

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	↔	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 being undertaken with board members.	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	Presented an updated Comms and Engagement plan 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. Kept stakeholders updated and continued to meet where possible with external contacts using online technology. Wrote to the SoS and Aviation Minister calling on the Government to make noise a priority when the sector plans its recovery.	4	3	12	↔	Plan to publish postponed and other new reports from Summer onwards and promote to key audiences. Have already started using blogs, articles and PR/social media to raise the debate and seed messages around the recovery. Plan to start a fuller programme of engagement in the autumn, as appropriate.	2	2	4	Steve / Sam
C2	That ICCAN's work being delayed due to COVID-19 may have 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	Published a refreshed Corporate Strategy and statement from Rob on ICCAN's progress so far. Continued to update community stakeholders through our Newsletter on our work, and shared blogs and articles on our social channels. Also continued 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	↔	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. Will publish a statement on ICCAN's future role in the autumn.	2	1	2	Steve / Sam
C3	That ICCAN is unable to continue with our usual level of 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	↔	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	2	8	↓	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	↔	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. Technical QA provided by external experts on current projects.	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. Over 200 external engagements with a wide range of stakeholders have already taken place. ICCAN website 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. Comms and engagement strategy continues and will evolve as appropriate.	3	2	6	Steve / Sam
P3	That insufficient external and Government wide challenge reduces quality of analysis	4	4	16	First members of expert panel has been appointed. Formal arrangements in place for working with the CAA on both providing data and supporting analysis. Discussions with NATs underway to provide support in a similar way.	4	3	12	↓	Further expert panel appointments. Panel members engaged with regularly to review and contribute to our work.	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 is completed and new team member starts next month. SEO recruitment campaign was not successful. Expression of interest for the post has been advertised within DfT. 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. Progressing two workstreams that should provide insights into aviation noise during this quieter period (attitudinal survey and aviation noise data analysis).	4	3	12	↔	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.	3	2	6	Sam
P8	ICCAN does not have access to relevant data to undertake robust analysis of its own.	3	3	9	Working with CAA to provide data and analysis necessary for our current projects. Exploring with NATs whether they may be able to provide this for other airports.	3	3	9	↔	Review what data is publicly available. Explore with expert panel data availability. Consider what data access will be required for future years.	3	3	9	Sam