

Turks and Caicos Islands Civil Aviation Authority



RISK REGISTER AND RISK MANAGEMENT

MARCH 2018

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SECTION 1 INTRODUCTION

Introduction

In working towards objectives every organisation is exposed to risk. The managing of these first emerged in the 1960s. During the 1970s a broader and better understanding of these started to evolve. Initially risks were viewed in the negative sense, and in more recent years this view has developed further to also look at exploiting risk into opportunities. By integrating the management of risk into the day job provides an organisation with the following benefits:

- Fewer shocks and unwelcome surprises
- More efficient use of resources
- Reduced waste
- Better service delivery
- Reduction in management time spent fire fighting
- Better management of contingent and maintenance activities
- Improved innovation
- Increased likelihood of change initiatives being achieved
- More focus internally on doing the right things properly
- More focus externally to shape effective strategies
- Learning lessons

History shows that organisations that do not embrace the management of risk into their day to day business can spectacularly fail entirely, or greatly harm themselves. BP's Gulf of Mexico and NASA's Challenger are examples that show the importance of risk management in the context of safety. It is important, especially when approaching this from a safety regulator's perspective, to appreciate that both these accidents impacted both financially, on reputation, politically, socially and legally on these organisations. All these perspectives need to be considered. An organisation is very rarely isolated to, or protected from one, or a few.

By managing risks within a structured approach an organisation should become more efficient, confident and proficient with dealing with situations presented to it in working towards achieving its objectives.

The aim of the following policy is to satisfy the following principles:

- It aligns with objectives of the organisation
- Fits the context within the organisation operates

- Engages stakeholders
- Provides clear guidance
- Informs decision making
- Facilitates continual improvement
- Creates a supportive culture
- Achieves measurable value

SECTION 2 RISK MANAGEMENT POLICY

The Managing Director is the owner of this policy. This policy supports and should be read in conjunction with both the risk management process guide plus the individual risk management strategies that accompany each risk register.

Risk Appetite and Capacity

In order to provide guidance to resource allocation and prioritisation it is important to outline TCICAA's *risk appetite*, and this is the amount of risk TCICAA is willing to accept. Sometimes it is not worth expending the organisation's resources to mitigate a risk occurring. This may be due to the consequences having minimal impact to require any action, or the resource expended preventing the realisation of the risk would be greater than that recovering from it. This risk appetite shall be set and reviewed by TCICAA Board.

To facilitate in assessing, a risk a set of consequence categories will be created and will be used by the Board to define the level of risk appetite. *Risk capacity* is the maximum amount of risk TCICAA can take. Again, the consequence categories shall be used by the Board to describe these. Obviously, our risk appetite cannot exceed our risk capacity.

Tolerance Thresholds

These are levels at which when a risk expected value score reaches a certain level will trigger a response. This will involve escalation up through the organisation for review or further action. The risk tolerance threshold is linked to the risk category consequences.

Escalation Process

The level at which a risk is reviewed is dependent on its expected value score. When a reviewer escalates the risk's expected value score then the audience and seniority will be raised to the following within the organisation:

Expected Value Colour/ Score	Review Level	Base Frequency
BLUE 1-2	Risk Log Reviewer/ Team	Monthly
GREEN 3-4	Risk Log Reviewer's/Teams Line Manager Review	Monthly
YELLOW 5-10	Functional Managers Meeting Review	Monthly
ORANGE 11-19	MD and Dep MD Meeting Review	Monthly plus alert*

RED 20-25	Board Meeting Review	6 monthly plus alert*
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*The alert consists of an e-mail to the F6 Managers, MD and Deputy MD containing the risk line from the relevant risk register copied and pasted with the title line Urgent: Risk Escalation Alert.

Should a risk escalate to the orange or red expected value scores bands, then an alert shall be raised to the functional managers, MD and Deputy MD. Such an escalation may not await the monthly review periodicity; it can be enacted by any reviewer at anytime in response to a situation. The most senior person available shall then coordinate, and lead any response.

Delegation Procedure

Following an escalation the risk further actions responses should be reviewed. These should be clearly delegated and recorded in the risk register.

Roles and Responsibilities

TCICAA Board

- Reviews and endorses the CAA risk appetite and capacity
- Reviews the risk management strategy
- Reviews the strategic risk register items
- Reviews all risks with expected values above 11
- Monitors and acts on escalated risks
- Reviews the risk summary
- Contributes to risk identification

Managing Director

- Ensures the risk management strategy exists
- Ensures risk management policy is implemented
- Ensures adequate resources are available to implement the risk management strategy
- Defines and monitors risk tolerances
- Owns and manages escalated risks as appropriate
- Contributes to identification of key risk areas and assures that the risk registers are in place
- Owns individual risks
- Reviews all risks with expected values above 11

Functional Managers

- Ensures that the risk registers, risk review process and escalation process are enacted

- Own individual risks and manages escalated risks as appropriate
- Ensures participation in delivery of risk management
- Explicitly identifies risk management duties are within and linked to personnel objectives
- Contributes to identification of key risk areas
- Reviews all risks with expected values above 5

Safety Development Manager

- To produce the initial risk management process
- To facilitate the creation of the risk and issue registers
- To manage the risk reports and summaries
- To review and revise the risk management process, as required

Risk Register Owner

- Ensure that risk/ issue registers are created, reviewed and updated within agreed timescales
- Understand the risk management policy and their role
- Implements the policy within their areas of responsibility
- Escalates risks as necessary as defined by the risk management policy

Team/ All

- Participate (as appropriate) in the identification, assessment, planning and management of threats and opportunities
- Understand the risk management policy and how it affects them
- Implements the policy within their areas of responsibility
- Escalates risks as necessary as defined by the risk management policy

Glossary of Terms

Accept

A risk response that means that the organisation takes the chance that the risk will occur, with the full impact on objectives if it does.

