

# Planning guidance for the Greater London Returning Officer

Greater London Authority elections on  
5 May 2016

December 2015

In this guidance we use 'must' when we refer to a specific legal requirement. We use 'should' for items we consider to be recommended practice, but which are not legal requirements.

## Translations and other formats

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# Updates to this document

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# 1 Introduction

## Purpose

1.1 The purpose of this guidance is to support the Greater London Returning Officer (GLRO) in carrying out his role at the Greater London Authority (GLA) elections on 5 May 2016.

1.2 It reflects guidance we have issued for other Returning Officers who have a statutory power of direction, which was developed in close consultation with members of the UK Electoral Advisory Board (EAB) and the Elections, Registration and Referendums Working Group (ERRWG).

 Despite a lack of certainty as to some of the detail of the legislation, we have developed this guidance at this stage in order that it can be available in time to support the GLRO with taking forward planning and early preparations for the delivery of the polls. This guidance has been developed based on the legislation as it currently stands and makes some assumptions about what further legislation will provide for, and so it may be subject to change. We will update and re-publish the guidance as appropriate once the legislation is clear.

1.3 This guidance has been produced taking account of, and should be read in accordance with, the requirements set out in the following legislation (as amended):

- Representation of the People Acts 1983, 1985 and 2000
- Greater London Authority Act 1999
- The Greater London Authority (Assembly Constituencies and Returning Officers) Order 1999
- Political Parties, Elections and Referendums Act 2000
- Representation of the People (England and Wales) Regulations 2001
- The Greater London Authority Elections (Election Addresses) Order 2003
- Electoral Administration Act 2006
- The Greater London Authority Election Rules 2007
- Political Parties and Elections Act 2009
- Electoral Registration and Administration Act 2013

1.4 The list above sets out the legislation which currently applies and that is directly relevant to this guidance. However, we understand that there is an intention for further legislation to be made before the polls, which will include amendments to the election rules.

1.5 The GLRO is also required to have regard to the public sector equality duty contained in Section 149 of the Equality Act 2010 when carrying out his duties.

# How to use this guidance

1.6 This guidance is designed to highlight key considerations in planning for the elections. It covers the areas in which you, as GLRO, should liaise with stakeholders (particularly Constituency Returning Officers (CROs) and Borough Returning Officers (BROs), and those standing for election) to inform your planning and to help to ensure consistency across Greater London, including the tools you have available to help you to achieve this in practice. Throughout this guidance we use 'you' to refer to the GLRO. References to 'borough' should be read as including a reference to the City of London unless otherwise stated.

1.7 This is the first of two parts of guidance to support you with planning for and delivering the polls.

1.8 This part of the guidance covers:

- the particular context and circumstances of the May 2016 elections
- roles and responsibilities
- planning and organisation
- aspects of the election process that you are directly responsible for and where early preparations can be undertaken

1.9 We will separately publish further detailed guidance which covers the administration of key processes, including the nominations process for the election of the Mayor of London and the election of London-wide Assembly Members, and the declaration of the results for those elections.

1.10 Each of the parts of the guidance covers:

- what you are required to do by law ('musts')
- what we expect you will need to have in place and what we would expect to see to be able to be satisfied that the key outcomes of the Commission's performance standards can be delivered
- recommended practice to assist you in understanding and discharging your duties

1.11 [Guidance for CROs](#) can be found on the Commission's website.

## 2 The May 2016 elections

2.1 The 5 May 2016 elections will bring their own particular challenges, and your work to deliver well-run polls will come under considerable scrutiny – from voters, candidates and political parties, and the media.

2.2 This chapter seeks to highlight some of the particular aspects of context relevant to the GLA elections which you should ensure underpin all aspects of your planning.

### Nature of the contests

2.3 It is important that there is effective cooperation between the GLRO, CROs, BROs and their staff to ensure that the elections are well-run across Greater London and that all voters receive the same high-quality service, irrespective of where they live. Voters will be asked to vote in three different contests and close cooperation between Returning Officers and their staff will be essential to ensure that clear and consistent information on the elections and how to vote is provided to the electorate.

2.4 There will potentially be close contests at the 5 May 2016 elections. The evolving political landscape could mean that even in places where there have traditionally been large majorities this may no longer be the case, meaning the focus and circumstances could be different from anything experienced at a GLA election before.

2.5 There may be a significant number of new or less experienced political parties, candidates and agents who are unfamiliar with the practices and processes of an election and who will need your assistance to be able to participate effectively. Also, GLA elections are run under their own set of rules, which even those with some experience of standing or administering elections, may not have come across before.

2.6 Particularly given the possibility of close contests, you should be prepared for the integrity of the elections to be scrutinised. Allegations and cases of electoral fraud will not only have a negative impact on the confidence of electors and campaigners, but they may also have a significant impact on your capacity to co-ordinate and manage the relevant election processes effectively. It is therefore crucial that you take the lead on integrity issues across Greater London and put in place detailed and robust plans for monitoring and maintaining the integrity of the elections. You should work closely with CROs, BROs and the police, and reflect the risks and issues you identify in your project plan and risk management documentation. You should also take steps to ensure CROs keep you informed of any issues as they arise and have in place good lines of communication for referring any allegations to the police.



2.7 The media focus on the verification, count and declaration of results is likely to be significant and it will be important to manage expectations – not only of the media but of all with an interest in the results – by consulting on your proposed approach and subsequently communicating clearly what you expect to deliver and by when. The processes you put in place should ensure that you are able to deliver accurate results in which voters and those standing for election can have confidence, with transparency, accuracy and efficiency being key considerations in the development of your arrangements.

## Scale

2.8 Many aspects of planning for the elections will need to reflect assumptions as to the likely turnout. Establishing such assumptions at an early stage in planning is of key importance as the scope for adjusting plans is limited at a later stage in the process. There are always challenges with developing such planning assumptions, with it often being difficult to predict in advance of the election period what the levels of engagement in the particular polls are likely to be. Given the potential for high levels of interest and engagement in the elections, some of which may not emerge until close to the polls, the potential for a high turnout should be reflected in all aspects of planning for the coordination and delivery of the elections across Greater London.

2.9 As the polls become closer, the context will continue to evolve as the campaigns pick up pace. You should be satisfied that CROs are prepared to react to events which could have an impact on the effective delivery of the polls, and this will include them having robust contingency plans in place that they can turn to where required. If, for example, there are televised debates, these could conceivably result in a late surge of registration and absent voting applications, as well as having an impact on turnout and could alter the traditional pattern of when completed postal votes are returned, which you should ensure that CROs, BROs and EROs across Greater London are prepared to respond to.

2.10 In any case, you should make sure that the potential for a high number of applications for registration close to the deadline for the elections is anticipated and built into CROs' plans, reflecting lessons learnt from the experience of the May 2015 elections.

# 3 Roles and responsibilities

## Greater London Returning Officer

3.1 The GLRO is appointed by the Greater London Authority (GLA) and has overall responsibility for coordinating the GLA elections across Greater London. The GLRO is independent of the GLA and the Mayor in respect of their electoral functions<sup>1</sup>.

