

THE ELECTORAL MANAGEMENT BOARD FOR SCOTLAND (EMB)

Annual Report 2023/24

“...to deliver a result that will be trusted as accurate”.



March 2025

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Purpose of Report

The Electoral Management Board for Scotland (EMB) plays a critical role in coordinating and overseeing electoral events across the country. Established to promote best practice and ensure consistency in the administration of Scottish Parliament and Local Government elections, the EMB works closely with electoral administrators, the Electoral Commission, the Scottish Government, and other stakeholders.

This report outlines our key activities, achievements, and challenges throughout 2024, reflecting our mission to uphold public confidence in Scotland's democratic processes, through ensuring that Returning Officers, Electoral Registration Officers and their teams understand and operate to best practice. Aligning the narrative with the calendar year of 2024 better reflects the work programme of the Board.

The report also provides a Financial Statement for the EMB for the financial year 2023/24.

Foreword by the Convener

I am pleased to present our Annual Report for 2024. The year was a challenging one for electoral administration in Scotland, marked by a significant UK electoral event, many Local Government by-elections, ongoing legislative developments, and our continued commitment to ensuring that elections in this nation are delivered with integrity, consistency, and accessibility.

While the EMB may have no direct responsibility for UK Elections, the Returning Officer and Electoral Registration Officer community looked to the Board for guidance and support as they planned, prepared for and successfully delivered the UK Parliamentary General Election. The election was called at short notice, at a point in the year which surprised many with just 42 calendar days/30 working days between the announcement on 22 May and polling on 4 July. Scheduling polling day within the school holidays brought its own issues, as we note in detail in the report. With no powers to make directions to ROs and EROs for the UK Election I did make a series of basic *recommendations* to support consistency across the country in the key voter facing elements.

This election came with the challenge of new rules and integrity measures flowing from the UK Elections Act 2022, including the application of photographic Voter ID for the first time across Scotland added to the pressures facing the sector. Thanks to the detailed preparation that the EMB had supported over the preceding years, Scotland's electoral professionals rose to the challenge and offered the country's voters an election operated to the highest standards.

Eighteen councillors were elected as MPs, all resigning in due course from their local authorities, which again required election teams to manage by-elections in the aftermath of the UK Election to fill these vacancies.

In 2025 attention turns more immediately to the preparation for the Scottish Parliament Election which has a scheduled date on 7 May 2026. The elections to Holyrood are the most complex and challenging for ROs and EROs to manage and the Board will do all it can to ensure that all involved are both well prepared and well resourced.

In 2024 the EMB continued to support Returning Officers (ROs) and Electoral Registration Officers (EROs) across Scotland, fostering collaboration and resilience within the electoral community. The Board continues to be much concerned about the capacity of the sector. As noted previously, the infrastructure for the delivery of elections in Scotland is worryingly fragile. Resources of local authorities are limited, eroding and are accordingly fully committed, leaving no additional capacity to devote to the planning of and preparation for elections. Efforts to develop the capacity of the sector will continue to occupy our thinking in 2025/26 and beyond.

I once again extend my gratitude to all members of the Board, our advisers, and primarily the many dedicated and often unrecognised professionals who have contributed so much to the support of democracy in 2024.

Malcolm Burr

Convener of the Electoral Management Board for Scotland

24 March 2025

Strategic Highlights: Preparation, Delivery, Recovery

For those involved in the administration of elections in Scotland, the period during the calendar year 2024 was characterised by three separate elements of work. These have formed the strategic context for the period reviewed by this report.

Preparation

It was clear that there would be a UK Parliamentary General Election (UKPGE) at some point in 2024, delivered under the new rules set out in the UK Elections Act 2022. With no fixed date the challenge was to ensure adequate preparation to allow delivery at short notice once the date was announced. This required project and contingency plans to be ready for deployment as soon as the date was fixed. Some elements could be put in place in advance but many aspects of delivery such as the booking of venues and the recruitment of staff could only be actioned with a date.

In parallel the Board's concern was to maintain a good level of preparation for the Scottish Parliament Election in 2026 and the Scottish Local Government Elections in 2027, electoral events with their own unique demands.

Delivery

The delivery of the UKPGE across the 57 UK constituencies, the boundaries of which had been revised, was a major challenge given that there was very limited scope for final preparation. From the announcement of the date of the election through to polling day there were only 30 working days. All elements of a complex and high-profile event of critical national importance had to be completed to demanding and fixed deadlines with no scope for delay.

