

## Risk Register

### For discussion

1. The Commission considered the risk register at its meeting on April 2022 and made a number of suggestions which are now incorporated into the revised register at Appendix A.
2. The Commission is invited to consider the register, the risks identified and the proposed mitigations.

Secretariat  
October 2022

**Scottish Boundary Commissions  
Risk Register**

	Type of Risk	Description	Effect	Likelihood/Impact	Mitigating Action	Target Date	Mitigated likelihood/impact	Notes
1.	T	Outside bodies not supplying necessary data or data of poor quality	Inaccurate decision making resulting from inadequate data	L/H	Maintenance of regular contact with data suppliers. Data quality checks on receipt. Alternative sources of data may be available in some cases..	Ongoing	L/H	Electorate data at 1 Sept. 2022 supplied by ERO's. Secretariat currently processing.
2.	S	Loss of staff with appropriate skills and knowledge. Loss of Commissioner/commission experience	Unable to conduct business to full level of effectiveness.	M/M	Ensure appropriate documentation of procedures, and training in key skills for staff. Ensure recording of the reasons for all decisions taken at each stage Work with SG to ensure commissioner appointments support continuity of knowledge/skills. Liaise with SG over vacancy management; ensure appropriate training and induction of Commissioners	Ongoing Ongoing	M/L	Minutes record reasons for decisions Commissioner vacancies – May 2023 Training and development – 2021–22 training record updated.
3.	ER	Ineffective consultation processes. Consultation portal doesn't deliver clarity and effectiveness Legality of hybrid or online only engagement	Loss of stakeholder confidence Damage to reputation of Commission. Failure of stakeholders to engage	L/H	Actively maintain stakeholder relationships. Early engagement with stakeholders Provide clear information and guidance to the public on the Commission's work and processes. Trial Citizenspace consultation site and update staff training to ensure effectiveness Raise online/hybrid/in person inquiries with SG	Ongoing.	L/M	The Secretariat liaises with other UK Commissions and meets regularly with political parties, the Electoral Commission, EROs and others  SG have confirmed that they see no issue with hybrid local inquiries. Electoral reform consultation is a vehicle to raise online only.
4.	ER	Acting outside legislation.	Damage to reputation of Commission Possibility of Judicial review	L/H	Ensure clear internal guidance on powers and duties. Consider need for external legal advice as appropriate. Ensure transparency over consideration of consultation responses to ensure no grounds for judicial review, Secure legal advice as necessary	Ongoing.	L/M	
5.	ER	Changes to, and events in, external political landscape	Delays to delivery of review milestones eg constraints around announcements.	M/M	Ensure effective liaison between Secretariat and sponsor department in order to build known events into project planning.	Ongoing	M/M	
6.	P/T	Unavailability of workplaces/theft or failure of equipment/computer systems	Inability to operate from usual workplaces including Thistle House or possible loss of access to computers, network and data.	L/H	Business Continuity Planning Data backups under SCOTS. Ensure appropriate physical security precautions. Use of SCOTS ensures technical support from Scottish Government. All staff have effective home-working arrangements including SCOTS-enabled devices	Ongoing	L/M	BCP to be kept under continuous review, particularly in light of Covid 19.
7.	ER	Political lobbying by stakeholders	Failure of proposals	H/H	Liaison with SG to ensure clarity over position Ensure public consultation clear as to role of Commission and review purpose Ensure reports to Ministers and subsequent evidence to Parliament fully explain reasons for decisions, legislative compliance and constraints	Ongoing	H/M	Engagement with SPPPA Committee 3 November;
8.	R	Budget	Insufficient budget undermining effectiveness of consultation	L/H	Project planning to match review process to budget availability; corporate planning to ensure SG aware of budget needs		L/M	SG allocation of £437k each year for next three expected to be sufficient

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9.	R	Insufficient staff resource to conduct overlapping reviews	Risk to completion of reviews on time and to sufficient standard. Impact on staff wellbeing.	M/H	Ensure Commission awareness; flag with sponsor department need for resources to bring in temporary staff, create new posts or pay overtime. Liaise with SG recruitment agencies over provision of temporary staff	Ongoing	M/M	BCS 2023 Review commenced Jan 2021 and will finish June 2023. SP commenced 1 Sept 2022 and finish May 2025. No decisions have yet been taken over any reviews of electoral arrangements. Contacted ASA Recruitment who have ready supply of GIS staff - time estimate 1-2 weeks to fill a post.
10.	T	Legislative change	Risk that SG planned consultation on electoral reform will cause confusion	H/M	Work with SG to ensure any consultation over changed approval procedures is clear over impact and timing	Ongoing	M/M	
11.	ER	Political interference	Risk that affirmative resolution procedure will result in unreasonable scrutiny and damage to democracy and reputation of SP/BS	H/H	Scrutiny welcome and will work with SG and SPPA Committee to ensure clarity over best practice scrutiny and decision making	ongoing 2022	M/M	Meeting Minister (date tbc) Meeting SPPA Committee 3 November
12.	ER	Future Covid outbreaks	Risk to resources if staff sick, conduct of local inquiries if public gatherings restricted	L/M	Monitor health advice on ongoing basis Check legal position re virtual/hybrid local inquiries and seek legislative change if necessary (see Risk 3)	Ongoing	L/M	Covid cases in Scotland approx. 400 (Sept. 2022)

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

Likelihood		Potential Impact	
High (H)	High probability of occurrence	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)	Conceivable might occur	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)	Unlikely to occur	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.

