



**ELECTIONS SERVICE PLAN
2020 - 2023**

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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

1.1 Budgets

Budgets will be added by Finance and Performance and Projects Manager, after budgets are agreed at Council in February

	2020/21	2021/22	2022/23
	Latest	Latest	Latest
	£	£	£
Net Cost of Service (Direct cost / Income Only)	243,370	247,360	251,460

1.2

Human Resource Management

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 are being developed for progression to this role & may be suitable in the future	Failure to deliver statutory elections for the council. Significant experience of elections/registration, software system preferably Civica Xpress essential	Extensive knowledge of electoral law and active membership of AEA (professional association)	A significant risk to the Returning Officer / Electoral Registration Officer carrying out their statutory duties and reputational damage to the council	Recruitment of specialist elections consultant, bought in, plus development and training of existing service 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 front end and miscellaneous electoral duties	Lack of understanding of complex electoral legislation and use of elections management system. Experienced office administrator willing to learn the job and undertake intensive training	Basic knowledge of council democratic functions and become a member of the AEA	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, plus undertake basic training

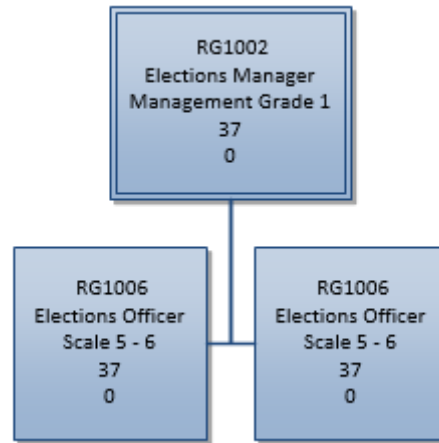
1.2.1 Summary of Team Skills/Qualifications

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

Job Title	Qualification	Continuing Professional Development required?
Electoral Services Manager	AEA certificate in Electoral Administration and/or equivalent management qualification; detailed knowledge of electoral law; experience of leading teams; able to work 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; good budget management skills; significant ICT skills; customer service skills to deal with and manage customer's expectations and or complaints	Yes essential and on-going, see PDR in order to maintain up to date knowledge on any changes in electoral law
Electoral Services Officers	Basic knowledge of democratic services in local authorities; strong customer service skills to meet 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 and able to cover in the absence of Elections Manager	Yes essential and on-going, see PDR's All development needs are provided by AEA or Civica Xpress on a regular basis

1.3

Service, Organisational Chart



SECTION 2: OUTPUTS AND OUTCOMES

2.1	Performance management
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2.1.1 Contribution to the Councils' Strategic Aims and Objectives

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

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

	<p>of the internationally significant Warner Bros Studios.</p>	
<p>High Performing, Financially Independent Council</p>	<ul style="list-style-type: none"> • We will generate enough income to continue to provide services for the district • We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy • 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 • We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives. 	<p>We aim to increase awareness and 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 will increase, costs will reduce, storage capacity will decrease, as will the necessity for paper copies of forms.</p>

2.1.2 Performance indicators

[See Data Quality Strategy for further details](#)

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 st December	91.37%	90%	90%	90%	90%
ES02	New electoral registrations – monthly alterations to the register include amendments, deletions as well as additions	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.

2.2	Project Management
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Project details				Project Manager: Michael Summerville, ESM Project Sponsor: Joanne Wagstaffe, RO	
Project title				Proposed outcome	
District & Police & Crime Commissioner Elections				Successfully delivered and unchallenged elections meeting all Electoral Commission Performance Standards	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Learning, Preparation & Planning	Combined elections held on Thursday 7 May 2020	Post-election activities and review	Commence preparations for County Council elections in 2021	Successfully held and unchallenged combined elections	Elections are held annually on the 1 st Thursday in May

Project details				Project Manager: Michael Summerville, ESM Project Sponsor: Joanne Wagstaffe, ERO	
Project title				Proposed outcome	
Canvass Reform				Successful transition to revised electoral registration process during annual canvass meeting all Electoral Commission Performance Standards	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Register data matching test (carried out nationally)	Analysis of data test of register against DWP records	Staff to attend training events and undertake local data matching	Go Live with new system for 2020 annual canvass from July 2020	To be agreed nationally following transition to new canvass process	Assessment by Electoral Commission and Cabinet Office

2.3

Contracts

[See the Contracts Register for your 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	Electoral Services	Michael Summerville	Printing for elections	Civica – Electoral Reform Services	£15,000	01/01/19	31/12/20	15/06/20	Yes
Printing	Electoral Services	Michael Summerville	Printing for electoral registration	Civica – Electoral Reform Services	£12,000	01/01/19	31/12/20	15/06/20	Yes
Software License	Electoral Services	Michael Summerville	Annual license costs to maintain and update elections management system	Civica - Xpress	£15,000	01/09/19	31/12/20	15/06/20	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
		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	09/10/19	First draft	MS
2.0	25/02/2020	Corporate Objectives, performance indicators added	GG
3.0	28/02/2020	Final amendments and updates including change of Returning Officer	MS