Avoid

A risk response that seeks to eliminate a threat by making the situation certain.

Benefits

The measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders.

Business case

The justification for an organisational activity (strategic, programme, project or operational) which typically contains the costs, benefits, risks and timescales and against which continuing viability is tested.

Business continuity plan

A plan for the fast and efficient resumption of essential business operations by directing recovery actions of specified recovery teams.

Business risk

Failure to achieve business objectives/ benefits.

Contingency planning

The process of identifying and planning appropriate responses to be taken when a risk actually occurs.

Contingent plan

Plans intended for use, only if required, e.g. if a risk response is not successful. Often called fallback plans.

Disaster recovery plan

A series of processes that focus on recovery processes, principally in response to physical disasters. This activity forms part of the business continuity planning, not the totality.

Dis-benefit

Outcomes perceived as negative by one or more stakeholders. Dis-benefits are actual consequences of an activity whereas, by definition, a risk has some uncertainty about whether it will materialise.

Early warning indicator

Abbreviated to EWI. A leading indicator for an organisational objective measured ultimately by a key performance indicator (KPI).

Enhance

A risk response for an opportunity that seeks to increase the probability and/ or impact to make it more certain.

Expected value

This is calculated by multiplying the estimated average impact by the estimated probability percentage. Also known as expected monetary value where estimated average impact is a cost.

Expected value score

This is calculated by multiplying the estimated impact by the estimated probability. The higher the value the higher the risk.

Exploit

A risk response for an opportunity that seeks to make the uncertain situation certain.

Horizon scanning

The systematic examination of potential threats, opportunities and likely future developments which are at the margins of current thinking and planning.

Impact

Impact is the result of a particular threat or opportunity actually occurring.

Inherent risk

The exposure arising from a specific risk before any action has been taken to manage it.

Issue

A relevant event that has happened, was not planned and requires management action. It could not be a problem, benefit, query, concern change request or risk that has occurred.

Issue actionee

A role or individual responsible for the management and control of all aspects of individual issues, including the implementation of the measures taken in respect of each issue.

Key performance indicator

Abbreviated to KPI. A measure of performance that is used to help an organisation define and evaluate how successful it is in making progress towards its organisational objectives.

Management of risk

Systematic application of policies, procedures, methods and practices to the tasks of identifying and assessing risks, and then the planning and implementing risk responses. This provides a disciplined environment for the proactive decision making.

Maturity level

A well-defined evolutionary plateau towards achieving a mature process (five levels are often cited: initial, repeatable, defined, managed and optimising).

Operational risk

Failure to achieve business/ organisational objectives due to human error, system failures and/ or inadequate procedures and controls.

Opportunity

An uncertain event that would have a favourable impact on objectives or benefits if it occurred.

Outcome

The result of change, normally affecting real-world behaviour or circumstances. Outcomes are desired when a change is conceived. Outcomes are achieved as a result of the activities undertaken to effect a change.

Output

The tangible or intangible artefact produced, constructed or created as a result of a planned activity.

Probability

This is the evaluated likelihood of a particular threat or opportunity actually happening, including a consideration of the frequency with which this may arise.

Product

An input or output, whether tangible or intangible, that can be described in advance, created and tested. Also known as a deliverable.

Programme

A temporary, flexible organisation structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisation's strategic objectives. A programme is likely to have a life span of several years.

Programme risk

Risk concerned with transforming high-level strategy into new ways of working to deliver benefits to the organisation.

Project

A temporary organisation that is created for the purpose of delivering one or more business products according to a specified business case.

Project risk

Project risks are those concerned with the successful completion of the project. Typically these risks include personal, technical, cost, schedule, resource, operational support, quality and supplier issues.

Proximity

(Of risk) The time factor of risk i.e. the occurrence of risks will be due at particular times, and the severity of their impact will vary depending on when they occur.

Quality assurance

Assurance that products will be fit for purpose or meet requirements.

Reduce

A risk response for a threat that seeks to reduce the probability and/ or impact.

Residual risk

The risk remaining after the risk response has been successfully applied.

Risk

An uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives. A risk is measured by a combination of the probability of a perceived threat or opportunity occurring and the magnitude of its impact on objectives.

Risk actionee

Some actions may not be within the remit of the risk owner to control explicitly; in that situation there should be a nominated owner of the action to address the risk. He or she will need to keep the risk owner apprised of the situation.

Risk appetite

The amount of risk the organisation, or subset of it, is willing to accept.

Risk capacity

The maximum amount of risk that an organisation, or subset of it, can bear, linked to factors such as its reputation, capital, assets and ability to raise additional funds.

Risk cause

A description of the source of the risk, i.e. the event or situation that gives rise to the risk.

Risk effect

A description of the impact that risk would have on the organisation activity should the risk materialise.

Risk estimation

The estimation of the probability and impact of an individual risk, taking into account predetermined standards, target risk levels, interdependencies and other relevant factors.

Risk evaluation

The process of understanding the net effect of the identified threats and opportunities on an activity when aggregated together.

Risk event

A description of the area of uncertainty in terms of the threat or the opportunity.

Risk exposure

The extent of the risk borne by the organisation at that time.

Risk identification

Determination of what could pose a risk; a process to describe and list the sources of risk (threats and opportunities).

Risk log

See risk register.

Risk management

Systematic application of principles, approach and processes to the tasks of identifying and assessing risks, and then planning and implementing risk response.

Risk management policy

A high-level statement showing how risk management will be handled throughout the organisation.

Risk management process guide

Describes the series of steps (from identifying through to implement) and their respective associated activities, necessary to implement risk management.

