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Performance analysis 2020/21: Goal four You are in the Annual Report and  
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2020/21 First published: 16 September 2021 Last updated: 21 October 2021 Goal four To  
provide value for money, making best use of our resources and expertise to deliver  
services that are attuned to what matters most to voters. This goal provides a focus  
to activities that support the organisation and ensure we have the appropriate  
skilled people, resources, technology, systems and governance. The aim is to deliver  
services that are efficient, effective and economical. Key achievements To support  
our organisation, we: implemented our new accountability arrangements with the  
Scottish Parliament and Senedd which come into effect 1 April 2021. reviewed and  
refreshed how we deliver legal services supported staff with the challenges of home  
working through the pandemic, while continuing to support our stakeholders and  
deliver on the organisation's priorities implemented our new People Strategy to  
support the best use of our resources commenced an internal consultation on our new  
Equality Diversity and Inclusion (EDI) strategy and approach set up a Race at Work  
Taskforce commissioned an external report on bullying and harassment in response to  
staff survey feedback and appointed a champion to lead our response implemented new  
IT systems including, a new e-procurement system, new unified communication systems  
(including telephone, upgraded video conferencing, instant messaging and a new  
planning performance system) renovated our working environment to support our new  
flexible ways of working set up a Quality Assurance initiative to help us  
continuously improve our processes Performance measures Measure Performance Learn  
practical lessons from current home and remote working practices and design future  
accommodation accordingly Ongoing 1 Deliver our Ways of Working project to deliver  
digitally enabled business change to reflect the expectations on a modern employer  
and ensure the core ICT offering can support those changes. Completed Stakeholder and  
staff satisfaction with IT tools Ongoing 2 Work with the Scottish Parliament and  
Welsh Senedd to implement our new accountability arrangements, including a new  
funding formula and business plans for Scotland and Wales Completed Implement our new  
People Strategy Ongoing Maintain high staff engagement scores in the annual staff  
survey and ensure indicators such as staff turnover are at appropriate levels Staff  
engagement score: 72% (Civil Service average: 62%) Staff turnover: 9.23% Identify  
options, costs and benefits of e-procurement and implement a new system accordingly  
Completed Monitor significant variances on all budgets and, where appropriate, reduce  
these variances over the five years of our Corporate Plan Completed Deliver a project  
to examine how well we manage customer enquiries across the whole range of the  
Commission's work Ongoing Supporting the organisation In common with all  
organisations, the Covid-19 pandemic has transformed the way we work and presented  
major challenges, including almost total home-working through the reporting year. Our  
aim throughout has been to support staff wellbeing while remaining focused on our  
important role to deliver for voters and to support our electoral stakeholders. We  
carried out an internal review of our initial response over the summer, followed by  
an internal audit at the end of the year. Both found that we had handled the  
situation well and had learnt lessons, in particular about formalising our structures  
for decision making in a crisis. We have invested significant effort in supporting  
and developing our people. Our People Strategy includes actions to facilitate a  
culture where employees are able to perform their roles more effectively. We started  
this work by reviewing our performance management and development processes. We  
invested more in learning and development and ensured staff were aware of the range

of options for development that are possible. We also continue with the roll out of our leadership and management development programme for all managers. We continued supporting staff groups that we set up to address particular areas, such as the staff engagement group, to ensure our employees have input into corporate policies and programmes. We also have groups dedicated to supporting staff with bullying and harassment, to supporting those with mental health issues and to promoting dignity and respect at work. We maintain strong links with our trade union, the Public and Commercial Services Union. We have made significant progress on equality, diversity and inclusion. We have set up a Race at Work Taskforce to ensure that the voices of our black, Asian and minority ethnic staff are heard and provide a force for change. We have prepared and will be consulting on a new Equality, Diversity and Inclusion strategy. We are reviewing and enhancing our Equality Impact Assessment process. We have continued to transform the way we work through significant investments in our digital infrastructure, to improve its resilience and support flexible working practices. The roll-out of new laptops to all staff will enable more efficient working practices and is nearly complete. We have also introduced a new unified communications system. This year has seen significant investment in our offices to ensure that we are ready for new and more flexible working practices post-pandemic. This has been completed on schedule despite the constraints of the pandemic. We have also made significant improvements to our business delivery systems. We have implemented a new project management framework and set up a Quality Assurance initiative to help us ensure continuous improvement. We have also set up a new performance management and tracking system to enhance our reporting mechanisms. We have also continued working with the National Cyber Security Centre to improve how we monitor our networks and platforms. We report to the Scottish Parliament and the Senedd for our policy work on devolved issues, from 1 April 2021 we will be formally accountable to them in the same way as we are to the UK Parliament and have agreed a Statement of Funding Principles. In addition to revised accountabilities, this will change the way funding is received £17.2m of budget will be from Consolidated Fund Administered by HM Treasury, £2.6m from Scottish Parliament Corporate Body and £1.8m from Welsh Consolidated Fund for 2021/22 Impact of Covid-19 The postponement of the elections saw our activity adapted on how it operated, this created opportunities to review working practices. We carried out a review of our response to the pandemic. This found that we had balanced the needs of supporting staff with continuing to deliver the organisation's priorities, and that the Commission had acted swiftly and effectively. A further audit was carried out by our internal auditors in early 2021 which confirmed these findings. We have made a number of changes to enhance further our response, notably in setting up a formal Gold/Silver command structure to support decision-making. The additional costs to the Commission to support staff whilst working at home totalled £85k. This could be broken down in to three areas: home working allowance to all staff members (£67k) courier services (£8k) – enable essential equipment from the offices to home addresses the purchase of additional equipment to enable people to work at home successfully (£10k). The additional costs have been absorbed due to underspends caused by the pandemic within the event budget across the Commission. Impact of EU exit There are no further European Parliamentary Elections due to be held in the UK, with the related elections legislation repealed. As a result of the European Union (Withdrawal) Act 2018, changes were introduced to the rules for parties, candidates, non-party campaigners and regulated donees accepting donations and loans, and to the registration of non-party campaigners. These changes came into force on 31 December and required the guidance team to update

all of its guidance and resources in GB and NI. This amounted to approximately 70 guidance resources. There were no additional financial costs to complete this work.

[report navigation links](#) [Previous](#) [Next](#) [Performance analysis: Goal three](#) [Looking ahead to 2020/21](#) and using our resources to support the delivery of our goals 1. The impact of covid-19 has meant that there has been an unexpectedly and significant change to our working practices over the past year. We have undertaken extensive consultation with staff during this period and are trialing new approaches to working time and location in the coming year ■ [Back to content at footnote 1](#) 2. We have continued to roll out upgrades across infrastructure, devices and applications in this year, however implementation was delayed due to the impact of Covid-19. We shall evaluate in the coming year ■ [Back to content at footnote 2](#)