

Risk Register

For Information

1. The latest version of the Risk Register is shown in Appendix A.
2. Although the Boundary Commission for Scotland and Boundaries Scotland operate a shared Risk Register, the Boundaries Scotland-specific risks are not shown in this Risk Register.
3. The Risk Register has been updated for the 2023 Review, from the version which was discussed at the Commission's meeting on 8 March 2021
4. The risk "Impact of re-naming LGBCS to "Boundaries Scotland"" has been removed from Risk Register.
5. The risk "Ineffective consultation processes" has been split into two risks, to account for (1) lack of engagement with the consultation and (2) misinformation about the Review resulting in consultation responses which misunderstand the rules governing the Review and make suggestions the Commission could not adopt.
6. The risk "Unavailability of Computer workplaces/theft or failure of equipment/computer systems" has been updated to add a reference to "Future lockdowns", and revise the reference to limited access to Thistle House.
7. The risk "Insufficient staff resource to conduct overlapping reviews" has been updated to remove a reference to the Islands Reviews.
8. The risk "Impact of Covid-19 on Public Hearings" has been updated to reflect legal advice received by the Boundary Commission for England.
9. The risk "Consultation portal does not meet BCS requirements" has been updated to reflect use of the consultation portal so far during the ongoing public consultation.
10. The risk "Use of wards existing or prospective at review date" has been updated to reflect the only council area potentially affected.

Conclusion

11. The Commission is invited to consider the Risk Register and make any comments.

Secretariat
November 2021

Boundary Commission for Scotland Risk Register

	Type of Risk	Description	Effect	Likelihood/Impact	Mitigating Action	Target Date	Mitigated likelihood/impact	Notes
1.	T/ R	Outside bodies not supplying necessary data or data of poor quality	Inaccurate decision making resulting from inadequate data	L/L	Maintenance of regular contact with data suppliers. Data quality checks on receipt. Review relationship with NRS	Ongoing	L/L	Need to pursue NRS MoU.
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 OSSS to ensure commissioner appointments support continuity of knowledge/skills	Ongoing Ongoing	M/L	Minutes record reasons for decisions
3.	ER	Ineffective consultation processes 1 -lack of responses to consultation.	Loss of stakeholder confidence Damage to reputation of Commission.	L/H	Actively maintain stakeholder relationships. Promote consultation in newspaper advertising and social media	Ongoing.	L/M	The Secretariat liaises with other UK Commissions and meets regularly with political parties, the Electoral Commission, EROs and others
4.	ER	Ineffective consultation processes 2 -misinformed responses	Loss of stakeholder confidence Damage to reputation of Commission. Responses which misunderstand the rules governing the Review do not provide evidence the Commission can use to inform constituency design, resulting in suboptimal recommendations	M/H	Provide clear information and guidance to the public on the rules governing the review and what is not affected by changes to constituency boundaries on consultation website Secretary / Commissioners to respond to press reports where MPs or others are portraying the Review inaccurately	Ongoing	M/M	

ER – External Relations; P –Property; S – staff; T – Technical; 2023 R – 2023 Review

	Type of Risk	Description	Effect	Likelihood/Impact	Mitigating Action	Target Date	Mitigated likelihood/impact	Notes
5.	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, Consider need for solicitor read through of final reports	Ongoing.	L/M	BCS still considering with other UK Commissions implications from BCNI judgement
6.	ER	Changes to, and events in, external political landscape	Delays to delivery of review milestones e.g. 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	
7.	P/T	Unavailability of workplaces/theft or failure of equipment/computer systems Further lock-downs	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 to have effective home-working arrangements including SCOTS-enabled devices	Ongoing	L/M	BCP to be kept under review in light of Covid 19. Ongoing limited access to Thistle House. Secretariat working within Thistle House guidelines,
8.	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	Project planning 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	Boundaries Scotland Scottish Parliament review expected to commence in late 2022. Contacted ASA Recruitment who have ready supply of GIS staff – time estimate 1-2 weeks to fill a post.

	Type of Risk	Description	Effect	Likelihood/Impact	Mitigating Action	Target Date	Mitigated likelihood/impact	Notes
9.	R	Impact of Covid-19 on Public Hearings	Public Hearings may be prevented by Covid-19 regulations; Public Hearings may be permissible but with limited numbers and safety precautions; Different restrictions may apply to public hearings in different local authority areas due to levels system;	M/M	Consult with other UK Commissions: legal advice from BCE states hybrid hearings not permitted	Spring 2022	M/L	Public Hearings will take place during Second Statutory consultation, estimated to be held in Spring 2022.
10.	R	Consultation portal does not meet BCS requirements	Unable to consult public effectively on proposals or efficiently publish representations received	L/L		Summer 2021	L/L	No issues with initial consultation for BCE, BCS, BCW
11.	R	Use of wards existing or prospective at review date	Confusion as new wards in North Ayrshire expected to come into force in May 2022	L/L	Ensure clear communication Consider legal advice on whether can take account of other factors such as new wards Only North Ayrshire affected, no change to Ayrshire constituency boundaries. 4 North Ayrshire wards unchanged. Consult revised proposals late 2022.	Late 2022	M/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.