Risk management strategy

Describes the goals of applying risk management to activity, the process that will be adopted, the roles and responsibilities, risk thresholds, the timing of risk management interventions, the deliverables, the tools and techniques that will be used, and the reporting requirements. It may also describe how the process will be coordinated with other management activities.

Risk owner

A role or individual responsible for the management and control of all aspects of individual risks, including the implementation of the measures taken in respect of each risk.

Risk perception

The way in which a stakeholder views a risk, based on a set of values or concerns.

Risk profile

Describes the types of risk faced by an organisation and its exposure to those risks.

Risk register

A record of all identified risks relating to an initiative, including their status and history, also called a risk log.

Risk register owner

A person who has the delegated responsibility for the review and upkeep of a particular risk/ issues register.

Risk response

Actions that may be taken to bring the situation to a level where the risk exposure to risk is acceptable to the organisation. These responses fall into one of a number of risk response options.

Risk tolerance

The threshold levels of risk response that, with appropriate approvals, can be exceeded, but which when exceeded will trigger some form of response (e.g. reporting the situation to senior management for action).

Risk tolerance line

A line drawn on the summary risk profile. Risks that appear above that line cannot be accepted (lived with) without referring to a higher authority. For a project, the project manager would refer to these to the senior responsible owner.

Senior responsible owner

The single individual with overall responsibility for ensuring that a project or programme meets its objectives and delivers the projected benefits.

Severity of risk

The degree to which the risk could affect the situation.

Share

A risk response. Modern procurement methods commonly entail a form of risk-sharing through the application of pain/ gain formula: both parties share the gain (within pre-agreed limits) if the cost is less than the cost plan; and share the pain (again within pre-agreed limits) if the cost plan is exceeded.

Sponsor

The main driving force behind a programme providing investment decisions and top-level endorsement of the rationale and objectives of the programme.

Stakeholder

Any individual, group or organisation that can affect, be affected by, or perceived itself to be affected by an initiative (programme, project, activity or risk).

Stakeholder map

A diagrammatic representation of the stakeholders relevant to an organisational activity and their respective interests.

Strategic risk

Risk concerned with where the organisation wants to go, how it plans to get there, and how it can ensure survival.

Summary risk profile

A simple mechanism to increase the visibility of risks. It is a graphical representation of information normally found on an existing risk register.

Threat

An uncertain event that could have a negative impact on objectives or benefits.

Transfer

A risk response whereby a third party takes on the responsibility for an aspect of the risk.

Unique Risk Reference

Each identified risk across the organisations identification number noted within the risk register.

Risk Management Process

See process guide.

Key Performance Indicators and Early Warning Indicators

As the process evolves these will become more detailed. The initial use of such indicators will act to describe the following:

- Total/average risk score
- Strategic total/average risk score

- Programme total/average risk score
- Project total/average risk score
- Operational total/average risk score
- Specialism's total/average risk score

These indicators will build into ongoing monitors of the risk profile of the organisation. With experience these will evolve into being able to form early warning risk score indicators for the future. Also, in time these scores may be further divided by Territory.

When to Use

Risk is based on an event should it occurs it will affect the achievement of an objective. It is therefore important to clearly understand the defined objective and its context before embarking on applying any risk process.

The context in which the risk sits it also important, this in most organisations sits between maintaining the day to day management of the organisation's processes and establishing the future direction of that organisation through change management. It should cover the whole picture of the organisation's function.

Organisational perspectives typically fall into the following:

- Strategic, concerned with ensuring the overall organisation's success, vitality and viability. This links to our Directions.
- Programme, concerned with transforming the organisation's strategy into new ways of working that deliver measurable benefits to the organisation. Examples:
 - State Safety Programme
 - Aviation Security
 - Management System
- Project, concerned with delivering defined outputs to appropriate level of standard within an agreed scope, time and cost constraints. Examples:
 - Safety Management System
 - Safety Reporting
- Operational, concerned with maintaining appropriate levels of service. Examples:
 - Regulatory oversight
 - Approvals
 - Licensing
 - Policy – AN(OT)O/ OTAR/ OTACs
 - Office administration

- Training
- ICAO/ ASSI Liaison

Beyond these an organisation will have a set of risk specialisms and these are as follows:

- Business continuity management
- Incident and crisis management
- Health and safety management
- Financial risk management
- Environmental risk management
- Reputational risk management
- Contract risk management

The risk management process should be applied to strategic, programme, project, operational and selected specialisms. Each risk/issue register shall have a designated Register Owner who is responsible for its upkeep.

Reporting

Register Owner Review– A monthly review and update of risk registers a week prior to the Functional Managers Meeting. This includes a check of the risk rating, response, residual, action and risk status.

Functional Managers Review– A monthly report will be run for review by the functional managers. This will include for review all risks with an expected value above 5.

MD/Dep MD Review - Following the Functional Managers meeting a summary report will be run for review by the MD and the Dep MD based on the Functional Managers review. All risks with an expected value above 11 will be reviewed.

Staff Meeting Quarterly Review – A summary report and review of the top level risks for discussion.

Board Meeting - A risk summary update report is provided prior to each Board meeting. This will provide a summary of risk metrics, high expected value score risks and short briefing of new risks and issues. Each January an annual summary will be produced. All risks with an expected value score above 20 will be specifically reviewed by the Board at every meeting.

Note should a risk be escalated to an expected value score of 11 and above at anytime this should trigger an alert, see escalation procedure section.

