THREE RIVERS DISTRICT COUNCIL

ELECTIONS SERVICE PLAN
2021 - 2024

CONTENTS

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**

	2021/22 Latest	**2022/23 Latest**	**2023/24 Latest**
	£	**£**	**£**
Net Cost of Service (Direct cost / Income Only)	**242,540**	**242,540**	**243,770**

Further financial analysis can be found by using this link

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 in post are being trained and 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 huge reputational damage to the council	Internal promotion, external recruitment, specialist elections consultant brought in, plus if suitably developed existing elections officers in post

Job title of SPOF: Electoral Services Officer

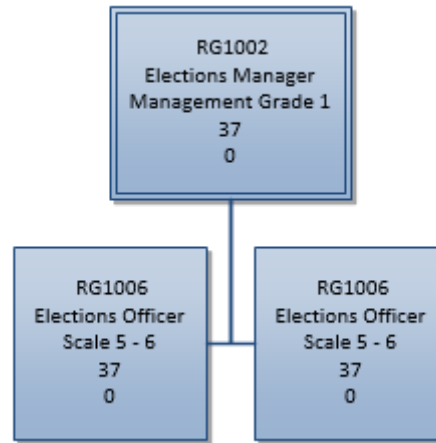| Succession Planning for this post	Risks Skills required	Knowledge and Networks	Impact on Service	Future options for providing the services
CSC staff (from academy) are suitable for this role with additional training & support as currently support the service at the front end. Additionally many TR staff have some elections experience which could be developed	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.

Job Title	Qualification	Continuing Professional Development required?
Electoral Services Manager	AEA certificate/diploma in Electoral Administration and/or equivalent management qualification; detailed working knowledge of electoral law; experience of leading large 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 constant 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; flexible, able to work outside of normal working hours; able to work under pressure to meet strict statutory deadlines; accuracy & attention to detail	Yes – on-going with professional electoral body, see PDR's. All service training & development needs are provided by AEA or Xpress on a regular basis

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                    RG1002
              Elections Manager
            Management Grade 1
                      37
                       0


    RG1006                      RG1006
Elections Officer          Elections Officer
   Scale 5 - 6                Scale 5 - 6
       37                         37
        0                          0
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SECTION 2:   OUTPUTS AND OUTCOMES

2.1	Performance management

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	• We will work on a local plan to deliver sufficient housing and adopt that plan by 2023 • 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	

	• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.	
Sustainable Environment	• 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	• 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	

	of the internationally significant Warner Bros Studios.	
High Performing, Financially Independent Council	• 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.	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. 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 large volumes of paper registration forms to be managed.

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 1st 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.

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

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

| **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	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 & rolling registration	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
Elections Staff Training	Elections & Electoral Registration	Michael Summerville	Online and in-person training of core and wider elections staff	Association of Electoral Administrators	£8,000.00	01/10/2020	31/05/2021	01/03/2021	Yes

2.4   Risk Management

Risk Management Registers

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

Likelihood	Impact 1	Impact 2	Impact 3	Impact 4
Very Likely (4)	Low 4	High 8	Very High 12	Very High 16
(3)	Low 3	Medium 6	High 9	Very High 12
(2)	Low 2	Low 4	Medium 6	High 8
Remote (1)	Low 1	Low 2	Low 3	Low 4

Impact: Low --▶ 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
3.0	27/01/2021	Minor amendments to contracts	MS