

## Risk Register

### For discussion

1. The Commission last considered the risk register at its November meeting. Following this meeting the following updates have been made: -
  - An additional risk has been added to reflect the pressure on meeting the 1 May 2025 deadline due to the reiterative consultation/local inquiry process and the relatively low bar for holding a local inquiry.
  - Risk 4 -Lack of understanding (previous Risk 3): an additional mitigation has been added about engaging with the media more widely to increase the overall understanding of the review process.
2. The Commission is invited to consider the updated register and discuss the identified risks and proposed mitigations.

Secretariat  
December 2024

No.	Type	Description	Effect	L/I	Mitigating Actions	Mitigated L/I	I/D/Same	Comments
1	Review	Risk of not meeting submission deadline due to legislative framework and reiterative cycle of revise proposals/consult/local inquiries and low trigger point for local inquiries	Challenging to meet 1 May 2025 deadline.  Risk of JR challenge  Damage to reputation of Commission and to the boundary setting process.	H/H	Consider alternative method of consulting for localised, minor changes near end of review.  Post review: liaise with SG to discuss amendments to legislation around triggers for local inquiries.	H/M	↑	
2	ER	Political interference/lack of support from Ministers	Unreasonable scrutiny increases likelihood of proposals failing  Damage to reputation of Commission, Parliament and democratic process	H/H	Liaison with SG and SPPA (Standards, Procedures and Public appointments Committee) to clarify position  Public consultation comms clarifying role of BS and review purpose  Reports to Ministers and subsequent evidence to SP fully explain reasons for decisions, legislative compliance and constraints	H/M	-	To arrange meeting between Chair and Convener of SPPA  6 monthly meetings to be arranged with Minister
3	ER	Legislative change/ delay in introduction of automaticity	Impact of planned electoral reform work on Commission  Impact of SG review into work of BS  Impact on staff resources, dual reviews	H/M	Liaise with SG to clarify position and resource impact  Continue to state Commission's position  Chair to regularly meeting with Minister to discuss SG's commitment to automaticity and planned approach	H/M	↑	No clear timeframe for SG fulfilling its commitment to automaticity
4	ER  Review	Lack of understanding about role of Commissions and reviews	Misunderstanding of statutory role of Commissions  Low level stakeholder engagement in consultation process  Ineffective consultation.  Spread of misinformation	H/M	Actively maintain stakeholder relationships.  Early engagement with stakeholders including media to improve understanding of the Commission's work.  Provide clear information and guidance to the public on the Commission's work and processes. After local inquiry, advertising materials updated to clarify what BS does/does not do.  Monitor press coverage and try to correct any published misinformation. Try to increase media's understanding of review process by early engagement.  Continue to explore functionality of Citizenspace consultation site and update staff training to ensure effectiveness  Raise online/hybrid/in person inquiries with SG in context of electoral reform	M/M	↑	Last consultation and recent local inquiry demonstrated high levels of misinformation
5	ER  Review	Changes to political landscape including elections out of cycle and frequent ministerial changes	Delays in completion of review  Impact on relevance of review	M/M	Effective liaison between Secretariat/sponsor department to build known events into project planning  Communications to stakeholders	M/M	-	
6	R  Review	Insufficient staff resource and/or loss of staff/Commissioner with appropriate skills and knowledge.	Impact of dual review/UK electoral reform and possibly of early UK review  Unable to conduct business to full level of effectiveness and delay to review.  Damage to reputation of Commissions	M/M	Liaise with SG to ensure commissioner appointments support continuity of knowledge/skills.  Liaise with SG over vacancy management including temporary staff  Ensure appropriate induction and ongoing training of staff and Commissioners	L/M	-	
7	T  Review	Outside bodies not supplying necessary data or data of poor quality	Impact on quality and accuracy of decision making	L/H	Liaise regularly with data suppliers  Data quality checks on receipt and establish if there are other forms of data.	L/M	-	Electoral reform process to clarify access to electoral registers
8	R	Failure to maintain and apply robust governance systems	Act outside legislation or perception acting outside  Increase likelihood of Judicial review  Damage to reputation of Commission and democratic process  Business Continuity Plan  Data breach/GDPR/IT Fraud  Physical security	L/H	Maintain and update internal policy and processes  Ensure appropriate documentation of procedures, reasons for decisions and engagement with different bodies  External legal advice  Business Continuity Planning  Use of SCOTS- technical support from Scottish Government.  Ongoing training of staff and Commissioners	L/M	-	Review Business Continuity Plan

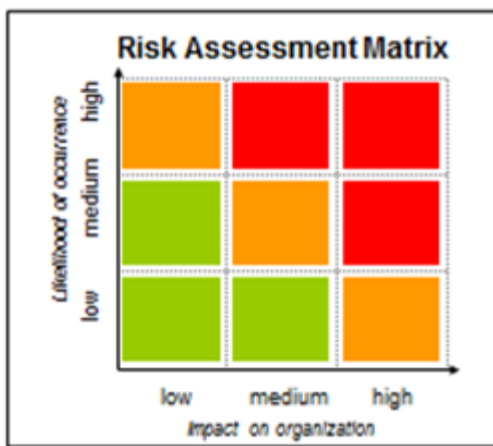
			Climate Change/EDI/Biodiversity				
9	R	Insufficient budget	Insufficient budget undermining effectiveness of consultation Potential of dual review	L/M	Project planning to match review process to budget availability Corporate planning and liaise with sponsor team to ensure aware of budget needs	L/L	-

The risk register shows the weightings of each risk for likelihood and impact, each classified as high, medium or low.

Likelihood	
High (H)	High probability of occurrence
Medium (M)	Conceivable might occur
Low (L)	Unlikely to occur

Potential Impact	
High (H)	Risks that can have a major effect on Commission operations. May result in significant financial loss, major disruption to outputs or serious damage to the Commission's reputation.
Medium (M)	Risks that have a noticeable effect on Commission operations. Each will cause a degree of disruption to outputs and may affect budgets.
Low (L)	Risks where the consequences and impact will not be severe and any associated losses relatively small. As individual occurrences they will have a negligible effect on Commission operations.

These are combined to determine the risk category: Red = HH, MH or HM, Amber = MM, HL, LH, Green = LL, ML, LM.



- ER External Relations
- R Resources (including staff)
- T Technical