Annual Review - Each year a short review of the risk management process will be conducted. This will assess the effectiveness, value and recommend any changes to the process. *The following appendix just shows the impact tables. Within the following the definitions will be amended to reflect our work in degrees of impact related to levels of escalation with indications of impact tolerance levels and capacity levels. This may well be just one set of tables with a colour coding, comment or 3 appendices defining each level?*

SECTION 3 RISK MANAGEMENT PROFILE

The purpose of the Risk Management Profile is to maintain an overview of all key risks in aviation within the Turks and Caicos Islands. The Risk Register and Risk Management may be amended on referral of an item from the concerns log, the review committee or following any review of the key risks that may be undertaken periodically but all risks should be reviewed as detailed within the Risk management Policy.

The Risk Management Profile provides the basis for updating the aims and objectives in the Safety Oversight Plan to ensure they remain relevant. It is intended to be comprehensive, covering:

- Regulatory Oversight
- Safety Management
- Operational Activities
- Emergency Planning
- Political and Business Factors.

TCICAA’s Safety Oversight Plan describes safety aims which are considered to be of central importance for improvements to be made in aviation safety within the Turks and Caicos Islands. All risks detailed within this document shall be managed in conjunction with the safety risk management process, the organization’s Business Plan and the Safety Oversight Plan. A flowchart has been incorporated into this document which details the safety risk management process.

SECTION 4 RISK RATING CRITERIA

The likelihood of occurrence and severity of impact shall be assessed in accordance with the tables of likelihood and severity below and multiplied to provide a total risk score. The likelihood must consider the complete string of events, not just the final event that leads to the final outcome. The likelihood must also correspond to the severity of impact being considered. The worst-case impact should not be matched with the most frequent event unless there is only one level of impact that can occur.

The risk rating should reflect the likelihood and the severity of the risk to TCICAA.

Risks should be assessed at their current level, taking into account the existing risk reducing measures, but excluding any future planned actions. All risks must be reviewed and escalated as per the escalation process outlined on page 5.

DESCRIPTOR	LEVEL	LIKELIHOOD OF OCCURRENCE
Never Happens	1	Could occur but not known to occur within industry

Unlikely	2	Has happened before in industry
Possible	3	Has happened several times within industry
Likely	4	Has happened before within the organisation
Almost Certain	5	Has happened several times before within the organisation

Severity of impact to TCICAA

DESCRIPTOR	LEVEL	SEVERITY
Minor	1	Limited impact on the effectiveness and efficiency of the organization.
Moderate	2	Damage to TCICAA's credibility and/or failure to fulfil its regulatory obligations.
Moderate +	3	Damage to TCICAA's credibility and/or failure to fulfil its regulatory obligations, leading to a near-miss incident.
Major	4	Damage to TCICAA's credibility and/or failure to fulfil its regulatory obligations, leading to an incident or damage to TCICAA's credibility within a sector of the civil aviation community.
Catastrophic	5	Severe damage to TCICAA's credibility and/or failure to fulfil its regulatory obligations, leading to TCICAA publicly defending itself.

SECTION 5 RISK REGISTER

REGULATORY RISKS

REF	GENERIC HEADING	DESCRIPTION OF RISK	CURRENT STATUS & EXISTING MITIGATION	RISK RATING			PLANNED ACTIONS TO MONITOR & REDUCE RISK	STATUS	TIMESCALE	RESPONSIBILITY
				L	S	T				
1	Inadequate Standard setting	AN(OT)O/OTARs not current/compliant with SARPs resulting in OTs being unable to meet international standards and UK govt being unable to ensure that it meets its obligations under the Chicago Convention.		1	3	3	Continued monitoring of OTARS & associated AN(OT)O amendments with ASSI. Suggest that ASSI impose reasonable guidelines and reduce focus on regulatory dominance.	Closed		ASSI Board. TCICAA & ASSI CEOs
2	Ineffective implementation	New requirements meet ICAO Standards but are not implemented effectively by TCICAA		2	2	4	Internal audits; Procedure reviews. Implement TCICAA QAM. Update Departmental Business Plan,	Closed Mar 2017 Closed		MD/CAA

REF	GENERIC HEADING	DESCRIPTION OF RISK	CURRENT STATUS & EXISTING MITIGATION	RISK RATING			PLANNED ACTIONS TO MONITOR & REDUCE RISK	STATUS	TIMESCALE	RESPONSIBILITY
				L	S	T				
3	Ineffective implementation	Failure to meet ICAO standards lead to FAA refusing to grant/restrict Operating Specs for TCI Operators flying into US. (FAA re-categorisation)		3	2	6	Internal audits; Procedure reviews. Implement TCICAA QAM. Update Departmental Business Plan,	Closed Closed		MD, Technical Officers
4	Incorrect advice	Incorrect advice given by TCICAA subsequently implicated in a major incident or accident		1	4	4	Ongoing monitoring of staff competence and continual training. New SMS requirements more clearly define operator responsibilities, making it less likely that TCICAA would be sued.	Closed Closed		MD, /Inspectors

REF	GENERIC HEADING	DESCRIPTION OF RISK	CURRENT STATUS & EXISTING MITIGATION	RISK RATING			PLANNED ACTIONS TO MONITOR & REDUCE RISK	STATUS	TIMESCALE	RESPONSIBILITY
				L	S	T				
5	Ineffective oversight	Non-compliance by industry/operators		2	4	8	Regular risk/performance-based inspections and RNR follow-up	Closed		Inspectors/MD/Board
6	Inadequate Standards	Failure to maintain ICAO standards leads to FAA downgrading its category 1 status for TCI, thereby restricting operating specifications for TCI Operators flying into the US.	Continued compliance with ICAO standards through implementation of OTARs. Enhanced working relationships with FAA and local OTAA and monitoring of action plans.	1	2	2	Implementation of ICAO corrective action plans, safety oversight plan and monitoring of OTAA's SMS implementation plans.	Ongoing	On-going	TBA MD