3.2 The GLRO should liaise with and coordinate the work of CROs and BROs. The GLRO and CROs must cooperate with each other in the discharge of their functions.

3.3 The GLRO is personally responsible for the following specific aspects of the GLA elections:

- giving notice of the election of the Mayor of London and the London-wide Assembly Member election<sup>2</sup>
- the nomination procedures for the election of the Mayor of London and the London-wide Assembly Member election<sup>3</sup>
- publishing the statement of persons (and parties) nominated for the election of the Mayor of London and the London-wide Assembly Member election<sup>4</sup>
- giving notice to the relevant CROs if a candidate has been validly nominated in more than one Assembly constituency, as a candidate cannot stand for election in more than one Assembly constituency after the deadline for withdrawals<sup>5</sup>
- publishing the notice of poll for the election of the Mayor of London and the London-wide Assembly Member election<sup>6</sup>
- supplying notices for the guidance of voters at polling stations
- the collation of votes from across Greater London for the election of the Mayor of London and the London-wide Assembly Member election and the declaration of the results<sup>7</sup>

3.4 You can give directions to CROs about the discharge of their functions in relation to the GLA elections and directions requiring them to provide you with any information which they have, or are entitled to have. CROs are required to comply with any direction you have given to them. You can give directions that apply to all CROs, or only to one or some<sup>8</sup>.

3.5 Should you decide to direct CROs to<sup>9</sup>:

- include alternative information in the appropriate form of postal voting statement in place of the paragraphs beneath the heading 'Instructions to the voter';
- issue additional information to those entitled to vote by post; or
- include additional information in poll cards,

you must supply the alternative or additional information either electronically or in a printed form along with directions to the CRO as to how the information is to be used by no later than the date of the notice of election.

3.6 Further information on your role and responsibilities as GLRO, including guidance on the issuing of directions, can be found in [Chapter 4](#).

## Constituency Returning Officers

3.7 The CRO, who is designated by an Order made by the Secretary of State, is responsible for all aspects of the administration of the election of Constituency Members to the London Assembly; and those elements of the Mayor of London and London-wide Assembly Member contests that fall within their constituency area, including the conduct of the poll and the counting of votes.

3.8 Returning Officers for the other boroughs in a constituency, known as Borough Returning Officers (BROs) do not have a statutory function. Nevertheless, the CRO will work closely with BROs on operational issues, such as the identification and booking of polling stations, the appointment of staff and the sending out and opening of postal votes.

3.9 The CRO is personally responsible for:

- the publication of the notice of election for the Constituency Assembly Member election<sup>10</sup>
- the nomination process for the Constituency Assembly Member election<sup>11</sup>
- the publication of the statement of persons nominated and the notice of poll for the Constituency Assembly Member election<sup>12</sup>
- provision and equipment of polling stations<sup>13</sup>
- appointment of polling station staff<sup>14</sup>
- organising the poll for all three contests<sup>15</sup>
- the postal vote process for all three contests<sup>16</sup>
- the verification and counting of the votes for the Constituency Assembly Member election and for that part of the Mayor of London contest and London-wide Assembly Member contest that falls within the constituency<sup>17</sup>
- the declaration of the constituency results<sup>18</sup>
- the transmission of the results of the three contests to the GLRO<sup>19</sup>

## Electoral Registration Officers

3.10 The Electoral Registration Officer is responsible for maintaining the register of electors and absent voters' lists for their local authority area. In London, the Electoral Registration Officer is normally a senior officer in the local authority and may also be the Returning Officer for that borough. While

you have no direct role in relation to electoral registration, you will need to understand how individual electoral registration may affect the elections and how registration levels in each borough may impact on the administration of the polls.

## 4 Your role and responsibilities

4.1 As GLRO you are responsible for the co-ordination of the elections at a London-wide level.

4.2 In addition to your legal duties as outlined in the previous chapter, you are also responsible for providing leadership and co-ordinating the work of CROs to ensure that the elections are well-run and that voters and those standing for election receive a consistently high-quality service across the whole of Greater London.

### Personal responsibility

4.3 You are personally liable for the conduct of the GLA elections relating to your role and duties and are subject to breach of official duty provisions. While you can appoint one or more deputies to discharge any or all of your functions, you cannot delegate your personal responsibility for the conduct of the elections or any aspects of them that you are responsible for delivering. If you or your appointed deputies are, without reasonable cause, guilty of any act or omission in breach of official duty you (and/or they) are liable on summary conviction to an unlimited fine<sup>20</sup>.

4.4 You may appoint one or more deputies to assist you in delivering the election<sup>21</sup>, and you should take steps to put the arrangements you identify as appropriate in place at an early stage in the process. You should ensure that you appoint one or more deputies to assume your role in case you are unable to act personally as GLRO. You should ensure that any deputies appointed have the skills and knowledge required to carry out the functions that they have been assigned. You must make any appointment of a deputy in writing and should include details of the functions that the deputy is authorised to exercise on your behalf. The deputy's acceptance should also be given in writing.

4.5 You have the power to take such steps as you think appropriate to remedy acts or omissions that arise in connection with any function of the elections and that are not in accordance with the rules<sup>22</sup>.

4.6 This power allows you to correct procedural errors that you, as GLRO, or a CRO, an Electoral Registration Officer, a Presiding Officer or a person providing goods or services to you (or any deputies of any of these) make. CROs have the same power to correct procedural errors and you should ensure that they consult you before exercising this power.

4.7 Where you or a CRO use the power to correct procedural errors, you should ensure that the error and corrective action taken is explained to those

affected including, where applicable, voters and candidates and agents. You should ensure that you (and the relevant CRO and BRO) keep a record of:

- any errors identified including what the error was and how it occurred
- the impact of the error
- any advice you or the CRO received (including legal advice)
- what measures were taken to correct the error, and how these were communicated

4.8 Where you remedy an act or omission in full by using this power, you will not be guilty of an offence of breach of official duty. You should remember that the power to correct procedural errors does not enable the votes to be recounted once the result has been declared<sup>23</sup>.

4.9 You should ensure that you have appropriate insurance cover and that it is up-to-date. You should be prepared to demonstrate robust planning and decision-making processes in the event of any challenge to the elections and a claim against the insurance policy.

## Your skills and knowledge

4.10 You should have a working knowledge of the relevant legislation governing the conduct of the elections. This means that, in addition to having a clear understanding of your statutory functions, you should have an overview of what the legislation contains and an understanding of how it affects the administration of the elections, so that you can review, question where necessary, and quality-assure the whole process across Greater London.