Reflection

While the UKPGE in Scotland was delivered successfully with no concern as to the integrity of the results, there were acute challenges, particularly around print and postal voting. The electoral community is reflecting on those challenges with a response led by the EMB. Lessons must be incorporated into other workstreams, particularly planning for the next major electoral events in Scotland: the Scottish Parliament Election in May 2026 and the Scottish Local Government Elections in May 2027.

Fundamental to this future planning is a continuing desire to address the fragile infrastructure within which elections are delivered. Greater attention must be given to developing skills internally and to succession planning.

Focus on the UK Parliamentary General Election

While the statutory remit of the EMB is to coordinate the work of Returning Officers (ROs) and Electoral Registration Officers (EROs) with respect to devolved elections, promoting best practice at delivering such polls, the infrastructure, expertise and resource of the sector are applied across all electoral events including reserved polls. The support of the EMB for the planning, preparation and delivery of the UKPGE was sought and provided.

The coordination and support for the sector is likewise applied to the devolved polls which are fully within the remit of the EMB. The people, resources and systems are common to all events and there is an efficiency rationale to using the UK election to pilot, pressure test and practise how operations can be applied at devolved polls.

Operating Highlights: the work of the EMB in 2024

This section of the report highlights specific areas of work undertaken by the Board during this period in support of its objectives across 2024.

Coordination of the UK Parliamentary General Election (UKPGE) (July 2024)

The UKPGE on July 4, 2024, became the major focus of work for the EMB during 2024, despite the Board having no formal remit for a reserved poll. While the EMB's statutory powers cover devolved elections, ROs and EROs look to the EMB for guidance, advice and direction. The support offered for UK Elections builds the expertise, structures and resilience to support devolved polls. As detailed below this Election came with many challenges.

A Short Notice Election

On Wednesday 22 May 2024, the Prime Minister announced that he had requested permission from the King to dissolve Parliament; a general election was to be held on Thursday 4 July. Parliament was prorogued on Friday 24 May and dissolved on Thursday 30 May. From the date of the Prime Minister's announcement to polling day was a period of 42 calendar days / 30 working days. Electoral administrators had well-established delivery plans but the timing coincided with the start of the majority of Scottish school holidays, which come earlier than in the rest of Great Britain. This, as noted below, added to the pressures of an already short timetable. Concerns about temporary staffing pressures and availability had also already been highlighted.

IT challenges

The ERO community across the UK, and in Scotland, was dealing with embedding a new IT infrastructure - a UK Government portal allowing online registration and absent vote application for reserved polls. This had its own challenges: the volume of applications received, duplication with paper applications and difficulties in planning workflow. Some elements of the system were changing even in the months leading up to the poll, giving little chance for new processes to bed in and for problems to be resolved.

Growth in postal votes

There has been a significant growth in the number of postal voters over recent years, driven in large by the Covid pandemic. In Scotland around 25% of the electorate now choose a postal vote, with this proportion being even higher in certain, particularly rural and island, constituencies. This was an increase of over a third (269,743) since UKPGE 2019. The timing of this poll in the school holidays in Scotland prompted a further upsurge in applications once the date of poll was announced. The timetable for postal votes is always tight but was to prove particularly challenging at this election.

Concentration of Suppliers

RO and ERO teams are now dealing with a concentration of suppliers for the fundamental support infrastructure especially around print, with a single supplier covering around 80% of poll cards/postal votes/ballot papers for Scotland. There are few print suppliers with the capacity and expertise to produce the materials needed for elections, especially the complex postal vote packs which need to be produced in bulk, to secure standards and to tight deadlines. Any print production difficulties therefore potentially put significant volumes of postal votes at risk of delayed delivery.

New constituencies

The 2024 UKPGE was contested on new constituency boundaries. These introduced a further set of challenges for ROs, electoral administrators and EROs as many of the new constituencies extended across Council boundaries so that new protocols needed to be established between neighbouring RO and ERO teams.

Challenges summarised

The challenges faced in Scotland need to be seen in a particular context with several factors at play, some of which were unique to Scotland, including:

- a short notice poll;
- the increased unavailability of key staff due to holidays;
- timetable pressures exacerbated by the day of poll falling within school holidays;
- print and logistics pressures for postal votes;
- new rules around Voter ID and postal vote handling;
- introduction of the ERO Portal
- extension to the franchise for Overseas Electors
- identification requirements for new Absent Vote applications; and
- boundary changes creating more cross council issues.