REF	GENERIC HEADING	DESCRIPTION OF RISK	CURRENT STATUS & EXISTING MITIGATION	RISK RATING			PLANNED ACTIONS TO MONITOR & REDUCE RISK	STATUS	TIMESCALE	RESPONSIBILITY
				L	S	T				
7	Ineffective implementation	The risk that TCICAA has insufficient staff and resources to handle current designations.	<ul style="list-style-type: none"> • Assessments conducted by ASSI. • Financial updates provided to TCICAA Board 	2	2	4	<p>Continued close liaison with ASSI.</p> <p>Regular meetings with Governor and local Government.</p> <p>Development of Business Continuity Plan.</p> <p>Quarterly financial updates provided to TCICAA Board.</p>	<p>Closed</p> <p>Open</p> <p>Closed</p> <p>Closed</p> <p>Closed</p>	<p>Arrange by July 2012</p> <p>By June 2012</p> <p>1st update to be presented in July 2012</p>	<p>All key personnel</p> <p>TCICAA MD</p> <p>TCICAA MD</p> <p>TCICAA MD</p>

REF	GENERIC HEADING	DESCRIPTION OF RISK	CURRENT STATUS & EXISTING MITIGATION	RISK RATING			PLANNED ACTIONS TO MONITOR & REDUCE RISK	STATUS	TIMESCALE	RESPONSIBILITY
				L	S	T				
8		Loss of key staff due to budgetary cuts resulting from implementation of recent study/report		2	3	6	Dialogue with Govt. in effort to avoid or minimise financial impact	Open (New)		MD/Board
9		Change in top management leading to work overload, less than smooth transition		2	2	4	Implementation of succession planning document	Open (New)		MD/Board
10	Ineffective implementation	Risk of political instability preventing effective safety oversight.	<ul style="list-style-type: none"> Alerts from local government. The use of Technical Procedures and regular audits/assessments. 	2	2	4	Gain support from Governor & local government in order to maintain designations.	Closed	Ongoing	TCICAA MD

REF	GENERIC HEADING	DESCRIPTION OF RISK	CURRENT STATUS & EXISTING MITIGATION	RISK RATING			PLANNED ACTIONS TO MONITOR & REDUCE RISK	STATUS	TIMESCALE	RESPONSIBILITY
				L	S	T				
11	Ineffective oversight	Risk that foreign registered carriers/aircraft do not meet minimum international safety standards.	Regular ramp checks and inspection conducted. Implementation of current Technical procedures	1	3	3	Continue following Technical procedures, ramp checks.	Open Continuou s	Ongoing	All TCICAA Technical Staff
12	Aircraft operations	Increasing helicopter operation		2	3	6	Carefully scrutinize request for operations at new locations; obtain additional expertise	Closed Due to no activity		MD CAA
13		The provision of Meteorological service not being regulated	Limited oversight by ATS Inspector and liaison with Officials in Bahamas	1	2	2	Secure long distance contract for oversight of this service	Closed	TBA	MD/ATS Inspector

REF	GENERIC HEADING	DESCRIPTION OF RISK	CURRENT STATUS & EXISTING MITIGATION	RISK RATING			PLANNED ACTIONS TO MONITOR & REDUCE RISK	STATUS	TIMESCALE	RESPONSIBILITY
				L	S	T				
14	Aircraft operations	Risk of serious incident/accident resulting from pilot training activities at North Caicos aerodrome	Ensure competence of training organization, training and operational plans, procedures for operating at the NC aerodrome, including ATC arrangements	2	3	6	Close and constant monitoring by CAA	Closed Due to no activity		Flight Ops
15	Aircraft operations	Risk of collision between aircraft and para-sailors at Grand Turk and Salt Cay aerodromes	Limit height of para sailors, provide flight information to pilots, restrict parasailing activities	2	4	8	Ensure height restrictions on para-sailors, vigilance by ATC	Closed		ATC/Flight Ops
16	Aircraft operations	Risk of unsafe operation resulting from operating out of new locations, new management personnel, new facilities	Scrutinize plans for relocation, start-up and continuing operation; Company to provide assurance regarding operational procedures.	2	3	6	Require evidence of satisfactory CRM and change management plans	Open		Flight Ops/ Air Worthiness

REF	GENERIC HEADING	DESCRIPTION OF RISK	CURRENT STATUS & EXISTING MITIGATION	RISK RATING			PLANNED ACTIONS TO MONITOR & REDUCE RISK	STATUS	TIMESCALE	RESPONSIBILITY
				L	S	T				
17	RNR-PV/AD/001/15	The runway surface at taxiway G and at the threshold of runway 10 shows evidence of cracking, sinking and lifting as per attached pictures	NOTAM. Large jets not allowed to use taxiway G	2	4	8	Follow-up/Enforce Requirements	Closed Nov 2015	May 26, 2015 Closed 09/10/15	TCICAA Inspector/ TCIAA
18	RNR-PV/AD/002/15	The runway holding point on taxiway Golf is distorted and the pavement surface irregular		2	4	8	Repair defective surfaces Follow-up/Enforce Requirements	Closed	May 26, 2015 Closed 09/10/15	TCICAA Inspector/ TCIAA

REF	GENERIC HEADING	DESCRIPTION OF RISK	CURRENT STATUS & EXISTING MITIGATION	RISK RATING			PLANNED ACTIONS TO MONITOR & REDUCE RISK	STATUS	TIMESCALE	RESPONSIBILITY
				L	S	T				
19	RNR – PV/RFFS/007/15	No evidence provided by the TCIAA RFFS to show that they possess specialist rescue equipment to respond in difficult environment		2	3	6	Enter MOU with private organisation for provision of service	Re-Opened	26/05/15	TCICAA INSPECTOR/ TCIAA
20	RNR- PV/RFFE/008/15	Training facility not commensurate with level aerodrome operations, and does not have the pressure fed fire training capability		1	3	3	Monitor RNR rectification; enforcement action as necessary and appropriate	Closed	26/05/15	TCICAA INSPECTOR/ TCIAA
21	Open RNRs	RNRs that have been over-extended without rectification or enforcement action		2	3	6		Open	Ongoing	Inspectors, MD, Board