4.11 In addition to your specific statutory functions as summarised in paragraph 3.3 above, there are general management responsibilities attached to your role. For example, you should:

- plan for the delivery of those aspects of the elections you are directly responsible for, in line with the legislation and Electoral Commission guidance and performance standards
- provide leadership to CROs, which should be supplemented with advice, guidance and training as required, to ensure that the elections are well-run and that voters receive a high-quality service wherever they are voting
- support CROs in delivering the election and provide appropriate oversight of their work
- ensure that CROs have the necessary plans and arrangements in place for the effective conduct of the elections in their constituency
- monitor the performance of CROs and identify and oversee any actions necessary to mitigate any issues arising
- ensure that CROs and their staff are appropriately trained to deliver the roles required of them

- obtain the required staff and resources to deliver those parts of the elections you are directly responsible for
- provide guidance and support to your staff, monitor progress and receive regular feedback on activities
- ensure that your staff are appropriately trained to deliver the roles required of them
- maintain an effective working relationship with the police and ensure that CROs maintain an effective working relationship with their police Single Point of Contact (SPOC)
- ensure that all election accounts are completed in a timely manner
- oversee the planning, project management and risk management of the elections by CROs, in line with the legislation, guidance and performance standards

## Performance standards

4.12 The Electoral Commission sets standards and monitors and reports on the performance of Returning Officers<sup>24</sup>. The performance standards applicable to the May 2016 polls can be found [Appendix A – Performance standards for Returning Officers in Great Britain](#)

4.13 The framework was developed around the key outcomes from the perspective of voters and those who want to stand for election, and in particular whether Returning Officers are taking the necessary steps to deliver the following outcomes:

- Voters are able to vote easily and know that their vote will be counted in the way they intended
- It is easy for people who want to stand for election to find out how to get involved, what the rules are, and what they have to do to comply with these rules, and they can have confidence in the management of the process and the result

4.14 The framework includes a standard which specifically covers the role of statutory office holders with a power of direction, such as the GLRO, and focuses on the co-ordination and management of the poll. Elements of performance standards 1 and 2 – which focus on ensuring that planning for and delivery of the poll enables voters to vote easily and know that their vote will be counted in the way they intended and enables people who want to stand for election to find out how to get involved, what the rules are, and what they have to do to comply with these rules so that they can have confidence in the management of the process and the result – are also applicable to the GLRO. Throughout this guidance we have highlighted what we expect you will need to have in place and what we would expect to see to be able to be satisfied that the key outcomes of the standards can be delivered.

4.15 The guidance for CROs at the May 2016 elections will set out what they will need to have in place and what we would expect to be able to see to be satisfied that the key outcomes of the standards relating to their functions can

be delivered. The performance standards framework and guidance should give you a good indication of what you should be expecting of CROs, to inform your work to monitor and support CROs, which the Commission will support you with and which is covered in more detail below.

## Managing and co-ordinating the poll

4.16 You will need to work closely with the CROs, recognising the importance of their local knowledge and experience, to ensure you fully understand the context and challenges across the whole of Greater London. It will be important to agree planning assumptions at an early stage, although these will need to be kept under review and you will therefore need to ensure you are able to respond appropriately should circumstances change.

4.17 You should consider at an early stage how you will ensure that the elections are administered to a consistent standard across Greater London so that voters receive a consistently high quality of service regardless of where they live and the elections produce results that are accepted, and this should be reflected in the objectives and success measures set out in your project plan. As part of this, you should ensure that there is clarity as to the roles and responsibilities of all those involved in the planning for and delivery of the elections, which could be supported through the implementation of a robust memorandum of understanding between CROs and BROs.

4.18 There will be aspects of the election process where you will particularly want to ensure that there is consistency, most notably in the areas that impact on the voters' experience – for example, the issue of poll cards and postal votes, and the staffing of polling stations – as well as in respect of the verification and counting of votes.

4.19 There are various tools available to you to ensure consistency. It is for you to decide, based on factors such as your knowledge, experience and relationships with the CROs and BROs, and taking into consideration issues of scope and scale, how to best achieve the objectives set out in your project plan. Your power to give directions is one tool available for you to use, but whether to give directions, on what matters, and to whom is at your discretion.

4.20 Your project plan should reflect how and when you will reach a decision on your approach to managing and co-ordinating the elections and how you will implement this approach in practice. It should also include a communications strategy to support this work.

4.21 As a minimum, you should have in place processes for monitoring the delivery of the elections, including compliance with any directions and/or guidance you have given and the Commission's performance standards. You should think about how you will support CROs and electoral administrators in managing the polls and any emerging issues.

4.22 The Commission's [London regional team](#) will be available to support you throughout the elections.



4.23 You may choose to issue written guidance to CROs on particular aspects of the election. For example, in order to effectively manage the verification and count, you should put in place a protocol for CROs and their staff to follow, ensuring that everyone has an understanding of how the e-counting system and associated processes will work.

4.24 In addition, you should arrange training and/or briefing sessions for CROs and their staff.



To be able to achieve the outcome set out in the [Performance standard for statutory office holders with a power of direction](#), you will need to have arrangements in place to ensure the consistent delivery of the polls.

To demonstrate that the outcome can be delivered you will need to set out how you intend to ensure consistency of delivery, including whether you have issued (or intend to issue) guidance, and whether and how you have used (or intend to use) your power to give directions.

4.25 As part of your planning process you should identify any aspects of the elections in respect of which you are planning to issue directions to CROs, although there may of course be issues that arise at a later stage on which it becomes desirable or necessary for you to give directions at short notice. Should you decide that the use of directions is appropriate, your project plan should include specific plans for developing and issuing directions and a communications strategy to support this process.

4.26 If you are considering giving directions or guidance to CROs you should take into account any relevant criteria in the performance standards framework and/or the guidance for CROs, the latter of which has been produced jointly between the Commission and London Elects. The performance standards framework and the guidance to CROs reflect what the Commission and the UK Electoral Advisory Board (EAB) - of which you, as GLRO, are a member - agree that Returning Officers need to do to prepare for and deliver well-run elections. This shared agreement, along with the flexibility in how the standards are achieved, should reduce the potential risk of conflict between the criteria of the standards and any specific guidance or directions issued by the GLRO.

4.27 However, in order that CROs can be clear as to precisely what is expected of them, if you do intend to give any guidance or directions that are different or contrary to the criteria of the standards, please contact [the London regional team at the Commission](#) in the first instance to discuss the implications so that we can avoid as far as possible there being any unresolved conflicting requirements placed on CROs.

4.28 In deciding whether to give a direction on a particular aspect of the elections, and what that direction should be, you should aim wherever possible to consult CROs, so that you can take into account any relevant local factors in making your decisions. This consultation should help to reduce the

risk of any directions having unintended consequences and potentially maximise the ability of CROs to comply with them.

4.29 Any consultation on possible directions should be planned for and completed in good time to enable the prompt and timely communication of your decision and any associated directions to CROs, to enable them to plan and prepare for the elections accordingly.

4.30 If you decide to exercise your power of direction, you should do so with regard to the following principles and aims:

- trust: people should be able to trust the way our elections work
- participation: it should be straightforward for people to participate in our elections (whether as campaigners, candidates or voters) and people should be confident that their vote counts
- consistency
- transparency
- professionalism
- accurate results in which people can have confidence

4.31 You should communicate any directions to CROs at the earliest opportunity, and in particular any requiring them to take specified preparatory steps. You should keep a record of what directions have been given, when, and to whom.

