

Risk Register

For discussion

1. The Commission last considered the risk register at its March meeting. Following this meeting, the following updates have been made: -
 - Risk 1 – decreasing risk as the Final Report was submitted by the statutory deadline. Risk remains due to possibility of judicial review.
 - Risk 2 – decreasing risk as early indications are that the Final Recommendations will be accepted.
 - Risk 3 – decreasing risk as the Independent Review has now commenced and may present opportunity to influence change in legislation.
 - Risk 4 – remains the same. No evidence of misunderstanding during last consultation but some evident at SPPA Committee meeting.
 - Risk 6 – decreasing as there are no current live reviews. Long term risk remains due to likely pressures on Secretariat from 2027/28 onwards (dual review).
2. As recorded in the risk register, four risks are decreasing (risk of not meeting deadline, risk of political interference, delay in legislative change and risk of insufficient staff resource).
3. The Commission is invited to consider the updated register and discuss the identified risks and proposed mitigations.

**Secretariat
July 2025**

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.	M/M	Appearance at SPPA meeting Formal response to Independent Review provides opportunity to potentially improve legislation	M/M	↓	Final Report submitted to Ministers on 30 April 2025 Formal response to Independent Review consultation provides opportunity to potentially amend legislation
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	M/M	Final Report submitted to Ministers and subsequent evidence to SPPA explaining reasons for decisions, legislative compliance and constraints	M/M	↓	At 12 June SPPA meeting, offered to provide evidence at future date 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	M/M	Continue to state Commission's position and offered to attend SPPA Committee to discuss further. Chair regularly meeting with Chair of Independent Review and discussion at 5 June meeting Formal response to consultation reiterating Commission's position	M/M	↓	Independent Review commenced and formal consultation closes on 7 August. Further consultation with stakeholder in Autumn 2025
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. Continue to monitor press coverage and try to correct any published misinformation. Try to increase media's understanding of review process by early engagement. Try to understand Councils roles in sharing information and engage further. Raise online/hybrid/in person inquiries with SG in context of electoral reform	M/M	-	Last consultation, lower response numbers but misinformation not as prevalent. Some misunderstanding of impact of review demonstrated at SPPA Committee but corrected by both Convener and Chair
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	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 Climate Change/EDI/Biodiversity	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	M/M	-	Review Business Continuity Plan at next meeting
8	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
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	L/L	-	

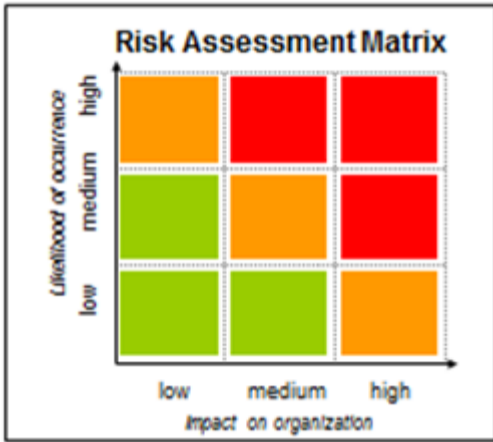
				Corporate planning and liaise with sponsor team to ensure aware of budget needs			
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The risk register shows the weightings of each risk for likelihood and impact, each classified as high, medium or low.

	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