Commercial Risk

REF	GENERIC HEADING	DESCRIPTION OF RISK	CURRENT STATUS & EXISTING MITIGATION	RISK RATING			PLANNED ACTIONS TO MONITOR & REDUCE RISK	STATUS	TIMESCALE	RESPONSIBILITY
				L	S	T				
22	Funding	Budgetary restraints on TCICAA impose resource restrictions that limit the ability to discharge obligations under its remit.	Early submission of budgets to TCICAA Board and local Government and prudent financial controls. Close liaison with TCICAA Board and local Government on TCICAA objectives and budgets.	1	3	3	Gain agreement with TCI Government on TCICAA's priorities in the event of shortfall in funding. Agree a contingency plan with TCICAA Board and TCI Government.	Open	April 2012 Ongoing	TCICAA MD & Board of Directors
23	Loss of reputation	.	Continued development of contacts, co-operation and liaison with FAA & ASSI.	1	2	2	Nomination of senior staff member to take on the responsibility of acting as contact for close liaison with FAA & ASSI.	Closed	By April 2012 & on-going	Senior staff member – TBA Senior Flight Ops Insp

REF	GENERIC HEADING	DESCRIPTION OF RISK	CURRENT STATUS & EXISTING MITIGATION	RISK RATING			PLANNED ACTIONS TO MONITOR & REDUCE RISK	STATUS	TIMESCALE	RESPONSIBILITY
				L	S	T				
24	Business systems	Loss or damage to business systems, records, premises, infrastructure due to damage or destruction by hurricane or other natural disaster.	Implementation of Emergency preparedness plan when necessary.	3	2	6	Periodic exercise of emergency preparedness plan, development of a business continuity plan, regular updating of all business equipment and systems.	Open Closed	By June 2012 Ongoing Phase one completed ; continuing	MD & Deputy MD

REF	GENERIC HEADING	DESCRIPTION OF RISK	CURRENT STATUS & EXISTING MITIGATION	RISK RATING			PLANNED ACTIONS TO MONITOR & REDUCE RISK	STATUS	TIMESCALE	RESPONSIBILITY
				L	S	T				
25	Disclosure of sensitive information	Disclosure of sensitive information.	Back up of secure network access control, adherence to data protection act.	2	2	4	Continued back-up of secure network control, adherence to data protection act. Development of document confidentiality procedure for inclusion into the Quality Management System.	Open Closed May 2016	On-going By August 2012 Request extension to May 2013 Further extension requested to end of 2013	TBA Quality Manager
26	Business systems	Significant failure of IT infrastructure (Network / Communications)	Standard common equipment and products, local service back-up.	2	3	6	Review outsourced IT support service arrangements.	Closed May 2016	By June 2012	TCICAA MD

REF	GENERIC HEADING	DESCRIPTION OF RISK	CURRENT STATUS & EXISTING MITIGATION	RISK RATING			PLANNED ACTIONS TO MONITOR & REDUCE RISK	STATUS	TIMESCALE	RESPONSIBILITY
				L	S	T				
27	TCICAA reputation	Failure to maintain key stakeholder relationships, leading to a drain on resources/time and a failure to achieve one or more of its objectives.	<ul style="list-style-type: none"> Highly trained and experienced staff, aware of the requirements of their posts and are committed to fair and equal attention to stakeholders (i.e. Governor, local Government, TCICAA and ASSI) through effective and close liaison. Through continuous training and commitment to maintaining good relationships. TCICAA Board meetings Continuous and regular meetings and conference calls with Governor, Government and ASSI. 	1	2	2	Brain storming session to propose new Business Plan initiatives.	Continuou s	By Sept 2012	TCICAA MD & Deputy

REF	GENERIC HEADING	DESCRIPTION OF RISK	CURRENT STATUS & EXISTING MITIGATION	RISK RATING			PLANNED ACTIONS TO MONITOR & REDUCE RISK	STATUS	TIMESCALE	RESPONSIBILITY
				L	S	T				
28	TCICAA reputation	Risk to TCICAA credibility and reputation by failing to provide effective oversight of industry.	<ul style="list-style-type: none"> Competence of staff in conducting audits/assessments effectively. Formal technical procedures to manage results of audits/assessments and monitor progress. Formal liaison with ASSI & TCI Governor. TCI AA action plans. Regular meetings with local Government. 	2	3	6	Review regularity of current audits conducted, monitor progress against safety oversight plan & refresher training through ASSI and/or other organization.	Continuous	By September 2012	TCICAA MD
29	Third Party Liability	Risk of mishap to employees during travels on, and in the exercise of, official duties	Guidance regarding health and safety in the workplace and travel tips in the Staff Procedures Manual	2	3	6	Indemnity insurance Travel insurance	Closed		MDCAA

REF	GENERIC HEADING	DESCRIPTION OF RISK	CURRENT STATUS & EXISTING MITIGATION	RISK RATING			PLANNED ACTIONS TO MONITOR & REDUCE RISK	STATUS	TIMESCALE	RESPONSIBILITY
				L	S	T				
30	Third Party Liability	Risk of legal consequences to the oversight actions of regulatory staff in the performance of their oversight functions	Maintenance of staff competency, relevant ongoing training and education	2	3	6	Acquire and maintain indemnity insurance	Closed (New)		
31	Contingent liability	TCICAA sued as a consequence of action or inaction.	Implement Quality Assurance practices & Safety Oversight Management system. New guidance on SMS clarifies accountability for safety management.	2	3	6	Regular audits by ASSI of TCICAA. Maintain stringent inspection, implementation of SSP & SOMS.	Ongoing		

