

Risk Register

Purpose

1. This paper sets out an updated risk register, reflecting comments made at the July 2019 meeting and subsequent developments.

Discussion

2. The updated risk register is in Appendix A.
3. It is suggested Risk 10 be removed as the website refresh is complete and the Citizen Space consultation hub was used for the first islands consultations and Cardowan Scottish Parliament consultation.
4. The Commission requested a risk regarding Brexit be added and this is included as Risk 13.
5. The Commission had also asked for a risk regarding a UK General Election and its possible impact on our consultation periods be added. This has been overtaken by events and is not included.

Conclusion

6. The Commission is invited to consider the risk register and offer comments.

Secretariat
December 2019

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. Consider use of NRS published data rather than ERO supplied data. Review relationship with NRS Consider local authority data for forecasts	Ongoing	L/H	Expected transfer of responsibility to Electoral Commission has not happened. Need to pursue NRS MoU. Meeting with new Registrar General scheduled took place 2019 – follow up action required.
2.	S	Loss of staff with appropriate skills and knowledge. Unexpected loss of Commissioner	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	Ongoing Ongoing	M/L	Minutes record reasons for decisions Commissioner vacancies now filled Training and development – 2019–20 training record updated.
3.	ER	Ineffective public consultation processes.	Loss of stakeholder confidence Damage to reputation of Commission.	L/H	Actively maintain stakeholder relationships. Early engagement with islands councils Provide clear information and guidance to the public on the Commission's work and processes.	Ongoing. Preliminary meetings with Islands/mainland councils Oct–Dec 2019	L/M	The Secretariat liaises with other UK Commissions and meets regularly with political parties, the Electoral Commission, EROs and others
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.	Ongoing.	L/M	

	Type of Risk	Description	Effect	Likelihood/Impact	Mitigating Action	Target Date	Mitigated likelihood/impact	Notes
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	See Risk 13 for Brexit
6.	P/T	Unavailability of offices/theft or failure of equipment/computer systems	Inability to operate from usual offices or possible loss of access to computers, network and data.	L/H	Business Continuity Planning Data backups under SCOTS. Ensure appropriate physical security precautions. Migration to SCOTS ensures technical support from Scottish Government. Staff access to alternative working from other offices/home	Ongoing	L/M	BCP to be updated
7.	S	Insufficient staff resource to conduct overlapping reviews	Risk to completion of reviews on time and to sufficient standard. Impact on staff wellbeing.	H/H	Ensure Commission awareness; flag with sponsor department need for contingency 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	Contacted ASA Recruitment who have ready supply of GIS staff – time estimate 1–2 weeks to fill a post. Once the electoral reform legislation outcome is known an assessment of resource requirements will be undertaken.
8.	ER	Decisions taken by BCS impacting on secretariat resources	Risk to completion of review(s) within statutory deadline	M/H	Project planning and monitoring. Ensure sufficient funding to bring in temporary staff as required	Ongoing	M/M	Future review requirements of BCS remain uncertain
9.	IR	Expectations of islands councils in light of new legislation not met	Risk to reputation of Commission and that final recommendations not accepted	M/M	Effective communication with councils and consultation with communities. Liaison with SG to keep sighted on progress.	Ongoing	L/M	Meetings will all 6 islands councils at Secretariat and Commission level held or planned
10.	IR	Refresh of website not complete in time for public consultation	Undermine expectations of effective consultation	M/L	Project management of refresh to ensure on-time completion; explore contingency arrangement for hosting consultation materials (eg SG portal)	June 2019	L/L	Progress is slower than anticipated but completion still expected in good time for any LGBCS consultation.

ER – External Relations; P – Property; S – staff; T – Technical; IR – Islands Review

	Type of Risk	Description	Effect	Likelihood/Impact	Mitigating Action	Target Date	Mitigated likelihood/impact	Notes
11.	ER	Uncertainty over electoral reform legislation content and timing	Affect decision making over review timing (islands review, interim reviews, Scottish Parliament) and requirements. Opportunity to engage stakeholders reduced	H/M	Liaison with SG Elections Team to ensure awareness of up-to-date position. Monitor progress of Bill and contribute views in support of Commission position Prepare Initial Proposal options for Commission that include flexibility provided for by Bill	Spring 2020	H/M	Legislation was introduced in September 2019. Stage 1 report not expected until January 2020 when it should be clearer whether amendments affecting LGBCS work are likely.
12.	ER	Delay in re-naming the Commission	Public confusion about responsibilities of LGBCS with regard to Scottish Parliament	L/L	Need to ensure clarity on website/social media/documentation about role of Commission for SP AND local reviews	Ongoing pending Bill completion	L/L	Once the Bill has passed a full review of branding/messaging will be undertaken
13.	ER	Ongoing Brexit uncertainty	May result in pressures on SG and local government affecting legislative programme; engagement with LGBCS work; budget pressures	H/M	Liaison with SG sponsor team to ensure LGBCS priorities and budget requirements are known. Project planning to ensure delivery of future review programme whether or not legislative programme is delayed.		H/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.

