirements for elections and electoral registration  Significant experience of elections & registration a min requirement	Extensive knowledge of electoral law, local authority workings and membership/qualifications with AEA (professional association)	A significant risk to the Returning Officer / Electoral Registration Officer carrying out their statutory legal duties and reputational damage to the council	Internal promotion, recruitment of specialist elections consultant, bought in, plus development and training of existing elections officers

## Job title of SPOF: Electoral Services Officer

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
CSC staff (from academy) are suitable for role with additional training & support as currently support the service at the front end	Lack of understanding of complex electoral legislation and use of specialist elections management systems.  Experienced & knowledgeable office administrator willing to learn the job and undertake intensive training	Basic knowledge of council democratic functions, experience of elections in minor capacity and become a member of the AEA to increase knowledge and skills	A small committed team of electoral administrators with any loss of personnel creating a significant impact	Ensure wider team of people supporting the service undertake all of the current basic elections/registrations tasks i.e. polling jobs, counting roles, canvassing duties etc. to increase understanding of the service and fill in where required

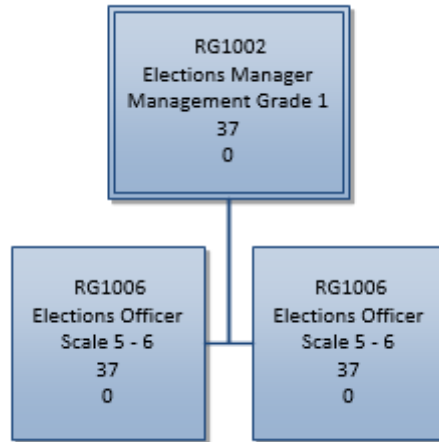
**1.2.1 Summary of Team Skills/Qualifications**

Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

<b>Job Title</b>	<b>Qualification</b>	<b>Continuing Professional Development required?</b>
Electoral Services Manager	AEA certificate/diploma in Electoral Administration and/or equivalent management qualification; detailed knowledge of electoral law; experience of leading teams; able to work effectively under pressure and to statutory deadlines, working outside of normal office hours; able to work with and advise councillors and senior council staff on electoral matters; excellent budget management skills; significant ICT skills; strong customer service skills to deal with and manage customer's expectations or complaints	Yes – on-going with professional electoral body, see PDR In order to maintain up to date knowledge on changes in electoral law
Electoral Services Officers	Basic knowledge of democratic services in local authorities; strong customer service skills to meet all customer needs; good ICT skills and ability to work with elections IT systems preferably Xpress electoral registration system; able to work outside of normal working hours; able to work under pressure to meet strict statutory deadlines	Yes – on-going with professional electoral body, see PDR's All development needs are provided by AEA or Xpress on a regular basis

1.3

Service, Organisational Chart



## SECTION 2: OUTPUTS AND OUTCOMES

<b>2.1</b>	<b>Performance management</b>
------------	-------------------------------

### 2.1.1 Contribution to the Councils' Strategic Aims and Objectives

<b>Corporate Framework Priority theme</b>	<b>Corporate Objectives</b>	<b>Service contribution to the Corporate Themes</b>
<b>Housing and Thriving Communities</b>	<ul style="list-style-type: none"> <li>• We will work on a local plan to deliver sufficient housing and adopt that plan by 2021</li> <li>• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district</li> <li>• We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey</li> <li>• We will seek to increase the number of Green Flag accredited parks and open spaces</li> <li>• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles</li> </ul>	

	<ul style="list-style-type: none"> <li>• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.</li> </ul>	
<b>Sustainable Environment</b>	<ul style="list-style-type: none"> <li>• We will produce and deliver a Climate Change Strategy and action plan</li> <li>• We will continue to improve the energy efficiency of the Council's buildings</li> <li>• We will deliver and implement a Cycling and Walking Strategy</li> <li>• We will seek to maintain our position as the highest recycling authority in Hertfordshire.</li> </ul>	
<b>Successful Economy</b>	<ul style="list-style-type: none"> <li>• We will undertake a review of the Council's role in relation to the economy and agree an economic strategy</li> <li>• We will continue to participate in the Hertfordshire Growth Board and South West Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy</li> <li>• Three Rivers will be recognised as a great place to do business</li> <li>• We will continue to improve our relationship with the local business community</li> <li>• We will continue to support Visit Herts and promote Three Rivers as the home</li> </ul>	



