

Risk Register

For discussion

1. The Commission considered the risk register at the May 2025 meeting. Risk 1 (changes to legislation) is increasing and OSSS has been notified of concerns regarding this risk. Risk 3 (loss of corporate memory) is decreasing as the induction guide and desktop instructions are developed.
2. The Commission is asked to consider the updated risk register and provide comments on the risks identified and the proposed mitigations.

Secretariat
November 2025

No.	Type	Description	Effect	L/I	Mitigating Actions	Mitigated L/I	I/D/Same	Comments
1	ER, T	Current legislation not keeping up with expectations of stakeholders and public e.g. limitation of 5 hearings, inability to hold on-line, hybrid hearings	Reduce effectiveness of next review Loss of credibility of Commission with public and stakeholders	H/H	Engage with OSSS and Speaker to discuss opportunities for improving legislation Discuss with continuing UK Commissions to seek coordinated view on potential improvements to legislation	H/H	↑	Mitigation is beyond the Commission's remit so risk should be escalated to OSSS. In discussion with UK Commissions regarding joint letter.
2	ER	Lack of understanding about role of Commission and reviews	Misunderstanding of statutory role of Commissions Spread of misinformation	H/M	Actively maintain stakeholder relationships. Early engagement with stakeholders on next review Provide clear information and guidance to the public on the Commission's work, processes and the impact or not of the Commissions decisions on daily life. Effective liaison between Secretariat/sponsor department to build known events into project planning	M/M	-	
3	T, R	Loss of corporate memory within Secretariat due to long fallow period between reviews	Reduced effectiveness of next review	M/H	Monitor progress of actions from lessons learned at each meeting Produce desk instructions / induction packs about consultation, methodology and process	M/M	↓	Draft induction/desktop instructions records key information for next review
4	ER, R, T	Failure to maintain and apply robust governance systems	Act outside legislation 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	M/H	Maintain and update internal policy and processes Ensure appropriate documentation of procedures, and reasons for decisions External legal advice Business Continuity Planning Use of SCOTS- technical support from Scottish Government.	M/M	-	Equality Statement updated and published. Business Continuity Plan to be reviewed 2025/26.
5	ER,T	Missed opportunities for technological, engagement and methodology developments due to fallow period	Reduce effectiveness of next review Failure to meet public and stakeholder expectations	M/M	Continue to explore functionality of Citizenspace consultation site and update staff training to ensure effectiveness Keep abreast of technological developments especially regarding social media and other engagement platforms, GIS and AI Liaise with other Commissions to share knowledge	M/L	-	Contact with LGBCE and their approach and use of ESRI Sweet
6	ER, R	Loss of Commissioners with appropriate skills and knowledge	Impact on quality of decision making Damage to reputation of Commission	M/M	Liaise with OSSS to ensure commissioner appointments are timely and support continuity of knowledge/skills Ensure appropriate induction and ongoing training for Commissioners	L/M	-	
7	R	Insufficient staff resource	Impact of potential reviews in both Commissions Unable to conduct business to full level of effectiveness and delay to future reviews. Damage to reputation of Commission	M/M	Liaise with OSSS over timely vacancy management including temporary staff Ensure appropriate induction and ongoing training of staff Ensure appropriate opportunities for staff development	L/M	-	
8	R	Insufficient budget	Insufficient budget	M/M	Project planning to match activity to budget availability Corporate planning and liaise with sponsor team to ensure aware of budget needs	M/L	-	

Date: November 2025

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