

Risks	Inherent Score			Mitigations undertaken	Live Score			Mitigations planned	Residual Score			
	Impact	Likelihood	Overall		Impact	Likelihood	Overall		Impact	Likelihood	Overall	Owner(s)
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	We will use the expert panel as a sounding board for technical and scientific issues, engagement with stakeholders, and quality of research.	4	1	4	SH
That errors, inaccuracies or incompetence of ICCAN work lead to publication of incorrect material	4	4	16	Style guide in use. Staff training, robust QA in place. No blame culture established.	4	3	12	Formal QA methodology to be implemented. Peer review process designed. 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
That there is a political risk to the future or remit of ICCAN from a general election and/or change of ministers/policy.	3	4	12	ICCAN's ToR agreed and published. We have met with the Minister for Aviation to discuss the work programme. Significant risk remains due to current political uncertainty, including a new Ministerial team and Government, and a possible General Election.	3	4	12	Clear terms of reference agreed with DfT, a two-year plan published and accepted as ICCAN's work programme, enabling independence and scope to change and adapt to changes in external factors.	3	4	12	SH
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 will be used for peer review. Engagement with relevant groups has started.	3	2	6	SH
ICCAN does not have access to relevant evidence to develop recommendations on some subjects.	3	3	9	Relationships built with broad range of experts and stakeholders.	3	3	9	Expert panel may be able to help with recommendations for further work. Continuing to engage widely but would need to build the case for specific requirements.	1	1	1	SH
That ICCAN fail to deliver work programme on time	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	2	8	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	SH
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 is being developed to mitigate and deal with accusations appropriately.	3	2	6	SH/SC
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	3	9	SH
That ICCAN fails to deliver projects by deadlines set in the ICCAN strategy	4	3	12	A project plan and timescales has been developed and are reviewed regularly. Weekly meetings are being undertaken to review projects. Resources reallocated where appropriate.	4	2	8	Review of project plans to continue. Yr 2 projects scoped and timetable agreed. Resources reallocated where appropriate.	4	1	4	SH