

Risk ID	Risks	Inherent Score			Mitigations undertaken	Live Score			Trend	Mitigations planned	Residual Score			Owner(s)
		Impact	Likelihood	Overall		Impact	Likelihood	Overall			Impact	Likelihood	Overall	
S1	That the health and availability of commissioners and staff is put at risk during the Covid-19 outbreak, which impacts on resourcing and ICCAN's ability to deliver its work programme.	4	4	16	ICCAN has followed Government advice and asked all staff to work at home. Engagements and meetings have been cancelled, postponed or undertaken remotely. Regular catch-ups are taking place including daily all-staff meetings. Important Departmental or Government messages on the outbreak are disseminated to staff.	2	2	4	NEW	Regular meetings will continue to take place with staff. SMT to review the need to work from home and to continue with engagements in line with official advice from Government. Two-weekly catch ups with board members planned.	2	2	4	Sam
C1	That ICCAN's role is perceived to be less relevant or necessary now, or that resources are better spent elsewhere, due to the impact of the COVID-19 pandemic and lockdown on the aviation industry, causing Government, regulators and industry stakeholders to call into question ICCAN's future.	4	3	12	Newsletter sent to stakeholders explaining how we are working during the lockdown and changes to our future timings for publications and our work programme, reassuring people that we are continuing to conduct engagement, research and publish guidance during this period, albeit in a different way. Continued to meet with MPs where possible, and other bilateral external engagement with stakeholders continues using online means.	3	2	6	NEW	Updated Comms and Engagement plan to be presented to the April Board with new objectives and activities to ensure that stakeholders know and understand our role, including our research during the slow down, and to encourage a debate about what the aviation industry should look like as we recover. Intend to publish delayed reports in June and promote to key audiences.	2	2	4	Steve / Sam
C2	That ICCAN's work being delayed due to COVID-19 reinforces a view among communities that ICCAN has not delivered on its promised work programme and is not making sufficient impact in its first two years.	3	2	6	Continue to update community stakeholders through our Newsletter on our work, including a message from Rob, and on our social channels. Also continuing to publish our engagements list on the website with meetings that have taken place including with MPs and community groups and individuals.	2	2	4	NEW	Increase our engagement again over the coming months using online tools to meet with MPs and communities and ensure they know about our planned work in advance. A refreshed Corporate Strategy and statement from Rob on ICCAN's future role, as well as publishing reports in June, will help reassure communities.	2	1	2	Steve / Sam
C3	That ICCAN is unable to continue with our business as usual engagement with internal and external stakeholders during the COVID-19 outbreak which causes our reputation to suffer.	3	4	12	Revised Comms plan in place as to how we plan to communicate with stakeholders. Making use of technology to continue to meet with stakeholders. SMT briefed and kept up to date on Comms activity. Public announcements (website and social media) reviewed regularly.	2	2	4	NEW	SMT and Board to continue to review comms activity, which will support and promote ICCAN's work programme.	2	1	2	Steve
P1	That ICCAN fails to deliver work programme on time due to the Covid-19 outbreak.	4	4	16	CAs meeting regularly with analysts to review project plans. Updated work programme agreed with board to take account of impact covid-19 and resource constraints. Regular engagement with external suppliers to understand the impact on their availability.	4	3	12	NEW	SMT and Board to review milestones on a regular basis. CAs to consider moving analysts between projects should staff shortages arise. Regular engagement with external suppliers to understand the impact on their availability.	3	2	6	Sam
P2	The updated work programme becomes redundant because of the continued impact of COVID-19 on the aviation sector.	4	3	12	Postponed all publications for 2-6 months to allow for a more appropriate publication date. Begun sensitively engaging with stakeholders to understand the impacts on their areas.	4	2	8	NEW	ICCAN to continue engaging with stakeholders to understand how the sector is recovering. SMT and Board to review publication dates on a regular basis	3	2	6	Sam
S9	That errors, inaccuracies or incompetence of ICCAN work lead to publication of incorrect material	4	4	16	Robust QA process being developed which will come out of learning from SoNA.	4	3	12	↔	Formal QA methodology to be implemented. Expert panel and procuring external QA will help mitigate this. Errors, inaccuracies or false information published by ICCAN are corrected as soon as possible, and lines agreed for proactive/reactive handling as appropriate.	4	2	8	Sam
C4	That ICCAN's independence is called into question by stakeholders, where ICCAN is not perceived as being distinct enough from Government, leading to reputational damage among industry, regulators and campaigners	4	3	12	Comms and Engagement Strategy in place, with a clear programme of future engagement to end of 2019. Over 150 external engagements with a wide range of stakeholders have already taken place. Comms team fully operational from end of April 2019. ICCAN website now in place containing information about our work, plans, publications, and a transparency section. Media coverage generated in national and regional media on ICCAN's work and plans.	4	2	8	↔	Robust handling plan will be developed for each event to mitigate and deal with accusations appropriately.	3	2	6	Steve / Sam
P3	That insufficient external and Government wide challenge reduces quality of analysis	4	4	16	Expert panel appointment is underway.	4	4	16	↔	Expert panel appointment is underway.	4	1	4	Sam
P4	ICCAN has insufficient resource to deliver programme set out in Corporate Strategy	4	4	16	Work to recruit vacant G7 and SEO posts has begun. Resource tracking now set up and reallocations can be made where necessary.	4	3	12	↑	Review resource and consider re-prioritisation of work programme by SMT.	4	2	8	Sam
P5	That ICCAN fails to deliver projects that are accepted and are seen as credible.	4	3	12	Where appropriate we have engaged with external stakeholders on projects to sense-check our work. Undertaken external technical QA on projects to be published. Developing options for exploratory analysis during this quieter period.	4	3	9	↓	Where appropriate engage with external stakeholders on projects to sense-check our work. Undertake external technical QA on projects to be published. Expert panel to be used for QA when set up. Further refine options for exploratory analysis during this quieter period.	3	2	6	Sam
P8	ICCAN does not have access to relevant data to undertake robust analysis of its own.	3	3	9	Engaging with CAA to explore possible data sharing.	3	3	9	NEW	Review what data is publicly available. Explore with expert panel data availability.	3	3	9	Sam