4.32 Your plans for giving directions should take account of the fact that there may be circumstances where CROs are unable to comply with a direction, for whatever reason. You should therefore ensure that you develop plans to deal with these situations, which may include establishing a process for considering requests for exceptions to your directions. You should keep a record of any instances where you have agreed that a CRO can deviate from a direction.



We will ask you for updates on any use of your power to give directions to CROs at regular points during the election planning period. More details are provided in [Appendix A – Performance standards for Returning Officers in Great Britain](#)

# 5 Planning and organisation

5.1 The key objective of implementing project and risk management processes is to ensure that adequate preparations are made in advance of the elections, with risks identified and properly managed, so that the polls can be delivered effectively. You should set out at an early stage what you want to achieve and what success would look like for you, and this should be reflected in the objectives and success measures set out in your project plan. You should work with CROs in developing these objectives and success measures and ensure that they also reflect these in their own plans.

## Project plan

5.2 You should prepare a project plan in relation to your functions as GLRO, treat it as a 'living document', keep it under regular review and use it to monitor progress. Whatever form your planning approach and documentation takes, you should ensure that your planning supports the delivery of the following outcomes:

- Voters are able to vote easily and know that their votes will be counted in the way they intended
- It is easy for people who want to stand for election to find out how to get involved, what the rules are, and what they have to do to comply with these rules, and they can have confidence in the management of the process and the results



To be able to achieve the outcome set out in the [Performance standard for statutory office holders with a power of direction](#), you will need to develop and implement robust project management processes. This should include evaluating the planning for and delivery of previous polls and identifying lessons learnt, updating plans as required.

To demonstrate that the outcome can be delivered you will need to have in place project planning documentation which is kept under regular review. This part of the guidance sets out what this project planning documentation should cover.

5.3 Before starting your detailed planning, you should set out what you want to achieve and what success would look like. Your project plan will need to cover those functions of the elections you are directly responsible for, as well as your plans for co-ordinating and overseeing the administration of the elections by CROs.

5.4 If you have not already done so, you should evaluate the planning for, and delivery of, previous polls and identify what worked well and what did not,

and use these findings to inform your planning. In particular you should identify any relevant lessons learnt from previous similar electoral events, particularly those with a regional management aspect – for example, the 2012 GLA elections and the European Parliamentary elections in 2014 – which should assist with informing your planning. There may be benefits to be gained from taking into account any lessons learnt not just from the Greater London area, but also from other areas.

5.5 Your project plan for the elections should include a plan to evaluate procedures post-election and identify lessons learnt.

5.6 Your project plan should also cover contingency planning and business continuity arrangements. The continuity arrangements should include provisions to cover loss of staff and loss of venues during the election period.

5.7 Additionally, your project plan should identify the resources and staffing required. You should take all necessary steps to ensure you have the necessary resources available to you to enable you to discharge your functions.

5.8 The Commission has published a [timetable](#) for the May 2016 elections containing the statutory deadlines as set out in the election rules which can be used to assist you in your planning.

## Risk register

5.9 You should prepare a risk register, treat it as a 'living document' and keep it under regular review, using it to monitor the risks and document any changes in risk, as well as ensuring that mitigating actions are identified and are being taken forward, including by CROs where appropriate. Your risk register should consider risk and risk management in relation to your statutory functions as GLRO, plus any key risks relevant to the administration of the elections across Greater London as a whole. It should identify the seriousness of any risk by indicating both the likelihood of the risk occurring and the impact of the risk if it did occur.

5.10 In developing your risk register you should ensure that you liaise with and seek input from CROs as necessary, and that they are aware of any risks you identify that may directly affect the elections in their constituency, as well as any mitigating actions for which they are responsible.

## Staffing

5.11 You should ensure that you have a project team that includes the relevant key staff to support you in each specific function and keep this under review.

5.12 In addition to yourself your project team should include:

- CROs
- any appointed deputies
- other election staff members
- any other key personnel you consider appropriate (including for the purposes of encouraging and co-ordinating electoral participation across Greater London and producing an information booklet for voters which complies with the legislation)

5.13 The project team should have a clear remit and understanding of the tasks to be carried out. At the planning stage a schedule of meetings should be prepared, and a record of each meeting should be kept as an audit trail of what was discussed and of any decisions made.

## Communications

5.14 As GLRO you should put in place communication plans to support the delivery of the elections. These plans should support you in effectively liaising with and coordinating the work of CROs to ensure the consistent delivery of the polls across Greater London, and with managing stakeholder coordination and communication, including media liaison.

5.15 When developing your communication plans you should identify and document how you will communicate in relation to key aspects of your approach to managing and co-ordinating the elections, including:

- consulting on and giving guidance and, where appropriate, directions
- disseminating information
- monitoring CRO planning and performance
- communicating your plans for the processes for which you are responsible, such as nominations for the election of the Mayor of London and London-wide Assembly Member election
- coordinating public awareness activity
- providing advice and support to, and dealing with enquiries from, CROs and their staff

5.16 You should establish a schedule of regular meetings with CROs to discuss options and issues, with a view to, where possible, reaching consensus on the decisions you need to make to deliver the elections and meet the identified objectives and success measures. A record of each meeting should be kept as an audit trail of what was discussed and of any decisions made.



To be able to achieve the outcome set out in the [Performance standard for statutory office holders with a power of direction](#), you will need to develop and implement plans for communicating with CROs. To demonstrate that the outcome can be delivered you will need to have in place plans for communicating with CROs.

# Raising awareness

5.17 You must take such steps as you think appropriate to encourage the participation of electors in the elections, and in carrying out such activity you must have regard to any guidance issued by the Electoral Commission<sup>25</sup>. As GLRO you should actively take the lead in promoting and sharing good practice and in coordinating awareness activity across Greater London.

5.18 Your planning should take into account the need to work with CROs to ensure that constituency and London-wide awareness activity is coordinated and that clear, consistent messages are communicated effectively to electors.

5.19 Your public awareness strategy should document:

- the identification of your target audience
- the objectives and success measures of the activity
- risks – identification and mitigation
- resources – financial and staffing

5.20 Implementation of your strategy should be included within your overall project plan.

5.21 You should establish a communications network involving a representative of each CRO to share information and coordinate public awareness activity across Greater London. This network can also be used to ensure that any communications relating to specific aspects of the elections, such as the counting of votes or the declaration of results, or issues that arise, for example allegations of electoral fraud, are dealt with effectively and consistently across Greater London.



To be able to achieve the outcome set out in the [Performance standard for statutory office holders with a power of direction](#), you will need to develop and implement a strategy for coordinating and delivering public awareness and engaging with electors across Greater London. To demonstrate that the outcome can be delivered you will need to have in place a strategy for coordinating and delivering public awareness activity and engaging with electors across Greater London.

## Information to electors

5.22 In order to effectively communicate information to electors you should consider who you want to reach through your awareness activity and the method of communication to be used. You should also take into account the national registration campaign being carried out by the Electoral Commission and seek to co-ordinate activity across London with the national activity as appropriate.