	<p>of the internationally significant Warner Bros Studios.</p>	
<p><b>High Performing, Financially Independent Council</b></p>	<ul style="list-style-type: none"> <li>• We will generate enough income to continue to provide services for the district</li> <li>• We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy</li> <li>• <i>We will progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated</i></li> <li>• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.</li> </ul>	<p>We aim to raise awareness and increase participation levels of residents in the democratic processes of registering to vote, and in having their say at elections through voting.</p> <p>Through canvass reform and other legislative changes we aim to increase digital interactions for voters to increase efficiency and performance as options for voters will increase, costs will reduce, storage capacity needs will decrease as will the necessity for paper copies of registration forms to be posted out.</p>

## 2.1.2 Performance indicators

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found via the link above.

### Service Performance Indicators (PIs)

Ref	Description	2019/20 Actual	2020/21 Target (Current year)	2021/22 Target (Next year)	2022/23 Target	2023/24 Target
ES01	Annual Canvass Return – electoral register published on 1 December (across the district and for individual wards)	91.39%	90%	90%	90%	90%
ES02	New electoral registrations – monthly alterations to the register including amendments, deletions as well as additions (under rolling registration process – during and outside of elections)	100%	100%	100%	100%	100%

The Head of Electoral Services is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.

<b>2.2</b>	<b>Project Management</b>
------------	---------------------------

<b>Project details</b>				<b>Project Manager: Michael Summerville, ESM</b> <b>Project Sponsor: Joanne Wagstaffe, RO</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Combined PCC, County &amp; District elections – May 2021</b>				<b>Successfully delivered and unchallenged elections</b>	
<b>2021/22 Milestones</b>				<b>2022/23 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Preparation, planning & consultation period	Combined local elections held on Thursday 6 May 2021. Successfully held and unchallenged	Post-election activities and review	Voter registration period	District & Parish council elections: 5 May 2022	District & Parish council elections: 4 May 2023

<b>Project details</b>				<b>Project Manager: Michael Summerville, ESM</b> <b>Project Sponsor: Joanne Wagstaffe, ERO</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Canvass Reform and on-going electoral registration</b>				<b>Successful transition to and continuance of revised electoral registration process</b>	
<b>2021/22 Milestones</b>				<b>2022/23 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
National register data matching test against existing electoral register	Analysis of data test of register – how many matched or unmatched	Undertake local data matching against council records to improve accuracy and completeness	Annual Canvass period and assessment against performance standards by Electoral Commission	The compilation of a complete and accurate electoral register published annually on 1 <sup>st</sup> December	The compilation of a complete and accurate electoral register published annually on 1 <sup>st</sup> December

## 2.3

## Contracts

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
Printing	Elections	Michael Summerville	Ballot papers, postal votes and poll cards	Civica Election Services	£8,000.00	01/11/2020	31/05/2021	05/01/2021	Yes
Printing & Automated response services	Electoral Registration	Michael Summerville	Online, telephone & text registration services for annual canvass	Civica Election Services	£10,000.00	01/04/2020	31/12/2020	01/06/2020	Yes
Polling Station equipment	Elections	Michael Summerville	Polling booths, presiding officer packs and polling station sundries	Shaw & Sons Ltd	£6,000.00	01/04/2020	31/03/2021	03/01/2021	Yes
Elections system software license	Elections & Electoral Registration	Michael Summerville	Software license for use of registration system incl telephone & online support	Civica Election Services	£15,000.00	01/09/2020	30/08/2021	03/01/2021	Yes

**2.4 Risk Management**

Risk Description	Residual Likelihood Score	Residual Impact Score	Residual Risk Score
Insufficient staff	2	2	4
Total failure of ICT systems	2	3	6
Loss of accommodation	1	3	3
Fraudulent activity	2	1	2
Failure to provide statutory elections or referenda	1	3	3

Very Likely ----- Likelihood ----- Remote	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8
	Low 1	Low 2	Low 3	Low 4
	Low ----- Impact -----> Unacceptable			

Impact Score	Likelihood Score
4 (Catastrophic)	4 (Very Likely (≥80%))
3 (Critical)	3 (Likely (21-79%))
2 (Significant)	2 (Unlikely (6-20%))
1 (Marginal)	1 (Remote (≤5%))

**Version Control**

Version No.	Date	Reason for Update / Significant Changes	Made By
1.0	25/09/2020	First draft by ESM	MS
2.0	02/10/2020	Agreed by ERO/RO	MS