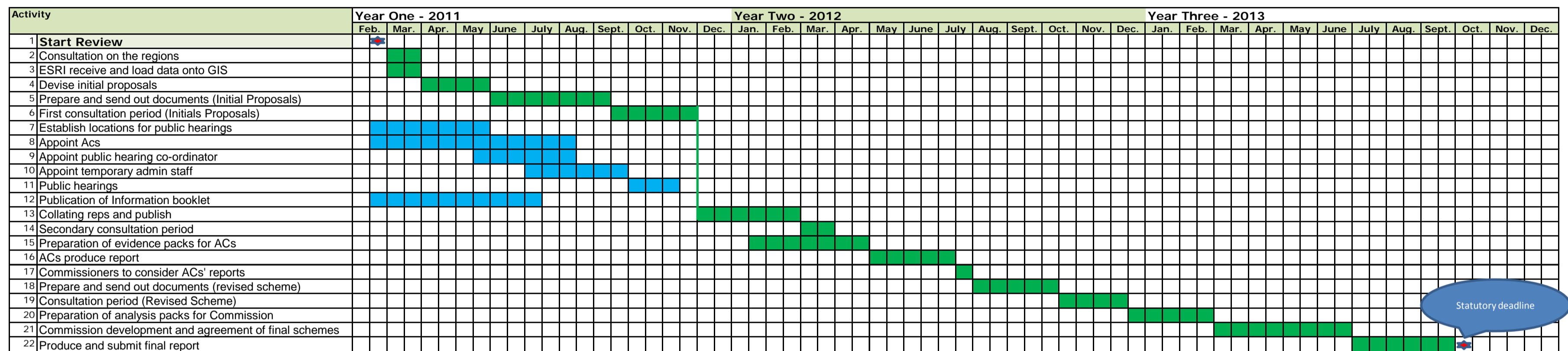


## **PROGRAMME UPDATE**

1. Formal update programme documentation is provided as follows:
  - Project Plan (version of 30 November attached as Appendix A).
  - Risk register (version of 30 November attached as Appendix B). An updated version will be provided at the meeting.
  - Monthly risk report (version of 30 November attached as Appendix C).
  - Highlight Report (Version of 28 November attached as Appendix D). An updated version will be provided at the meeting.
2. Further to the recommendations of the recent internal audit report, the Secretariat has reviewed and revised its risk management and assurance mechanisms. Specifically, the risk register itself has been adapted to provide for the recording and monitoring of both inherent and residual risks (please refer to Appendix B, an explanation of the revised format will be provided at the meeting itself). The risk register will be considered on a weekly basis by the quadrilateral team (the Deputy Secretary, Review Co-ordinators and Communications Manager) and a monthly report will be provided to the Secretariat Senior Management Team and Commission Members (please refer to Appendix C). Further, the manner in which risk management discussions are recorded has been revised to ensure a more formal and structured account. As such, the agreed actions relating to risk outlined in the internal audit report have been completed within the target deadline.



**Critical Path:  
The 2013 Review**



Critical Path Activities	Start Date	End Date	Duration (Weeks)
1 Start Review		28/2/11	
2 Consultation on the regions	7/3/11	3/4/11	4
3 ESRI receive and load data onto GIS	7/3/11	3/4/11	4
4 Devise initial proposals	4/4/11	5/6/11	9
5 Prepare and send out documents (Initial Proposals)	6/6/11	11/9/11	14
6 First consultation period (Initials Proposals)	12/9/11	4/12/11	12
7 Establish locations for public hearings	28/2/11	29/5/11	20
8 Appoint Acs	28/2/11	14/8/11	24
9 Appoint public hearing co-ordinator	23/5/11	14/8/11	12
10 Appoint temporary admin staff	4/7/11	25/9/11	12
11 Public hearings	10/10/11	20/11/11	6
12 Publication of Information booklet	28/2/11	7/7/11	20
13 Collating Reps and publish	5/12/11	6/3/12	17
14 Secondary consultation period	6/3/12	2/4/12	4
15 Preparation of evidence packs for ACs	16/1/12	27/4/12	15
16 ACs produce report	30/4/12	13/7/12	11
17 Commissioners to consider ACs' reports	16/7/12	27/7/12	2
18 Prepare and send out documents (revised scheme)	30/7/12	19/10/12	12
19 Consultation period (Revised Scheme)	16/10/12	11/12/12	8
20 Preparation of analysis packs for Commission	12/12/12	15/3/13	13
21 Commission development and agreement of final schemes	16/3/13	21/6/13	14
22 Produce and submit final report	24/6/13	29/9/13	14







