

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 followed initial Government advice and asked all staff to work at home. Engagements and meetings were cancelled, postponed or undertaken remotely. Regular catch-ups are taking place including daily all-staff meetings. As the lockdown has eased a limited number of staff have returned to the office following a risk assessment by the Department.	3	3	9	↑	Regular meetings will continue to take place with staff. SMT will continue to review whether it is safe to work in the office based on Government advice and updates from the Landlord. Regular catch ups are being undertaken with board members. Re-prioritisation of activities considered.	2	2	4	SH
S8	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	SH
P1	Lack of resilience across resourcing over the winter period means that ICCAN fails to deliver work programme on time due to the Covid-19 outbreak.	4	4	16	CAs have reallocated resource to provide greater resilience across projects and are meeting regularly with analysts to review project plans. Regular engagement with external suppliers to understand the impact on their availability.	4	4	16	↑	SMT and Board to review milestones on a regular basis over the winter period and consider reprioritising the work programme as necessary. CAs to consider moving analysts between projects should staff shortages arise. Regular engagement with external suppliers to understand the impact on their availability.	3	3	9	Chief analysts / SH
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. Sensitive 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	Chief analysts / SH
P3	That insufficient external and Government wide challenge reduces quality of analysis	4	3	12	Expert panel now appointed and starting to be engaged on specific projects. Formal arrangements in place for working with the CAA on both providing data and supporting analysis.	4	2	8	↓	Expert panel members engaged with regularly to review and contribute to our work.	4	1	4	Chief analysts
P4	ICCAN has insufficient resource to deliver programme set out in Corporate Strategy	4	4	16	G7 Senior Analyst is now in position. SEO recruitment campaign is underway. 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	Chief analysts / SH
P5	That ICCAN fails to deliver projects that are accepted and are seen as credible.	4	2	8	Where appropriate we have engaged with external stakeholders on specific projects to sense-check our work. Undertaken external technical QA on projects to be published and starting work to develop an internal QA process for technical analysis. Progressing two workstreams that should provide insights into aviation noise during this quieter period (attitudinal survey and aviation noise data analysis). Expert panel now appointed and starting to be engaged on projects to provide further assurance and credibility to work.	4	2	8	↓	Where appropriate engage with external stakeholders on projects to sense-check our work. Undertake internal technical QA on projects to be published, and external technical QA where appropriate. Expert panel to be used for QA where required.	3	2	6	Chief analysts / SH
P6	ICCAN has insufficient resource to deliver responsive analysis and policy development to changes in the external environment.	3	4	12	Staffing levels and skill-set are under review by the Chief Analysts. Resource tracking now set up and reallocations can be made where necessary.	3	3	9	↑	Develop a detailed work plan, ensuring appropriate resourcing is in place. Respond to resource pressures on staff as they arise. Manage peaks and troughs in workload.	2	1	2	Chief analysts
P7	ICCAN does not have access to relevant evidence or data to undertake robust analysis of its own and develop recommendations on some subjects.	3	4	12	Relationships built with broad range of experts and stakeholders. Working with CAA to provide data and analysis necessary for our current projects.	3	3	9	↔	Review what data is publicly available. Consider what data access will be required for future years. Expert panel may be able to help with data availability or recommendations for further work. Continuing to engage widely but would need to build the case for specific requirements.	3	3	9	Chief analysts / SH
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	We published our health report in September, as well as the results of the Ipsos summer 2020 survey on people's experiences during lockdown. We have also launched a survey on our next Corporate Strategy and regulation, and have kept stakeholders updated on all of these, both directly, via our newsletter and on social media.	4	2	8	↓	We will be publishing our report on wider engagement by airports with communities in the autumn, and doing paid for promotion on ICCAN and our autumn survey. In the New Year, we will publish a report on airport insulation schemes.	2	1	2	SC / SH
C5	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 and kept regularly updated and refreshed. Over 250 external engagements with a wide range of stakeholders have taken place. ICCAN website regularly updated with 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	SC / SH
S9	That we fail to develop and support ICCAN staff appropriately to ensure we have a motivated and skilled workforce to achieve our strategic outcomes.	3	2	6	L&D plan in place. Weekly L&D teach-ins and workshops planned. All staff have been asked to complete a PDP which will be monitored over the course of the year. Staff new to the organisation are encouraged to attend an induction day arranged by the Department. ICCAN's own induction includes time spent with all staff during the first few weeks/days within the organisation.	2	2	4	NEW	All staff to have a PDP in place which will be reviewed regularly. L&D Champion to highlight training courses and development opportunities to staff.	2	1	2	SH

C4	That ICCAN's comms team is affected adversely by the reforms planned for Spring to the Government Communications Service, with a move to a single central employer for all Government Comms staff.	4	3	12	Submitted information and data on ICCAN's Comms and Engagement team and achievements to a cross-Government audit, via DfT. Regular updates given by DfT Director Comms, via the ALB heads of communications group attended by Steve. Comms team also keeps updated by attending all staff calls held across Government and keeping a watching brief. Rob and Sam have liaised with other ALBs to build support and consensus externally.	3	3	9	NEW	Continue to receive regular updated via DfT DoC. Engage as required with the process during the autumn. Maintain vigilance and deploy ICCAN Board if necessary to make case for an independent ICCAN Comms team.	2	3	6	SC/SH
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