The EMB Response: Preparation and Support

Faced with these challenges the EMB supported the sector across several fronts.

Elections Act 2022

Building on the success of our October 2023 conference with the Electoral Commission, the Board worked to ensure administrators were well-prepared for the July 2024 poll especially around the new requirements flowing from the Elections Act of 2022. This introduced a range of new rules, including photographic Voter ID, Voter Authority Certificates, postal vote handling restrictions and the addition of new overseas voters.

Most of these had applied to polls in England in 2023 but the 2024 UKPGE was the first Election across Scotland at which these new rules and related operational procedures would be implemented. These added the need for additional staff training, applying new processes and public awareness activity onto the usual pressures of this election.

Recommendations to ROs and EROs

The Convener has no power to direct ROs and EROs with respect to UK Elections. As for previous UK Elections, *recommendations* were issued covering fundamental voter facing elements of the Election such as the dispatch dates for poll cards and postal votes, to support consistency across Scotland. The EMB also issued recommendations on basic steps to improve the accessibility of elections for voters across the electoral process

Update Monitoring Meetings

As soon as the election date was announced the EMB commenced weekly meetings to monitor and support delivery addressing any issues as soon as they arose. These were vital in supporting ROs and EROs as specific challenges were faced particularly around postal voting.

Postal voting issues

With approximately 25% of Scottish electors registered for postal votes, delays in delivery emerged as a major issue in June 2024, exacerbated by a compressed election timetable, increased demand, and logistical hurdles. With the polling day within the first week of the school holidays in many areas of Scotland, those planning holidays in that week needed to apply for postal votes. There was a marked surge in postal vote applications.

Delays in the delivery of these postal packs due to unforeseen production failures meant some voters were due to leave home before their packs had arrived. The EMB had to respond to mitigate these problems as far as possible and support voter participation.

Collaboration with Stakeholders: the EMB, the UK Government and the Electoral Commission established a small team to work with the print supplier and the Royal Mail to expedite the production, dispatch, transport and delivery of the final postal packs. Royal Mail arranged several special logistical arrangements which were crucial in ensuring that ballot packs arrived with voters with minimal delay.

Emergency Voter Support Measures: some ROs set up emergency “drop-in” facilities from Friday 28 June, operating throughout the weekend, for voters to obtain a replacement postal vote pack. These were particularly used by voters who were about to leave on holiday and were yet to receive their ballot papers. Some ROs were not able to offer this service as widely as others due to lack of volumes of spare postal ballot packs for replacements and geographical difficulties in large and rural authority areas. In other areas where there were not significant issues ROs did not consider such facilities as necessary. The EMB engaged with all ROs to advise on appropriate local solutions.

Public Communication and Guidance: As soon as problems were apparent, steps were taken by local Returning Officers and the EMB to communicate with voters through a range of media channels to explain the position and to facilitate the provision of replacement postal packs. The EMB emphasised transparency, issuing a public statement to address voter concerns and to clarify options, with a representative appearing on TV and radio programmes and in the press to ensure that there were simple messages for voters. The focus was to promote trust in the process making it clear how ballot papers should be returned so that voters knew what they should and should not do.

Advocacy for Systemic Review: acknowledging the scale of the disruption, the EMB called for a review of postal voting capacity and systems post-election, a proposal welcomed by Scottish Government and supported by the Electoral Commission, which gave a commitment to a full investigation. A major Roundtable Seminar for both Governments, suppliers, ROs and EROs was held in February 2025 to learn the lessons from the postal vote challenges and propose solutions to Government and other stakeholders.

Conclusions: the EMB has undertaken full debrief exercises with administrators, EROs, associated stakeholders and suppliers and this review work is continuing with the aim of identifying in full the complexity of factors that contributed to the problems in June/July of 2024 and proposing solutions. The debrief exercises were clear that the Election was already a high pressure and high-risk process undertaken to a very tight timescale in the context of limited capacity, even before factoring in additional and specific problems with late applications and print delay. The system is once again proved to be fragile.

Support for Scottish Local Government By-Elections

The UKPGE saw 18 local councillors elected as MPs. All resigned their Council positions during 2024 precipitating council by-elections to fill the vacancies. There were also several other council by-elections that arose during the year.