**Planning Assumptions**

Good Commissioner availability, specifically at key decision points











No change to statutory framework of Review

Number of representations received during revised proposals consultation period does not exceed expectations

## Risk Register: 2013 Review of Parliamentary Constituencies











				Inherent Ranking									Residual ranking		
1	2	3	4	5,6,7			8	9	10	11,12,13			14	15	16
Risk ID	Title	Description / Indicators	Owner	Impact	Likelihood	Severity level	Response	Controls	Mitigation status	Impact	Likelihood	Severity level	Risk trend and status	Appetite	Actions required
	Broad title	Description of risk and / or indicators	SMT member	Severe; significant; moderate; minor; insignificant	Negligible; remote; possible; likely; almost certain	Red; amber; green	Transfer; tolerate; treat; terminate	Internal controls	Red; amber; green.	Severe; significant; moderate; minor; insignificant	Negligible; remote; possible; likely; almost certain	Red; amber; green	Trend: Reducing; increasing; static; new	Red; amber; green	Actions required to ensure that residual risk = appetite
1	Cabinet Office sponsorship of Commission	Reliance on CO rules and procedures impedes the delivery of the review and the perception of the Commission's independence	SJ	Significant	Likely	18	Treat	1. MoU signed; 2. Exception to moratorium on advertising; 3. Re-structure of financial monitoring to reflect CO requirements; 4. Regular communication at all levels between BC and CO teams regarding our requirements; 5. CO approval of procurement approach		Significant	Remote	8		8	
2	Legal challenge	A legal challenge to the review process delays the delivery timetable and/or demands additional staff / financial resource to address	SJ	Severe	Likely	20	Treat	1. Review of all internal policies and procedures; 2. production of Guide clearly outlining policies, practices and legal obligations or interpretations; 3. Equality Analysis conducted; 4. legal advice sought from TSOL when appropriate; 5. Commission meetings and associated communications with qualifying political parties; 6. regular quality assurance of internal procedures		Severe	Remote	10		5	
3	Staffing	Insufficient staffing numbers and expertise levels inhibit the delivery of the review	TB	Significant	Likely	18	Treat	1. Detailed initial resource planning against project plan; 2. six monthly formal reviews of staffing needs; 3. ad hoc review of staffing needs as necessary; 4. provision of business cases to CO Approvals Board as required in light of review needs; 5. introduction of flexible resourcing model; 6. engagement of staff through staff survey; 7. steps to broaden knowledge and capacity of retained staff.		Significant	Remote	8		8	

## Risk Register: 2013 Review of Parliamentary Constituencies







				Inherent Ranking			Residual ranking								
1	2	3	4	5,6,7			8	9	10	11,12,13			14	15	16
Risk ID	Title	Description / Indicators	Owner	Impact	Likelihood	Severity level	Response	Controls	Mitigation status	Impact	Likelihood	Severity level	Risk trend and status	Appetite	Actions required
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4	Finance	Insufficient budget secured, leading to inability to deliver review to quality and timescale required	SJ	Severe	Remote	10	Treat	1. initial budget against project plan; 2. monthly review and reconciliation meetings with CO finance; 3. scrutiny of spend requirements to ensure value for money.		Severe	Negligible	5		5	
5	Geographical information system	Failure of the GIS software and/or hardware, leading to manual working requirement and delay to the timetable	BF	Severe	Possible	16	Treat	1. establishment of SLA with Fujitsu; 2. maintenance of relationships with ESRI; 3. establishment of contract with ESRI; 4. regular updates to software; 5. regular maintenance of hardware.		Significant	Remote	8		6	
6	Commissioner availability	Competing demands on Commissioners' time at key points in review causes delay and/or reduces quality of decision making	SJ	Significant	Possible	12	Treat	1. early detailed planning and notification to Commissioners of key timings and inputs required during the Review.		Significant	Possible	12		8	Mitigation to be discussed at the Commission meeting of 18 December.
7	Internal delivery	Failure of internal processes and procedures relating to the receipt, processing, analysis of and decision-making with regards to submitted evidence	SH	Severe	Possible	16	Treat	1. strategic design of systems and processes; 2. robust project and risk management; 3. training and development; 4. quality assurance; 5. forecasting and resourcing		Significant	Remote	8		8	
8	External supplier delivery	Failure of external suppliers to deliver products or services impedes the delivery of the review		Severe	Possible	16	Treat	1. detailed specification to contractors; 2. close management of contractors to ensure problems are identified and addressed asap; 3. development of contingency plans.		Significant	Remote	8		8	



