

Risks	Inherent Score			Mitigations undertaken	Live Score			Mitigations planned	Residual Score			Owner(s)
	Impact	Likelihood	Overall		Impact	Likelihood	Overall		Impact	Likelihood	Overall	
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
That ICCAN fail to deliver work programme on time which leads to lack of credibility and loss of budget.	4	4	16	Business support team now fully established. Project teams have been created to manage and deliver ICCAN's work strands in its two-year plan. SMT meeting weekly to review project plans.	4	3	12	Project management processes and systems in place, supported by an effective business support team and appropriate levels of accountability among ICCAN staff, particularly SMT.	3	2	6	Sam
That insufficient external and Government wide challenge reduces quality of analysis	4	4	16	Work to appoint expert panel has begun with DfT.	4	4	16	Work to appoint expert panel has begun with procurement team at DfT.	4	1	4	Sam
ICCAN has insufficient resource to deliver programme set out in Corporate Strategy	4	4	16	Work to recruit vacant G7 post is beginning. Resource tracking now set up and reallocations can be made where necessary.	4	2	8	Review resource and consider re-prioritisation of work programme by SMT.	4	2	8	Sam
That ICCAN fails to deliver projects that are accepted and are seen as credible.	4	3	12	Work so far has started to do this. The expert panel could be used for peer review. Engagement with relevant stakeholder groups has started.	4	3	12	Work so far has started to do this. The expert panel could be used for peer review. Engagement with relevant groups has started.	3	2	6	Sam
Insufficient funding for commissioned work needed within work programme	4	3	12	Budget profiling and scoping the work programme has started.	4	2	8	Budget profiling and scoping the work programme has started. Good contractor management to be in place.	3	1	3	Sam
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 would be developed for each event to mitigate and deal with accusations appropriately.	3	2	6	Steve / Sam