Guidance and Training

The EMB continued to advise election teams on the delivery of by-elections answering many *ad hoc* queries and giving specialist advice on many aspects of delivery and electoral law. EMB representatives attended several by-elections to observe polling counts to support ROs and to feedback on best practice.

Performance Monitoring

While not all council by-elections are counted electronically, most use the eCounting system deployed across Scotland for the May 2022 Scottish Local Government Elections. The EMB leads quarterly monitoring meetings with the supplier, Fujitsu, to ensure that the system is operating well, value for money is being promoted and any trends in the behaviour of voters, for example with respect to adjudication issues, are identified to inform planning.

EMB Working Group – Accessibility

Accessibility is a key policy aim of both Scottish and UK Government policy. The EMB itself is committed to ensuring that elections are fully accessible to all voters and that there are no barriers to qualified voters participating in elections, being able to cast their vote in the manner they wish, independently and in secret.

An EMB Accessibility Sub-Group was established in March 2023 to consider a range of accessibility issues with recommendations for action across ROs, EROs and Governments. The Group continued its work through 2024.

The Convener recommended that a set of basic accessibility measures were implemented by Returning Officers at the UK Parliamentary General Election. Further action was taken on support for voters with visual impairment, with the development of a new style of tactile voting device prototyped and piloted with voters during the year. A project to support the provision of audio versions of the ballot paper has also been developed with piloting planned for 2025.

Long-term potential accessibility measures for the Scottish Local Government Elections in 2027, including modernisation of voting and digital options continue to be discussed.

Scottish Parliament Political Parties Panel (SP PPP)

The EMB continues take part in the regular SP PPP meetings organised by the Electoral Commission. Through these regular meetings the EMB engages with the political parties represented in the Scottish Parliament, to ensure effective and timely communication around all elements of election preparation and planning. Well informed and advised parties can better support candidates and ultimately give voters an effective choice at polls.

Electoral Commission

The EMB is an active member of several UK-wide Working Groups facilitated by the Electoral Commission to coordinate policy and delivery of elections and supports the Commission's work on the development of Guidance for ROs and EROs, often commenting on draft material to ensure that it recognises the unique Scottish context and infrastructure.

Legislative and Policy Development

The Scottish Elections (Representation and Reform) Bill, introduced in January 2024 progressed through the Scottish Parliament during the year, and proposed significant changes to the EMB's structure and responsibilities. We contributed to discussions on formalising the EMB as a body corporate and began planning for a transition to a this more formalised structure, ensuring continuity in our operations.

Policy Development

Through the year the EMB worked with the Scottish Government, the UK Government and the Electoral Commission on several policy development initiatives.

- with Scottish Government, there has been ongoing engagement around the planning for the Scottish Parliament Election in 2026 and the associated secondary legislation.
- with UK Government, the EMB has been involved in working groups developing policy around electoral reform as a reaction to the lessons of the 2024 General election and following the new UK Government's manifesto commitments.
- with the Electoral Commission, the EMB has planned continued weekly meetings to monitor issues as they arise and to ensure that there are appropriate responses.

Procurement for the eCounting contract for 2027

The EMB has led through 2024 to develop the procurement strategy for the next eCounting Project. The starting point for this work was to consider lessons learned from the 2022 Project, both positive and negative. The Project has also learned from the 2024 election particularly with respect to the need to ensure resilience of print supply.

A Project Board has been established to oversee the Project with a governance structure that includes officers from RO teams across Scotland who have developed the tender documentation ready for issue in early 2025. The Board is chaired by the Convener of the EMB.

Achievements in 2024

Reviewing 2024 the EMB would identify some key successes:

- [Supporting ROs and EROs through the UKPGE](#) – the UKPGE was delivered well in Scotland and the EMB played a major role in this. It had prepared ROs and EROs through previous years, for example supported a programme in 2023 to observe the application of Voter ID in England. The Convener issued recommendations that supported consistency across Scotland. The Board led a response team to support recovery from postal vote challenges as detailed elsewhere in this report.
- [Policy development](#) – much of the EMB's time in the year involved engagement with Governments on the development of policy and the implementation of new legislation. The EMB has been able to feed into development with a voice for Scotland to ensure that the concerns of ROs, EROs and ultimately Scottish voters were recognised. The EMB continues to seek to minimise unnecessary divergence across the UK nations and the confusion and inefficiency that can follow for administrators, voters and candidates.
- [Accessibility](#) – basic accessibility measures were promoted across the UKPGE in 2024 and new approaches have been piloted and tested. There is much work still to do, but there is enthusiasm and commitment across the sector better to support and inform voters in future.

