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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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