



Corporate Plan 2026 - 2029

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1. Introduction

This Corporate Plan sets out our objectives, planned activities for 2026-2029 and how we will measure success during this period. It also forecasts resources and expenditure.

2. Who we are

We are an advisory non-departmental public body (NDPB) sponsored and funded by the Scotland Office.

We are an independent, impartial and non-political body.

3. What we do

We have a statutory obligation to carry out reviews of UK Parliament constituency boundaries in Scotland.

The recommendations from our last review were laid before Parliament on 28 June 2023 and came into force on 29 November 2023. The constituencies were in effect at the 4 July 2024 General Election.

The next review of UK Parliament constituencies is due by 1 October 2031. Preparatory work for this next review will commence in 2028.

4. Membership

The Chair of all four of the UK parliamentary Boundaries Commissions is the Speaker of the House of Commons. In practice, the Chair takes no active part in the business of any of the UK Commissions.

The current Deputy Chair is The Right Honourable Lord Matthews who was appointed from 1 January 2016 and reappointed up until 31 December 2027.

The current Commissioners are:

Gillian McGregor CBE appointed on 1 October 2024 to 30 September 2028.

Dr Susan Walker OBE appointed from 1 January 2021 and reappointed up until 31 December 2028.

Our two Assessors are the Registrar General for Scotland and the Director General for Ordnance Survey, represented by Dominic Cuthbert.

Secretariat

We are supported by a small Secretariat which comprises 6.4 FTE staff members who are assigned from the Scottish Government. The Secretary, Kirsty Mavor is the Secretariat's most senior officer.

The Secretariat's time is allocated between support for us and for Boundaries Scotland which is responsible for Scottish Parliament and local authority electoral reviews in Scotland. The Secretariat is funded separately by the Scottish Government for Boundaries Scotland's work.

5. Our objectives

- **Reviews:** we will ensure the lessons learned from the 2023 review are implemented so we continue to delivery high quality boundary reviews.
- **Engagement and communications:** we will modernise our approach to engagement and communications to make the boundary setting process easier to understand.
- **Modernisation and process improvements:** we will improve the way we work including adopting new technologies and processes to deliver our work more efficiently.

6. Our planned activities

During 2026-2029 our planned activities are:

Review activity

The next review of UK Parliament constituencies in Scotland is due by 1 October 2031. We will start preparatory work on this in 2028. Before then, we will ensure that the lessons learned from the 2023 review are implemented.

We will continue to engage with the other UK Commissions, the Scotland Office and Ministry for Housing, Communities and Local Government (MCHLG) to try and improve the legislation that governs reviews of UK Parliamentary constituencies.

Engagement and communications

We will develop a communications strategy and modernise our approach to communications and engagement.

We will redevelop our website and update our published material to reflect lessons learned from the 2023 review.

Modernisation and process improvements

We will continue to work with our GIS suppliers to develop alternative approaches to designing boundaries and presenting the various options.

Other activity

We will continue to conduct our governance functions throughout each year to ensure that we manage the Commission's operations efficiently and cost effectively.

Membership

During 2026-27 a new Deputy Chair will be appointed. The Secretariat will liaise with the Scotland Office and the Lord President's Office regarding this appointment.

7. How we will measure success

We will consider our objectives have been met when we have fulfilled the following criteria:

- monitored progress of the lessons learned actions from the 2023 Review to ensure improvements are in place before the 2031 Review.
- developed a communications strategy, revised our website and improved stakeholder understanding of what we do.
- improved our efficiency by adopting alternative GIS software when designing boundaries.

We will also:

- undertake our governance duties including management of risk.
- respond to any queries about us and our work during the year.
- ensure our work is delivered within budget.
- consider equality and diversity in our work.
- use our resources with consideration for the environment.

8. Finance and staffing

The overall costs of the Commission during the period are expected to be:

- £332,000 – 2026-27
- £376,000 – 2027-28
- £388,000 – 2028-29

The overall staffing assigned to the Secretariat to both the Commission and Boundaries Scotland is expected to be:

- 6.4 Full Time Equivalent staff

The Commission will meet 50% of staff costs with the remainder met by Boundaries Scotland.

A breakdown of costs is given in Appendix A.

Appendix A – Costs

Overall Costs

The overall costs of the Commission are forecast as follows:

	2026-27	2027-28	2028-29
	(£000s)	(£000s)	(£000s)
Secretariat staff costs	264	304	312
Commissioner costs	5	5	5
Accommodation	30	32	34
Administration	10	10	10
IT	22	23	24
Travel and subsistence	1	2	3
Review costs	0	0	0
TOTAL	332	376	388

Staff costs

The allocation of staff by grade, and the salary range for each of those grades is as follows:

Grade	FTE 2023-24	FTE 2024-25	FTE 2025-26	Salary range (£) (April 2026)
C1	1	1	1	62,111 to 77,439
B3	1	1	1	49,401 to 59,152
B2	2	2	2	39,767 to 45,472
B1	1.4	1.4	1.4	34,936 to 37,894
A3	1	1	1	27,164 to 30,281
Total	6.4	6.4	6.4	

Overall staffing costs include additional National Insurance and pension contributions, in addition to the salaries in the listed range.

The total staffing costs are divided 50:50 between Boundaries Scotland and us. Our staffing costs are subject to an additional 20% VAT (included in total cost) due to the arrangement by which the Scottish Government provides staff to us.

Commissioners' fees and expenses

Estimates for 2026-27, 2027-28 and 2028-29 are based on the estimated number of meetings which will be held each year including attendance at the UK Commissions meeting:

2026-27 - 5 days

2027-28 - 5 days

2028-29 - 5 days

Commissioners are paid £505.50 per day. The Deputy Chair's position is not remunerated.

Accommodation

Accommodation costs cover rent and utility bills and are divided equally with Boundaries Scotland. Based on historical increases, the plan budgets for a projected increase of £2k per year in 2026-27, 2027-28 and 2028-29.

Administration

Covers costs such as training, website costs, IT costs, postage, procurement and other office related costs.

Travel and subsistence

Covers travel and subsistence costs for Commissioners and staff excluding travel costs specifically related to a Review. Typically, this for the annual meeting of UK Boundary Commissions, the location for which rotates between Edinburgh, London, Belfast and Cardiff.

Mapping

We are licensed to use Ordnance Survey data through the Public Sector Geospatial Agreement, a collective agreement negotiated by the Scottish Government on behalf of public bodies in Scotland. The licence fee is met centrally by the Scottish Government and is not shown as a separate cost.

Review costs

Preparatory work for the next review will commence in 2028.