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 Performance analysis 2019/20: Goal four You are in the Annual Report and
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 2019/20 On this page Key achievements Performance measures First published: 30 June
 2020 Last updated: 17 September 2020 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 and resources. The aim
 is to deliver services that are efficient, effective and economical. Key achievements
 To support our organisation, we: ran a programme of testing, upgrading and
 benchmarking against appropriate standards to protect our digital infrastructure
 against cyber threats developed our working practices to reflect the expectations on
 a modern employer and ensured our digital systems support these changes upgraded the
 information technology systems that support our regulatory and electoral
 administration functions continued working closely with the National Cyber Security
 Centre to improve how we monitor our networks and platforms launched a new website to
 meet users' needs more effectively and provide information in easy-to-use and more
 accessible ways implemented new online procurement, project management and governance
 systems to make our processes more efficient and transparent developed a new people
 strategy to support the best use of our resources enhanced our skills base through a
 comprehensive learning and development programme and investment in specialised
 technical resources worked with the Scottish and Welsh parliaments to develop an
 operational model that allows us to report and account to them provided guidance and
 tools to staff to help us improve our quality assurance processes Performance
 measures Measure Performance Learn practical lessons from current home and remote
 working practices and design future accommodation accordingly Ongoing 1 Identify
 options, costs and benefits of e-procurement and implement a new system accordingly
 Not achieved 2 Stakeholder and staff satisfaction with IT tools Ongoing 3 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% (2018-19:
 65%.Civil Service average: 62%) Staff turnover: 13.19% (2018-19: 31.97%) Monitor
 significant variances on all budgets and, where appropriate, reduce these variances
 over the five years of our Corporate Plan Not achieved 4 Supporting the organisation
 In this last year, 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. We have also continued working with the National Cyber
 Security Centre to improve how we monitor our networks and platforms, which helped
 with our focus on cyber security during the 2019 polls. Our new website provides a
 better service to our stakeholders. As our main communication channel, it was
 important for us to improve functionality and accessibility, to communicate our work
 in better ways. We have introduced other new digital tools to help us run our
 organisation. This includes an online procurement system, to make it easier for
 suppliers to participate in our tenders, and a planning system that enables us to
 report on our progress against our corporate goals and monitor risk more efficiently.
 Our new governance system gives us a more effective way to communicate with the
 Commission Board to give clear oversight of our performance. Our new 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 have moved away from evaluating and ranking employee
 performance at set times in the year and changed to a continuous approach, managed

through objectives. This addresses feedback from our 2018 staff survey and better fits with our culture. We focussed on initiatives to address staff turnover. This included changing our recruitment practices to presume all roles would be permanent, unless there is a strong case to justify a fixed-term contract. We also supported staff to re-locate to our other offices, where this fitted their circumstances and our business needs. 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, harassment and mental health issues and we have maintained strong links with our trade union, the Public and Commercial Services Union. We invested more in learning and development and ensured staff were aware of training opportunities. We also appointed a provider to deliver a leadership and management development programme for all managers, which will run throughout 2020. The Scottish and Welsh parliaments have been considering legislation that would ensure we are accountable to them for our work on devolved elections. We have always reported voluntarily to both parliaments for our policy work on devolved issues, but the new legislation will mean our formal accountability arrangements match those we have with the UK Parliament. 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. We implemented changes to working hours after piloting a new approach. ■ [Back to content at footnote 1](#)

2. We completed our tender and signed a contract in February. Because of the Covid-19 pandemic, we delayed implementation until the first quarter of 2020-21. ■ [Back to content at footnote 2](#)

3. We started significant projects to upgrade infrastructure, devices and applications, which we will evaluate once they are complete ■ [Back to content at footnote 3](#)

4. Due to exceptional factors. We explain this further under, “Using our financial resources efficiently”. ■ [Back to content at footnote 4](#)

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