SECTION 5 RISK REGISTER Commercial Risk

SECTION 6 IMPACT TABLES

Impact/ Severity	General	Airworthiness	Benefit realisation of a programme/ project	Compliance
Negligible	Negligible impact upon objectives.	There is no impact or safety of flight implications and there is suitable redundancy.	5-10% of benefits not realised, 5-10% of costs increased.	Regulator/ external auditor request for further explanation, repeated deviation from SOP or policy.
Minor	Minor effects to objectives that are easily rectified.	Reliability is impacted with sufficient redundancy in place and no operational safety of flight implications.	10-20% of benefits not realised, 10-20% of costs increased.	Regulator issues warning, finding for non-compliance with legislation, breach of group policy/ SOP.
Moderate	Some objectives are affected.	Although there is no redundancy, the deviation requires non-standard measures to be taken by flight operations.	20-50% of benefits not realised, 20-50% of costs increased.	Multiple warnings/ findings or penalties for non-compliances, repeated breaches.
Critical	Some important objectives cannot be achieved.	There is no redundancy and the deviation presents a clear and immediate threat to aircraft safety.	50-75% of benefits not realised, 50-75% of costs increased.	Regulator intervention to show cause action - required to stop work immediately or cease activity, breach of multiple policies.
Catastrophic	Most objectives cannot be achieved.	Potential to directly cause an aircraft accident leading to hull loss or effects multiple aircraft.	75-100% of benefits not realised, 75-100% of costs increased.	Loss of regulatory approval to operate.

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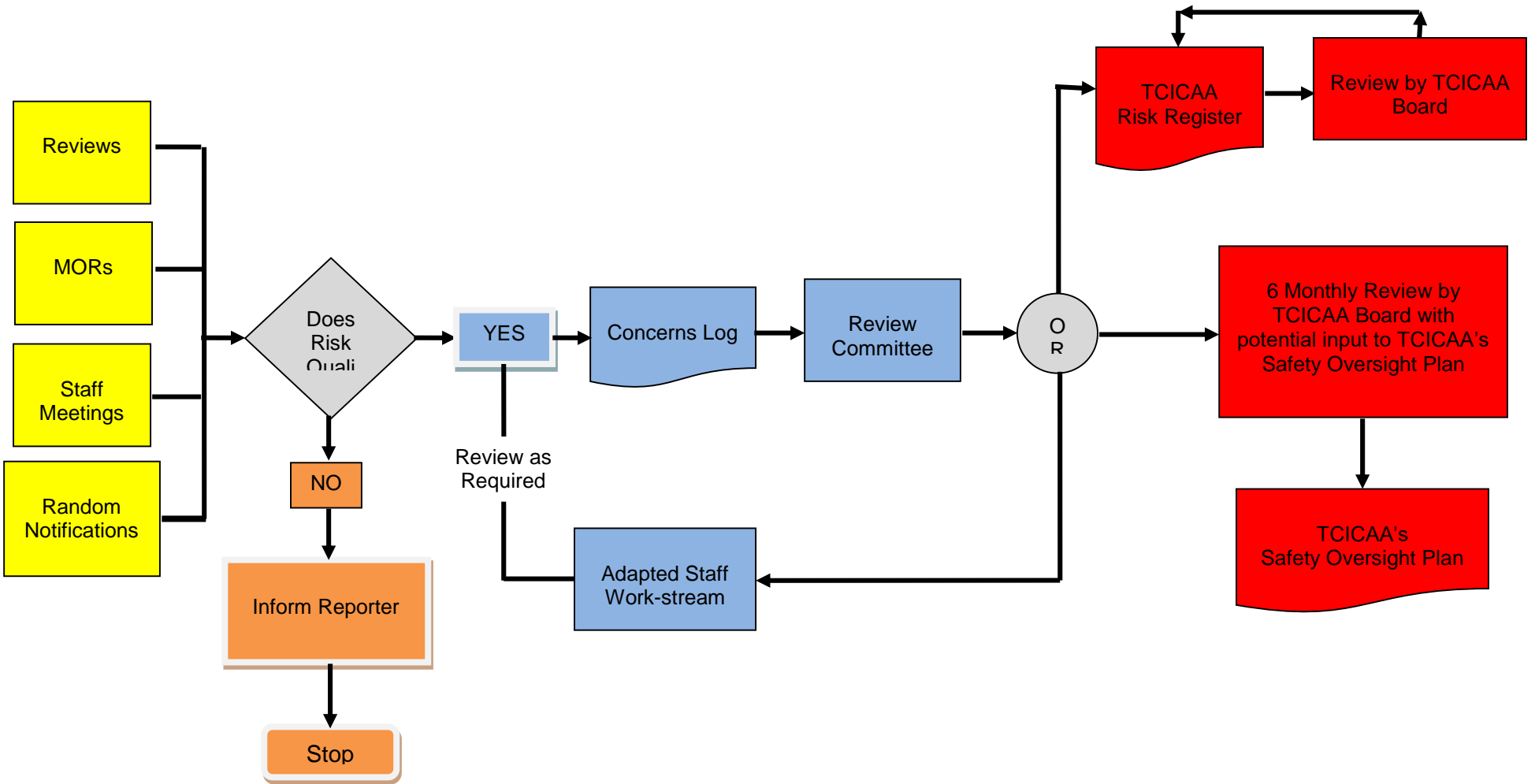
Impact/ Severity	Environment	Fatigue	Finance	Flight Safety
Negligible	Minor breach of internal procedure, insignificant impact to environment, localised implications.	No significant consequence.	Less than \$2.8m	Deviation with minimal potential to impact safe operation of aircraft managed by crew.
Minor	Minimal impact to environment, contained (on site) with some migration outside.	Nuisance, operating limitations, use of emergency procedures, minor incident.	\$2.8m-\$5.6m	Deviation with some potential to impact safe operation managed by crew using non-normal checklist procedure.
Moderate	Medium impact to environment, migration outside operational area.	A significant reduction in safety margins, a reduction in the ability of operators to cope with the adverse operating conditions as a result of increased workload or as a result of conditions impairing their efficiency, serious incident, injury to persons.	\$5.6m-\$11.2m	Deviation impacting the safe continued safe operation.
Critical	Significant impact to environment on site, known migration off site, third parties impacted.	A large reduction in safety margins physical distress or a workload such that operators cannot be relied upon to perform their tasks accurately or completely, serious injury, major equipment damage.	\$11.2m-\$27.9m	State of emergency for an operational condition impacting the safe operation of an aircraft, requires emergency actions by crew.
Catastrophic	Long term environmental implications and impacts on third parties.	Multiple deaths, equipment destroyed.	Greater than \$27.9m	Loss of aircraft and/ or multiple fatalities