# Monthly Risk Report

Risk no	Risk	Description	Residual risk	Appetite	Headline comments
6	Commissioner availability	Competing demands on Commissioners' time at key points in review causes delay and / or reduces the quality of decision making			Difficulty may be experienced if work plan has to change at short notice. Further mitigation to be discussed at the Commission meeting of 18 December 2012.
7	Internal delivery	Failure of internal systems for the processing of evidence delays, or reduces the quality of, decision making			Experience of what is likely to be required has led to improvements in the design of systems and procedures to process and analyse representations.
8	External supplier delivery	Failure of external suppliers to deliver products or services impedes the delivery of the review			The BCE is now less reliant upon external suppliers. Signing off contract with Williams Lea brings together most requirements within a single organisation that has a proven track record, resulting in fewer problems and issues than in the past.
1	Cabinet Office sponsorship of Commission	Cabinet Office rules and procedures impede the delivery of the review and the perception of the Commission's independence			
2	Legal challenge	A legal challenge to the review delays the delivery timetable and / or demands additional staff / financial resources to address			Mitigation activities are ongoing, continuing to reduce the residual risk.

# Monthly Risk Report

Risk no	Risk	Description	Residual risk	Appetite	Headline comments
3	Staffing	Insufficient staffing numbers and expertise levels inhibit the delivery of the review			
4	Finance	Insufficient budget secured leading to inability to deliver review to quality and timescale required			
5	Geographical information system	Failure of GIS software or hardware leading to manual working requirement and delay to the timetable and quality of the review			To be kept under close review as the forthcoming move could cause problems with regards to the functionality and integrity of the servers and hardware.

## BOUNDARY COMMISSION FOR ENGLAND – Highlight Report

DATE: 14 to 27 November 2012

<b>Achieved / Delivered</b> <i>(Good news/highlights)</i>	<b>Risks / Issues including</b> <i>(Steps to mitigate)</i>	<b>Forward Look</b> <i>(Activity over the period, update on whether on track in the immediate/long term and status of significant milestones)</i>
<b>Resource Management</b>		
<ul style="list-style-type: none"> <li>• Final mid-year moderation meetings concluded</li> <li>• CO staff survey results received 28/11</li> </ul>	<ul style="list-style-type: none"> <li>• Additional staff depart; mitigation – monitor and response</li> </ul>	<ul style="list-style-type: none"> <li>• Seeking to recruit replacement B2 Review Manager</li> <li>• BCE-specific staff survey results received</li> <li>• Long-term planning for post-review Secretariat resourcing</li> <li>• Regular finance monitoring meeting with CO</li> </ul>
<b>Stakeholder Management</b>		
<ul style="list-style-type: none"> <li>• Informal discussions with LGBCE about closer working and future sharing of resources</li> </ul>		<ul style="list-style-type: none"> <li>• Further discussions with Cabinet Office on close-down and post-Review resourcing</li> <li>• Meeting with FRD to discuss prioritisation of resourcing for BCE</li> </ul>



## Schemes and Representations

- Live analysis of RP reps begun
- Generic Commissioners' analysis pack being devised
- Risk – review teams not up-to-speed with any new review areas; mitigated with handover briefings from RM/RCS etc
- Risk – analysis of representations not conducted accurately or consistently; mitigated by ongoing monitoring and regular catch-ups among review team
- Continual and regular downloads of representations into database
- Possible visit to WL to assess any proformas received
- Close of consultation period on 10 December 2012
- Planning for advance sign-off of final recommendations for certain regions

## Comms

- Ongoing communication with WL and Delib to solve data transfer issue
- Continuing work on improving consultation website
- Second wave of advertising in print media
- Second wave of user surveys done
- Risk – database of representations is not fit-for-purpose for production of paper copies of representations for Commissioners. Exploring needs with RCS with a view to finding solution.
- Final user surveys to be done in December and January
- Close of consultation and news story, updating website content to reflect end of consultation
- Start long-range planning for communications activity around final report and transition back to non-review status
- Planning for archiving for representations and review proposals