As part of the mayoral booklet, you should provide information to voters which may include information about the office of the Mayor and the London Assembly, the systems of voting, how to vote (i.e. how to mark the ballot papers) and any other information that may encourage electoral participation. The information to voters included in the booklet must be agreed with the Commission. Further guidance on the production of the booklet will be included in our forthcoming guidance on the administration of key processes<sup>26</sup>.

5.23 You should ensure that all outgoing communications provide appropriate contact details to allow anyone to respond and obtain further information. You should consider what contact details are most appropriate in each case, working with CROs and their staff as required.

5.24 The public may also proactively make enquiries and you need to consider how a consistent approach to addressing such enquires can be achieved. You could, for example, consider developing agreed responses to FAQs for front line staff, so that voters receive consistent messages across Greater London.

## Media liaison

5.25 You should ensure that stakeholder coordination and communication is embedded throughout your planning, with particular arrangements in place for working with the media, including:

- plans for coordinating media liaison, and strategies for dealing with both proactive communication and media liaison in relation to specific events such as the verification and counting of votes and the result declarations
- dealing with general media enquiries
- reactive handling of any issues that arise in relation to the elections, for example allegations of electoral fraud or malpractice

5.26 It is important that media communication is managed in a coordinated and consistent way across Greater London in order to maintain public confidence that the elections are being well-run. To achieve this effectively there should be a clear process in place to be followed by you, CROs and your respective communications teams to respond to any issues that arise.

# 6 Specific aspects of the process

## Parties, candidates and agents

6.1 It should be straightforward for those campaigning to participate in elections. As GLRO you should put in place effective communication plans to ensure that parties, candidates and agents at the Mayor of London and London-wide Assembly Member election are provided with clear and timely information – including information about local arrangements – to enable them to engage effectively in the election process. You will need to work with CROs in your area to coordinate engagement with parties, candidates and agents both locally and at a London-wide level. You should also liaise with CROs to ensure they provide information and briefings to candidates and agents at the constituency Assembly Member election. In particular, you should ensure that all candidates and agents receive consistent information across Greater London.

6.2 You should take steps at an early stage to develop an estimate of how many parties and candidates might stand for election as this can have a significant impact on various elements of the electoral process, including the printing of ballot papers, nominations and the verification and count. In order to develop this estimate, and to keep it under review, you should consider how many parties and candidates stood at the last GLA elections, make early contact with political parties, monitor any expressions of interest and, in due course, monitor requests for nomination packs.

### The register of electors

6.3 The Electoral Registration Officer (ERO) for each London borough is required to supply you with such copies of the electoral register as are required for the different aspects of the elections<sup>27</sup>. For the mayoral nominations you will need to have access to the registers for all London boroughs in order to check whether the subscribers are valid and that subscribers have subscribed only one nomination paper within Greater London.

6.4 Mayor of London, constituency Assembly Member and individual London-wide Assembly Member candidates can, for electoral purposes, request a copy of the full register and absent voters' lists for the area in which they are standing<sup>28</sup>:

- candidates at the Mayor of London election are entitled to a copy of the full register for all boroughs in Greater London
- individual candidates at the London-wide Assembly Member election are entitled to a copy of the full register for all boroughs in Greater London



- constituency Assembly Member candidates are entitled to a copy of the full register for those boroughs which fall within the constituency in which they are standing

6.5 Candidates on a party list at the London-wide Assembly Member election are not entitled to receive a copy of the registers: it is the election agent who will be entitled to receive a copy of the full register for all boroughs in Greater London.

6.6 Registers can only be supplied if the candidate (or in the case of a party list, the election agent) has made a written request.

6.7 While the legal responsibility for receiving requests and supplying registers rests with the relevant ERO, you should start discussions with EROs at an early stage to determine how best to ensure that all parties and candidates can be supplied with registers in such a way that they have timely and easy access to them, and decide how this will be communicated.

6.8 For example, you could decide to supply the registers centrally on behalf of the EROs as part of the nomination pack for the Mayor of London and London-wide Assembly Member contests. The benefit of this approach is that it could operate so that parties and candidates would only need to complete one request form covering all constituencies and receive their registers from a single place, instead of having to approach each ERO separately with individual requests. If you are considering supplying the registers centrally, you will have to discuss and agree with the EROs how the various registers could be brought together for subsequent supply and consider how this would work for both printed and data copies. The registers must be supplied in data form unless a printed copy has been specifically requested. You will need to ensure that whatever arrangements you put in place are clearly communicated to the parties, candidates and their agents.

6.9 During nominations for the Mayor of London election, in order to check whether subscribers are valid, you will need to have access to the electoral registers for all London boroughs. You should start discussions with the EROs at an early stage about how this can best be achieved in practice. For example, you may want to collect copies of the register from all EROs to enable you to carry out the checks yourself, in which case you would need to decide whether you will receive the registers in hard copy or in data form. Alternatively you may wish to delegate the checking to individual EROs, requiring them to confirm to you whether the subscribers are entitled to subscribe the nomination paper.

6.10 In deciding how to manage this process, you should consider how you will ensure that your proposed approach will enable the checks to be carried out in a timely way. You will also need to take into account any practical issues related to managing registers if they have been produced by different software suppliers.

## Guidance for parties, candidates and agents

6.11 As part of your plans for engaging with parties, candidates and agents and supporting their participation in the elections, you should consider with CROs and BROs how information about local arrangements will be provided to parties, candidates and agents. Local arrangements will include details from CROs and BROs such as their contact details and information on the dates, times and venues for the key election processes, including postal vote issue and openings and polling.

6.12 You could decide to collate and disseminate local information centrally, or to advise parties, candidates and agents to contact the relevant CRO/BRO directly. Whatever method you choose you should ensure that parties, candidates and agents can easily access all the information they need in order to be able to participate in the elections.



To be able to meet the outcome set out in [Performance standard 2: Those who want to stand for election](#), you will need to ensure that information on the election process and spending is easily available for candidates and agents, including through ensuring they are issued with written guidance. To demonstrate that the outcome can be delivered you will need to have in place written guidance to be issued to candidates.

6.13 Briefing sessions should highlight the importance of following the election rules. In particular, you should provide a briefing on the nomination process for the election of the Mayor of London and London-wide Assembly Member elections, including deadlines, submission rules, the use of commonly used names, the use of party names, descriptions and emblems and the requirements of addresses for the Mayoral booklet, to ensure that those who want to stand for election have the necessary information to enable them to understand what they need to do.

6.14 The briefings should allow for the fact here may be a significant number of new or less experienced parties, candidates and agents who are unfamiliar with the practices and processes of an election and who will need your support to be able to participate effectively.



To be able to meet the outcome set out in [Performance standard 2: Those who want to stand for election](#), you will need to ensure information on the election process and spending is easily available for candidates and agents, including through providing briefing sessions. To demonstrate that the outcome can be delivered you will need to arrange briefing sessions and produce briefing resources.