Impact/ Severity	Injury/ Illness	Legal	Management Effort	Operational Culture
Negligible	First Aid Injuries with no follow up required	An offence which could breach a single regulation	An event that can be absorbed through normal activity, business as usual impacted by 1 working day.	Human error
Minor	Injuries requiring ongoing medical treatment, no permanent loss/ disability.	An offence which breaches more than one regulation, an infringement or improvement notice is issued.	An event which can be absorbed but some additional management effort is required, business as usual.	At risk behaviour with system redundancy.
Moderate	Immediate admission to hospital and permanent disability/ loss of capacity.	An offence for which the company prosecution is contemplated and legal response is required.	A significant event which can be absorbed, but substantial management effort is required.	At risk behaviour with no system redundancy.
Critical	One fatality and/ or permanent disability/ ill health.	An offence which results in a company prosecution and/ or regulatory intervention.	A critical event which requires extensive management effort, business as usual impacted for 12 weeks.	Reckless behaviour with system redundancy.
Catastrophic	Multiple fatalities and/ or permanent disability/ ill health	An offence which results in a company prosecution and may result in Directors/ Executives/ Senior Management prosecution.	A critical event which requiring dedicated management effort to avoid potential collapse of the business.	Reckless behaviour with no system redundancy.

Impact/ Severity	Operational Safety	Operations	Physical Assets	Reputation/ Public Relations Confidence
Negligible	There are no flight safety implications and there is suitable redundancy.	Minor flight disruption, aircraft delay less than 6 hours.	Damage to asset can be repaired as part of business as usual.	Series of articles in local/ county press.
Minor	Reliability is impacted with adequate redundancy in place and no flight safety implications.	Aircraft grounding 6 to 48 hours.	Damage can be recovered/ repaired within 7 days.	Extended negative local/ county media coverage.
Moderate	Although there is redundancy, the deviation requires non-standard measures to be taken by flight operations.	Aircraft grounding more than 2 days.	Significant damage to asset which can be repaired within 3 weeks.	Short-term nationwide negative media coverage.
Critical	There is no redundancy and the deviation presents a clear and immediate threat to safe operations.	Sub fleet grounding up to 2 days.	Significant damage to asset which can be repaired beyond 3 weeks.	Extended negative nationwide media coverage.
Catastrophic	Potential to directly cause and aircraft accident leading to a hull loss.	Fleet/ sub fleet grounding for extended period, greater than 3 days.	Major structural failure of or damage to multiple physical assets rendering it unusable.	Material change in the public perception of company as a competent regulator.

Impact/ Severity	Security	Service Delivery	Technology	
Negligible	Security threat assessment is hoax.	Disruptions that delay service or trip up to 3 hours, an annoyance.	Single business critical system failure that is rectified within 3 hours, instance of information compromised.	
Minor	Security threat assessment is genuine but situation mitigated and/ or resolved by company.	Disruptions that delay a service or trip 3-18 hours, less than a 100 customers affected.	Single business critical system failure that is rectified within 18 hours, limited affect on operation.	
Moderate	Security threat assessment is genuine, situation is only mitigated and/ or resolved with assistance.	Disruptions that delay a service or trip greater than 18-48 hours, less than a 1000 customers affected.	Multiple instances of confidential information compromised, critical system outage that affects operation for 1 day (contained).	
Critical	Security threat assessment is genuine, situation is only resolved by handing control to outside agency.	Disruptions that delay a service or trip greater than 48 hours but less than 3 days, less than a 10000 customers affected.	Significant level of outage of business critical system that affects operations for 1 or more days, highly restricted information compromised.	
Catastrophic	Loss of aircraft due to successful attack, terrorist activity or civil unrest.	Extensive shut down of services for an extended period (greater than 3 days), all customers affected.	Unrecoverable system failure in business critical system, serious and sustained impact on operations.	

SECTION 7 SAFETY RISK PROCESS



SECTION 8 SAFETY CONCERNS LOG

No.	Narrative	Corrective Action	Responsible Person	Timescale

SECTION 9 TCICAA BOARD ENDORSEMENT



This Risk Register and Risk management Profile Log has been discussed, approved and authorized by the Board of Directors of TCICAA and signed by the Chairman of the Board.

Signature of Chairman:

TCI CAA Board Chairman – E J Saunders

Date approved: