

Risk ID	Risks	Inherent Score			Mitigations undertaken	Live Score				Mitigations planned	Residual Score			Owner(s)
		Impact	Likelihood	Overall		Impact	Likelihood	Overall	Trend		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 is following Government advice and has asked all staff to work at home. Engagements and meetings are being undertaken remotely where possible. Regular catch-ups are taking place including daily all-staff meetings. As lockdown eased a limited number of staff returned to the office. All staff are now working at home.	3	3	9	↔	Regular meetings will continue to take place with staff. SMT will continue to review when 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. Reprioritisation of activities considered.	2	2	4	Sam
S10	That uncertainty over the future of ICCAN (due to COVID impact on sector; two-year review of ICCAN; public finances; future of arm's length bodies) detrimentally affects output, impact on resources through turnover/morale, and inability to get things approved centrally.	4	3	12	Preparation for ICCAN review continues with ToR to be agreed. Engagement strategy agreed including a survey of stakeholders; resourcing reviewed regularly; and a continued focus on staff health and wellbeing.	3	3	9	NEW	We will continue to engage with DfT and the review team. Staff will be kept up to date with the progress of the review; spending review plans affecting ICCAN; and all matters on our future.	3	3	9	Sam
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 where possible to provide greater resilience across some projects but some projects have had to be put on hold or deliverables scaled back. CAs 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 further reprioritising the work programme as necessary. CAs to consider moving analysts between projects should further staff shortages arise. Regular engagement with external suppliers to understand the impact on their availability.	4	3	12	Chief analysts / Sam
P2	The updated work programme becomes redundant because of the continued impact of COVID-19 on the aviation sector.	4	3	12	Timing of publications have been reviewed to ensure publication dates are appropriate. Postponements have been agreed where necessary. 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	Chief analysts / Sam
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	SEO policy officer now in place. Plans to fill new SEO Analyst vacancy in progress. Resource tracking now set up but full implementation hampered by staff shortages.	4	4	16	↑	Review resource and consider re-prioritisation of work programme by SMT.	4	3	12	Chief analysts / Sam
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. 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 / Sam
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 but full implementation hampered by resource issues. Reallocations can be made where necessary.	3	4	12	↑	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 / 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	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 conducted a survey on our next Corporate Strategy and regulation, which received over 220 responses, and held six focus groups with just under 70 stakeholders attending. We published our best practice guidance on airports engaging with communities in December.	4	2	8	↔	In the New Year, we will publish a report on airport insulation schemes. We plan to publish our report on the Future of Aviation Noise Management in March, and our next Corporate Strategy soon after.	2	1	2	Steve / Sam
C2	That ICCAN's work being delayed due to COVID-19 may result in 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	3	9	We have continued to keep stakeholders updated on our publications, both directly, via our newsletter and on social media. We presented our winter/spring engagement plan to the Board in September and have produced a media and engagement plan for the spring. Continued to publish our engagements list on the website.	2	3	6	↑	We will continue to deliver on an ambitious and busy plan for the spring and set out our next Corporate Strategy and work programme for the coming three years.	2	1	2	Steve / Sam
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 170 external engagements with a wide range of stakeholders took place in 2020. ICCAN website regularly updated with information about our work, plans, publications, and a transparency section. Media coverage generated in 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