Looking Ahead

In 2025 the Board seeks to build on the foundations laid in recent years, especially taking lessons from the problems and challenges that were faced in 2024's UKPGE. The major workstreams for the coming year will be:

Preparation for the Scottish Parliament Election (SPE) in May 2026

The date for the SPE is fixed and the Board is already planning a programme to coordinate and support its consistent delivery across Scotland. With new constituency boundaries following the Second Review of the constituencies and regions of the Scottish Parliament by Boundaries Scotland there will be more cross boundary constituencies and new Regional Returning Officers (RROs). The EMB is planning to work with, and through the RROs to cascade a consistent approach across all teams. A separate workstream is to develop a good practice approach to manual counts taking lessons from recent events where count processes have faced delay and challenge.

Preparation for the Scottish Local Government Elections (SLGE) in May 2027

The eCount for SLGE in 2027 is a major procurement exercise which is being led by the EMB through the eCount Project Board. Once the supplier is appointed in summer 2025 the EMB will work to monitor the performance of the supplier so that an effective and efficient election for Scotland's Councils can be supported. This must integrate efforts to educate voters so that rejected ballots – where voters do not understand how to deal with STV - can be minimised.

Establishing the EMB as a Body Corporate

The Scottish Elections (Representation and Reform) Act 2025 will make the EMB a Body Corporate from April 2026. Through 2025 the EMB will develop and implement new governance structures so that this transition will be effective and maintain the operation of the Board in support of ROs and EROs across Scotland.

Resilience and Capacity

Each electoral event delivered in Scotland highlights the fragility of the infrastructure. Resources are reducing, administrators face many competing demands and there are increasing difficulties in filling vacancies with suitable staff. The EMB has a continuing concern threaded through all its work to develop the capacity of the sector so that there is sufficient capacity and appropriate resilience. The EMB will support as well as encourage sensible contingency planning and work across the nation to build partnerships, support and networks.

The delivery of elections has been recognised as critical national infrastructure but this recognition has not been accompanied by appropriate resource or funding. One aspect of the challenge is to be open to considering how best to deliver efficiency while retaining local responsibility for the delivery of elections in which local voters can have full confidence. There are opportunities for economies of scale and innovative approaches and the EMB is committed to identifying and developing these.

Financial Statement

Financial reports are made available directly to the Scottish Government for monitoring purposes.

	2017/18	2018/19	2019/2020	2020/2021	2021/22	2022/23	2023/24
	Actual	Actual	Actual	Actual	Actual	Actual	Actual
Expenditure	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff Secondees	81	60	65	65	66	69	73
Other Staff Costs							
Property Costs	6	6	6	6	6	8	8
Communications Support							
Website	3	1					
Other Expenditure	1	6	4	5	10	2	7
e-Counting Project	14		10	18	33	-	
Total Expenditure	105	73	85	94	115	79	88
Income							
Scottish Government	111	79	101	121	130	130	250
Total Income	111	79	101	121	130	130	250
Net Expenditure	-6	-6	-16	-27	-15	-51	-162

Board Membership

Further details are provided on the [EMB website](#) in the “About Us” section under “Members”.