6.15 Each candidate in the Mayor of London election is entitled to have an election address included in an election booklet prepared by the GLRO and delivered to each elector<sup>29</sup>. As part of your planning, you will need to consider how you are going to manage this process in practice. Candidates must make a financial contribution towards the expenses incurred in respect of printing

the booklet<sup>30</sup>. Guidance on the mayoral booklet will be included in our further detailed guidance, which will cover the administration of key processes.

## Production of ballot papers

6.16 You must supply the ballot papers for use at the elections - for all contests - to the CRO by a date agreed between you and the CRO<sup>31</sup>. You should provide CROs and BROs with information as soon as possible about how the ballot papers will be delivered to them for issue in postal ballot packs and use in polling stations. The effective management of contractors and suppliers will be critical. General guidance on the management of contractors and suppliers can be found in our [guidance for Returning Officers](#) and [our checklist on managing contractors and suppliers](#).

6.17 The form and content of the ballot papers are prescribed in legislation<sup>32</sup>. The colour of the ballot papers is not prescribed. Whichever colours are chosen, you should ensure that they are accessible and that you have consulted with CROs and print suppliers to ensure that your choice does not give rise to supply or production difficulties.

### Printing specifications

6.18 Although the final content of the ballot papers cannot be confirmed until nominations have closed, in addition to confirming the colours, you will need to make decisions about the following elements of the ballot papers at an early stage:

- ballot paper numbers
- unique identifying mark
- the 'official mark'

## Absent voting

6.19 You should consider how you are going to work with CROs and BROs to ensure that all absent voters across Greater London receive a consistently high quality of service, irrespective of where they are registered. In particular, you should consult with CROs and BROs about their plans for issuing postal votes in their areas with a view to ensuring that postal votes are received by voters as soon as possible and that the timing for the receipt is as consistent as possible across Greater London.

## Maintaining the integrity of the election

6.20 In order to ensure that voters, parties and candidates can have confidence that votes will be cast and counted in the way voters intended, you will need to have in place plans and processes to identify any patterns of activity that might indicate potential electoral fraud. Your plans should include specific steps to identify and deal with any potential electoral fraud, and

should also identify how you will communicate your approach to maintaining electoral integrity in order to support public confidence in the elections.

6.21 You should take the lead on integrity issues to produce a single integrity plan in discussion with the police and CROs/BROs to add to your overall project plan.

6.22 CROs' own integrity plans should fit within the London-wide plan and include any issues they have identified locally. Guidance for CROs on integrity plans can be found in [Part B – Planning and organisation](#) of our guidance for CROs. You should ensure that you have considered the specific risks relating to each constituency, including taking into account previous allegations of electoral fraud.

6.23 You should also share the approach to tackling electoral fraud with parties, candidates and agents at briefing sessions and within the information provided to them and consider, where appropriate, inviting the police to attend any such briefing sessions.

6.24 In some cases, where there is a significant risk of electoral fraud allegations, you should also take steps to communicate your approach to tackling fraud more widely in advance of polling day to provide reassurance to voters and campaigners.



Following consultation with Returning Officers, police forces and political parties, the Commission has issued a [Code of Conduct for campaigners at elections and referendums](#). The Code applies to all campaigners, and sets out agreed standards of appropriate behaviour before and during an election or referendum. The Code also makes it clear that if a Returning Officer considers it appropriate to address further specific local risks, and has consulted with relevant national and local parties, we will support them in introducing additional local provisions which go beyond the terms of the nationally agreed Code.

We have also invited prospective candidates standing at the election for the Mayor of London to confirm their personal commitment to follow the Code, and ensure that their agents and campaigners do likewise.

6.25 You should establish and maintain contact with the police at an appropriate level. You should also ensure that you are provided with the contact details of any divisional SPOCs, and ensure that the CROs schedule regular contact with them. You should seek agreement with the police and CROs/BROs on how you will deal with fraud allegations and any resultant media enquiries and feed this into your integrity plan.



More detailed guidance on maintaining the integrity of the elections, including dealing with allegations of electoral fraud is included in [Part B – Planning and organisation](#) of our guidance for CROs, which you as GLRO should also have regard to.

# Verification, counting and collation of results

6.26 One of the aspects of the election process where you will particularly want to ensure that there is consistency is the verification and counting of votes and collation of the results. You will therefore need to work closely with CROs to inform any decisions early on about how the verification, counting and results collation is to be organised and managed across Greater London, in order for them to be able to develop and manage their own plans for verification and counting accordingly.

## Principles for effective verification, count and results collation processes

6.27 In developing your plans, processes and protocols you should have regard to the following key principles:

- All processes are transparent, with a clear and unambiguous audit trail.
- The verification produces an accurate result. This means that the number of ballot papers in each box either matches the number of ballot papers issued as stated on the ballot paper account or, if it does not:
  - the source of the variance has been identified and can be explained, and/or
  - the box has been recounted at least twice, until the same number of ballot papers is counted on two consecutive occasions
- The count produces an accurate result, where:
  - a. For the Constituency London Assembly election, the total number of votes cast for each candidate and rejected votes matches the total number of ballot papers given on the verification statement for the constituency
  - b. For the London-wide Assembly election, the total number of votes cast for each registered party and individual candidate and rejected votes matches the total number of ballot papers given on all of the verification statements for the London-wide Assembly election within each constituency.
  - c. For the Mayor of London election<sup>i</sup>:
    - **at the first count**, the total number of first preference votes cast for each candidate and rejected votes matches the total number of ballot papers given on the verification statements for each of the constituencies
    - **at the second count** (where required), the ballot papers on which a first preference vote was given to those candidates

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<sup>i</sup> In the case of a Mayor of London election with only two candidates, the count produces an accurate result where the total number of votes cast for each candidate and rejected votes matches the total number of ballot papers given on the verification statement for the constituency.

who did not remain in the contest equals: the total number of ballot papers containing a valid second preference vote for a continuing candidate, plus the total number of ballot papers containing a second preference vote for a candidate **not** remaining in the contest, plus the rejected ballot papers at the second count.

- The verification, count and results collation are timely
- The secrecy of the vote is maintained at all times
- The security of ballot papers and other stationery is maintained at all times
- The communication of information at the verification and count processes is clear, timely and transparent

6.28 The London-wide Assembly election result will also rely on accurate figures from both the Constituency Assembly election count and the London-wide Assembly election count. In developing a results collation process, you will need to consider each key stage that contributes to the overall results, including verifying the ballot papers and counting the votes in each of the constituencies, collating the totals from the constituencies and calculating the results, and ensure that these are organised, managed and delivered in such a way as to ensure these principles can be met.

6.29 Even though the votes will be verified and counted electronically, the key principles for effective verification, count and results collation processes are still relevant and the systems and processes used should be designed to meet these principles.

## The verification and count

6.30 In addition to considering how to meet the key principles, you should consider other relevant practical factors that will affect the organisation of the verification, counting and collation of results such as:

- the specification of the e-counting system
- size and capacity of venues
- cost
- transparency for parties, candidates and agents
- turnout

### The decision-making process

6.31 You should engage with CROs at an early stage to inform the development of your approach to co-ordinating the verification and counting of votes. You should consult with CROs on your proposals for when, where and how to verify and count the votes, identifying any planning assumptions you have used to inform your proposals. The overarching principle that should underpin your decision-making is the need to ensure accurate results in which voters, candidates and political parties have confidence.

6.32 You should also engage in dialogue involving those others with an interest before making your decisions, including prospective candidates, political parties, voters and the media. You should explain what factors are relevant to your decisions and make clear the implications of your proposals for when the results may be declared. While you should seek input from those affected or interested to inform your decision-making, ultimately the responsibility for making decisions remains with you as GLRO.

6.33 Your consultation, dialogue and decision-making should be planned for and completed in good time, before the formal election campaign period begins, to enable your decisions to be communicated to CROs so that they can reflect them in their planning.

6.34 Once made, you should record your decisions about when, where and how to count, and the information you took into account in making them, and be able to explain the reasons for your decisions if asked. You should communicate your decisions to those who may be affected or interested, including parties, candidates and agents, voters, and the media and others whose views you sought or received before making your decisions.



To be able to achieve the outcome set out in the [Performance standard for statutory office holders with a power of direction](#), you will need to ensure count processes are designed and managed to secure an accurate result. To demonstrate that the outcome can be delivered you will need to have in place information on how the verification and counting is to be organised and managed, including the process you followed to arrive at your decision.

## The results collation

6.35 You should ensure that there is consistent and transparent communication about the results collation process both at the results collation / declaration venue and at the count venues, to parties, candidates and agents, the media and other relevant stakeholders.

6.36 You will need to collate the results from each constituency and declare the overall result for the election of the Mayor of London and the London-wide Assembly Member election. You will need to consider what arrangements you need to have in place in addition to the e-counting system in order to enable you to do this and put in place contingency arrangements should the electronic transfer of information between you and CROs fail. This should form part of any protocols for the communication of information between you and the CROs.



To be able to achieve the outcome set out in the [Performance standard for statutory office holders with a power of direction](#), you will need to develop a process for receiving and submitting local totals. To demonstrate that the outcome can be delivered you will need to have in place arrangements for managing the process of collating local totals, including any protocols and guidance issued to CROs.

# Accredited observers and Commission representatives

6.37 Observers accredited by the Commission are entitled to observe:

- the issue and receipt of postal ballot papers
- the poll
- the verification and counting of the votes
- the collation and calculation of the results of the election of the Mayor of London and London-wide Assembly Member election<sup>33</sup>

6.38 Your project plan should include processes to manage potential enquiries from observers and to support their attendance at the electoral processes they are entitled to attend. This should include arrangements for providing observers with information on the location and timing of the above processes.

6.39 Commission representatives are also entitled to observe these processes and, in addition, are entitled to observe your working practices<sup>34</sup>.

6.40 Accredited observers and Commission representatives do not need to give advance notification of where they intend to observe, but will carry with them a photographic identification card issued by the Commission.

6.41 If you are in doubt about the status of a particular individual seeking to gain access to election processes, you can check the registers of observers on the [Commission's website](#).

6.42 You have a legal duty to have regard to the [Commission's Code of practice for observers](#) when managing the attendance of observers. Observers will have agreed to comply with the standards of behaviour set out in the Commission's Code of practice. If you think there has been a breach of the Code of practice, please contact the [London regional team](#).



# Appendix A – Performance standards for Returning Officers in Great Britain

## Performance standard 1: Voters

Ensuring that planning for and delivery of the poll enables voters to vote easily and know that their vote will be counted in the way they intended

| Outcome  | What does the RO need to do to achieve the outcome   | What will demonstrate how the outcome has been met   |
|--|--|--|
| <p>Voters receive the information they need, in an accessible format and within time for them to cast their vote</p> | <ul style="list-style-type: none"> <li>• Develop and implement robust project management processes</li> <li>• Evaluate planning for and delivery of previous polls and identify lessons learnt, updating plans as required</li> <li>• Put in place arrangements to manage contractors and suppliers to ensure that the work is delivered as required by the specification</li> <li>• Ensure robust processes are in place for ensuring that there are no errors on voter materials, notice of poll and notice of election</li> </ul> | <ul style="list-style-type: none"> <li>• Project planning documentation which is kept under regular review</li> <li>• Planning documentation reflecting lessons learnt</li> <li>• Arrangements in place for the management of contractors and suppliers</li> <li>• Processes for the proof-checking of voter materials, notice of poll and notice of election</li> <li>• Information on the method for delivery of poll cards, including an estimation of when poll cards will be</li> </ul> |

|  |  |   |
|--|--|---|
|  | <ul style="list-style-type: none"> <li>• Ensure poll cards are received by voters as soon as possible so that voters have the maximum amount of time to act on the information</li> <li>• Ensure information on the poll, including the notice of election and notice of poll, is easily accessible to voters, such as through the local authority website</li> </ul>  | <p>delivered</p> <ul style="list-style-type: none"> <li>• Information on the poll easily accessed through the local authority website</li> </ul>  |
| <p>Voters receive a high-quality service</p> | <ul style="list-style-type: none"> <li>• Ensure that access needs are taken into account when planning for and setting up polling stations</li> <li>• Decide on the allocation of electors and staff to polling stations to ensure polling stations are properly staffed so that voters receive a high-quality service, giving consideration to the factors set out in Commission guidance</li> <li>• Ensure polling station staff are trained to set-up polling stations in such a way that takes account of voter needs</li> <li>• Ensure postal ballot packs are received by voters as soon as possible so that voters have the maximum amount of time to act on the information</li> </ul> | <ul style="list-style-type: none"> <li>• Assessment regarding access needs, identifying any problems and actions taken to remedy these</li> <li>• Approach taken to allocating electors and staff to polling stations</li> <li>• Guidance/training provided to polling station staff</li> <li>• Information on the method for delivery of postal ballot packs, including an estimation of when postal ballot packs will be delivered</li> </ul> |

|  |  |   |
|--|--|---|
| <p>Voters have confidence that their vote will be counted in the way they intended</p> | <ul style="list-style-type: none"> <li>• Maintain a clear audit trail of the issue, receipt and opening of postal ballot packs</li> <li>• Have in place processes to identify any patterns of activity that might indicate potential integrity problems, including what steps are to be taken to deal with any such problems</li> <li>• Maintain the secure storage of ballot papers and postal ballot packs at all times</li> <li>• Put in place appropriate resources to ensure the verification and count is timely</li> <li>• Ensure the results are communicated to voters in a clear and timely way</li> <li>• Ensure count processes are designed and managed to secure an accurate result, with a clear audit trail</li> </ul> | <ul style="list-style-type: none"> <li>• Arrangements to maintain a clear audit trail of the issue, receipt and opening of postal ballot packs</li> <li>• Processes for dealing with integrity problems</li> <li>• Arrangements for securely storing ballot papers and postal ballot packs</li> <li>• Information on how the verification and counting is to be organised and managed, including the process you followed to arrive at your decision</li> <li>• Arrangements for communicating results to voters</li> <li>• Arrangements in place to maintain a clear audit trail of the count processes</li> </ul> |
|--|--|---|