Convener	Malcolm Burr	Returning Officer for Na h-Eileanan Siar <i>appointed 1 July 2018, reappointed July 2022</i>
Returning Officer Members (RO)	Andrew Kerr	Returning Officer for the City of Edinburgh <i>appointed October 2015, re-appointed October 2019, re-appointed October 2023, retired June 2024</i>
Current Members as at December 2024	Kenneth Lawrie	Returning Officer for Falkirk <i>appointed November 2019, reappointed November 2023</i>
	Jim Savege*	Returning Officer for Aberdeenshire <i>appointed October 2016, re-appointed October 2020 appointed Depute Convener (RO) in 2024</i>
	Annemarie O'Donnell	Returning Officer for the Glasgow City Council <i>appointed June 2022, retired May 2024</i>
	Pippa Milne*	Returning Officer for Argyll and Bute <i>appointed September 2023</i>
	Peter Hessett*	Returning Officer West Dunbartonshire, <i>appointed April 2024</i>
	Karen Greaves*	Depute Returning Officer Orkney, <i>appointed May 2024</i>
Electoral Registration Officer (ERO) Members	Pete Wildman	Electoral Registration Officer for Central <i>appointed June 2015, reappointed June 2019, reappointed June 2023, retired March 2024</i>
*Current Member as at December 2024	Jim Doig	Electoral Registration Officer Dumfries and Galloway, <i>appointed July 2021, retired June 2024</i>
	Robert Nicol*	Electoral Registration Officer Renfrewshire, <i>appointed April 2024, appointed Depute Convener (ERO) 2024</i>
	Mark Adam*	Electoral Registration Officer Grampian, <i>appointed June 2022</i>
	Brian Rout*	Electoral Registration Officer Scottish Borders, <i>appointed August 2024</i>

About us

Our History

The EMB was established by the Local Electoral Administration (Scotland) Act 2011. This Act gives the Board “the general function of co-ordinating the administration of local government elections in Scotland.” The Scottish Elections (Reform) Act 2020 extended the remit of the Board to cover elections to the Scottish Parliament.

The Scottish Elections (Representation and Reform) Act 2025 adjusted the constitution of the Electoral Management Board for Scotland (the “EMB”), giving it a separate legal personality as a body corporate, adding provisions for it to report to the Scottish Parliamentary Corporate Body (“SPCB”), and altering the rules around eligibility for membership, including the establishment of two Deputy Convener posts.

The EMB is independent of both Scottish and UK Governments and political parties and is accountable to the Scottish Parliament. The Convener is appointed by Ministers and leads a Board consisting of Returning Officers, their Deputies and Electoral Registration Officers.

Advisors include the professional associations: the Association of Electoral Administrators (AEA), the Electoral Registration Committee of the Scottish Assessors Association (SAA), the Elections Working Group of the Society of Local Authority Lawyers & Administrators in Scotland (SOLAR), and Scottish and UK Governments, and the Electoral Commission.

The EMB’s prime focus is ensuring that the interests of the voter are kept at the centre of all election planning and administration. The work of the EMB assumes the close community of electoral professionals in Scotland and accordingly the Board seeks to operate by consensus rather than formal direction, wherever possible. However, the Convener does have a power to issue directions to Returning Officers and Electoral Registration Officers in relation to their duties around Scottish Parliament and Local Government elections as required, and this power has been exercised in recent elections with the consent and wish of the electoral community.

The EMB has assisted in the coordination of the work of ROs and EROs in the delivery of UK Parliamentary General Elections, Scottish Parliament Elections, Scottish Local Government Elections and UK and Scottish Referendums. Where the Convener does not have a legal power of direction the Board has made recommendations to achieve consistency and support adequate contingency planning across the country. Since its creation, the EMB has had an increasingly important role in promoting a consistent delivery approach, acting as a single point of contact for stakeholders and providing a source of professional expertise and support to the electoral community.

Our Role

The EMB's "general function of co-ordinating the administration of local government and Scottish Parliament elections" involves two specific roles:

- (a) assisting local authorities and other persons in carrying out their functions in relation to local government elections; and
- (b) promoting best practice in local government elections by providing information, advice or training (or otherwise).

The over-riding goal is to ensure that the interests of the voter are kept at the centre of all election planning, delivery and administration.

Our Objective

With respect to specific electoral events this function translates into a single clear objective: **"...to deliver a result that will be trusted as accurate."** The currency of elections is **trust**. Confidence in the result is fundamental to the democratic process and is predicated on confidence in all stages of the process of planning and delivering an electoral event.

Our Principles

The EMB shapes its work around four key principles:

- **Accessibility** - there should be no barriers to any voter taking part;
- **Consistency** - voters should have the same experience wherever they are in Scotland;
- **Efficiency** - electoral events will be administered efficiently; and
- **Integrity** - electoral events will produce results that are accepted as accurate.

Our Approach

The Board has the privilege of supporting a close and mutually supportive community of electoral professionals in Scotland. The preferred approach is always to operate through a progression of **consensus** where possible, **guidance** where helpful and **direction** if necessary.

Contact Details

The EMB can be contacted through its Secretary:

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Full details of the EMB's work are provided on the website www.emb.scot