## Performance standard 2: Those who want to stand for election

Ensuring that planning for and delivery of the poll enables people who want to stand for election to find out how to get involved, what the rules are, and what they have to do to comply with these rules, and enables them to have confidence in the management of the process and the result

| Outcome   | What does the RO need to do to achieve the outcome   | What will demonstrate how the outcome has been met   |
|---|--|--|
| People who want to stand for election receive all the information they need to take part        | <ul style="list-style-type: none"> <li>• Ensure information on the election process and spending is easily available for candidates and agents, including through providing briefing sessions and ensuring they are issued with written guidance</li> <li>• Ensure that candidates have the opportunity to have their nomination papers informally checked prior to their formal submission</li> </ul> | <ul style="list-style-type: none"> <li>• Written guidance issued to candidates</li> <li>• Date(s) of briefing sessions and briefing resources</li> <li>• Arrangements in place for candidates to have their nomination papers informally checked prior to formal submission</li> </ul> |
| Candidates have confidence that the process is well-managed, and have confidence in the results | <ul style="list-style-type: none"> <li>• Ensure that those entitled to attend postal vote opening sessions are able to follow what is happening, where and when</li> </ul>   | <ul style="list-style-type: none"> <li>• Layout plan of postal vote opening sessions</li> <li>• Information provided to attendees at postal vote opening sessions</li> </ul>   |

|  |   |   |
|--|---|---|
|  | <ul style="list-style-type: none"> <li>• Ensure count processes are transparent, with everything at the verification and count carried out in clear view of all those entitled to attend, with information provided to attendees on the processes to be followed</li> <li>• Ensure count processes are designed and managed to secure an accurate result, with a clear audit trail</li> <li>• Have in place processes to identify any patterns of activity that might indicate potential integrity problems, including what steps are to be taken to deal with any such problems</li> </ul> | <ul style="list-style-type: none"> <li>• Layout plan of the count</li> <li>• Information provided to attendees at the count</li> <li>• Arrangements in place to communicate progress at the count</li> <li>• Arrangements in place to maintain a clear audit trail of the count processes</li> <li>• Processes for dealing with integrity problems</li> </ul> |
|--|---|---|

## Performance standard for statutory office holders with a power of direction

| Performance standard 3: Co-ordination and management of the poll  |  |   |
|---|--|---|
| Co-ordinating the planning for and delivery of the poll to ensure a consistent high-quality experience for voters and those wanting to stand for election |  |   |
| Outcome   | What does the statutory office holder need to do to achieve the outcome  | What will demonstrate how the outcome has been met  |
| To ensure that local ROs have the necessary arrangements in place to deliver well-run elections in their area   | <ul style="list-style-type: none"> <li>• Develop and implement robust project management processes</li> <li>• Develop guidance and issue directions where necessary to ensure the effective administration of the polls in each local RO area</li> <li>• Develop and implement plans for communicating with local ROs</li> <li>• Develop and implement a strategy for co-ordinating and</li> </ul> | <ul style="list-style-type: none"> <li>• Project planning documentation which is kept under regular review</li> <li>• Arrangements for ensuring the consistent delivery of the poll, including guidance issued and whether and how you have used your power to give directions</li> <li>• Plans for communicating with local ROs</li> <li>• A strategy for co-ordinating and</li> </ul> |

|  |   |  |
|--|---|--|
|  | <p>delivering public awareness and engaging with electors across the area</p> <ul style="list-style-type: none"> <li>• Where appropriate, develop a process for receiving and submitting local results</li> </ul> | <p>delivering public awareness activity and engaging with electors across the area</p> <ul style="list-style-type: none"> <li>• Arrangements on how you intend to manage the process of collating local results, including any protocols and guidance issued to local ROs</li> </ul> |
|--|---|--|

<sup>1</sup> SI 2007/3541 Rule 10.

<sup>2</sup> SI 2007/3541 Sch.2 para 5, Sch.3 para 5.

<sup>3</sup> SI 2007/3541 Sch 2 paras 6-15, Sch.3 paras 6-14.

<sup>4</sup> SI 2007/3541 Sch.2 para.12, Sch.3 para 11.

<sup>5</sup> SI 2007/3541 Sch.1 para 13.

<sup>6</sup> SI 2007/3541 Sch.2 para 23, Sch.3 para 22.

<sup>7</sup> SI 2007/3541 Sch.2 paras 55-57, Sch.3 paras 54-57.

<sup>8</sup> SI 2007/3541 Rule 11.

<sup>9</sup> SI 2007/3541 Rule 11(4) and (5).

<sup>10</sup> SI 2007/3541 Sch.1 para 5

<sup>11</sup> SI 2007/3541 Sch.1 paras 6-14.

<sup>12</sup> SI 2007/3541 Sch.1 paras 10 and 22.

<sup>13</sup> SI 2007/3541 Sch.1 paras 24 and 28. Sch.2 paras 25 and 29, Sch.3 paras 24 and 28.

<sup>14</sup> SI 2007/3541 Sch.1 para 25, Sch.2 para 26, Sch.3 para 25.

<sup>15</sup> SI 2007/3541 Sch.1 part 4, Sch.2 part 4, Sch.3 part 4.

<sup>16</sup> SI 2007/3541 Sch.1 paras 23 and 32, Sch.2 paras 24 and 33, Sch.3 paras 23 and 32, and SI 2001/341.

<sup>17</sup> SI 2007/3541 Sch.1 para 49, Sch.2 para 50, Sch.3 para 49.

<sup>18</sup> SI 2007/3541 Sch.1 para 54.

<sup>19</sup> SI 2007/3541 Sch.1 para 54(5), Sch.2 para 54(2), Sch.3 para 53(2).

<sup>20</sup> Representation of the People Act 1983 s.63.

<sup>21</sup> Representation of the People Act 1983 s.35(4).

<sup>22</sup> Representation of the People Act 1983 s.63.

<sup>23</sup> Electoral Administration Act 2006 s.46(2).

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<sup>24</sup> Political Parties, Elections and Referendums Act 2000 s.9A.

<sup>25</sup> Electoral Administration Act 2006 s.69.

<sup>26</sup> SI 2007/3541 Sch.1 para 27, Sch.2 para 28, Sch.3 para 27.

<sup>27</sup> SI 2001/341 reg.98(2)(b).

<sup>28</sup> SI 2001/341 reg.104.

<sup>29</sup> Greater London Authority Act 1999 s.17A.

<sup>30</sup> 2003/1907.

<sup>31</sup> SI 2007/3541 Sch.1 para 17(7), Sch.2 para 18(8), Sch.3 para 17(7).

<sup>32</sup> SI 2007/3541 Sch.1 para 17, Sch.2 para 18, Sch.3 para 17, and Sch.10 forms 5-7.

<sup>33</sup> Political Parties, Elections and Referendums Act 2000 s.6C.

<sup>34</sup> Political Parties, Elections and Referendums Act 2000 s.6A.