



# **Buckinghamshire Council**

## **Risk Management Strategy**

Date: June 2021



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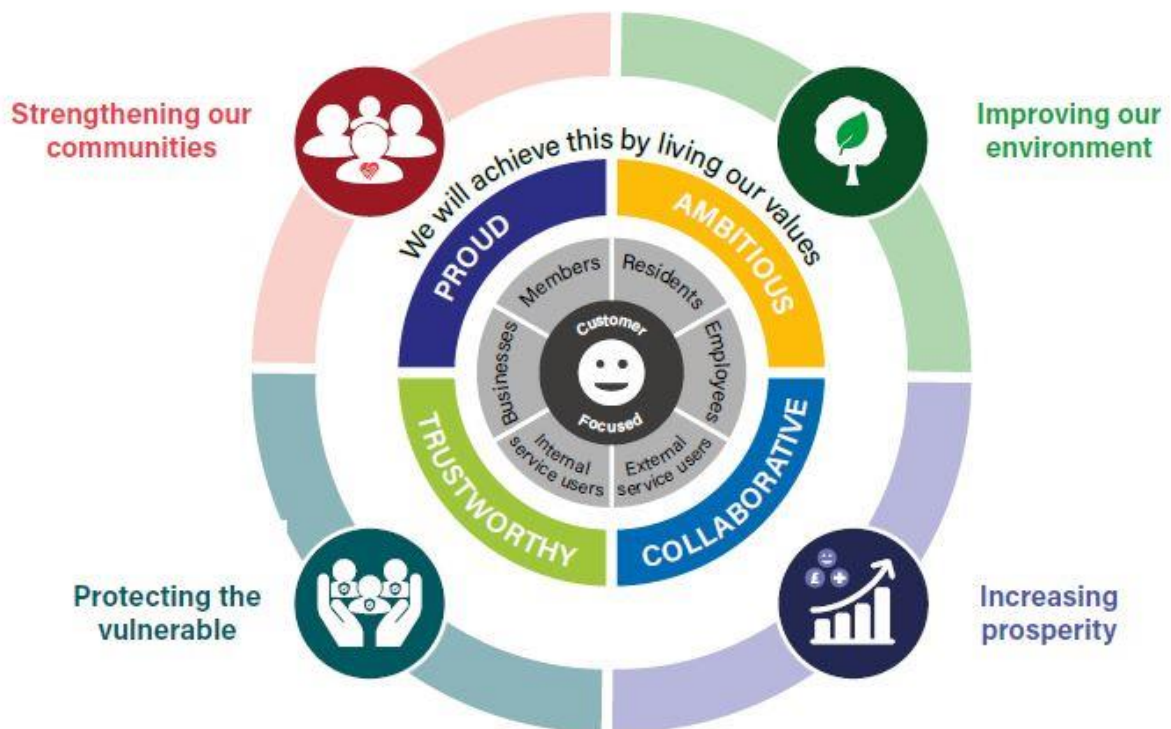
# 1. Introduction

Risk is part of everything we do. We live in an ever-changing world and the pace of change is increasing. This carries with it uncertainty and that uncertainty brings new opportunities and risks. How we manage those has never been more important in helping us meet our objectives, improve service delivery, achieve value for money and reduce unwelcome surprises.

Nothing has highlighted the importance of risk management more than in the last year with Covid-19. Not only has it brought to our attention the increased risk of infectious diseases and how we respond to pandemics, but it has also highlighted the complexity and interdependency of risks. It has made us look at existing risks such as supply chains, financial pressures, market stability and fraud but also consider how we must constantly evolve and adapt our approach to ensure that we have a strong risk management framework in place. The risk impacts from Covid-19 will continue into 2021/22 and we must ensure that we continue to use the knowledge gained and lessons learnt so far.

Buckinghamshire Council believes in the value of effectively managing risk: it informs business decisions; enables a more effective use of resources; enhances strategic and business planning; and strengthens contingency planning. None of this is possible without a supportive risk culture. A positive risk culture, one which encourages openness and discusses real business issues in a realistic manner, is essential to the effective management of risk. Everyone, from the Cabinet and Corporate Management Team down, has a clear role to play in establishing and maintaining that risk culture.

As set out in the Buckinghamshire Council Corporate Plan 2020-23, the Council has defined four key priorities:



Fundamental to delivering these ambitions is the way the Council implements sound management of risks and opportunities. The Council is committed to adopting best practice in its management of risk to ensure risk is of an acceptable and tolerable level in order to maximise opportunities and demonstrate it has full consideration of the implications of risk to the delivery and achievement of the Council's outcomes, strategic aims and priorities.

The Council is clear that the responsibility for managing risk belongs to everyone across the Council and that there needs to be a good understanding of the nature of risk by all stakeholders. This is fundamental in making informed decisions and is becoming increasingly important as the Council pursues innovative ways of working in carrying out its service delivery.

The Council will adopt a robust approach to risk but strive to be risk aware - being prepared to accept risk at a tolerable level that can be managed and mitigated whilst ensuring that the most vulnerable are protected and there is increased collaboration with our partners, communities and residents.

This Strategy and its objectives are inherent to good governance practices and they have been endorsed by the Council's Cabinet and Corporate Management Team.

Chair of Audit and Governance Committee

## 2. Aims and Objectives of the Risk Management Strategy

Risk management is an integral part of good management and is therefore at the heart of what we do. It is essential to the Council's ability to deliver public services and as a custodian of public funds. The current challenges facing local government means that now, more than ever, risks need to be identified effectively and managed carefully to mitigate adverse effects.

Effective risk management, including the identification and subsequent treatment of risks, can help the all areas of the organisation meet their objectives by demonstrating compliance, providing assurance, informing decision making and enabling value for money.

Risk Management is a useful tool for exploiting opportunities as well as safeguarding against potential threats, and acts as an early warning system. The Council is committed to the management of risk in order to:

- Ensure that statutory obligations and policy objectives are met;
- Prioritise areas for improvement in service provision and encourage meeting or exceeding customer and stakeholder expectations;
- Safeguard its employees, clients or service users, members, pupils, tenants and all other stakeholders to whom the Council has a duty of care;
- Protect its property including buildings, equipment, vehicles, knowledge and all other assets and resources;
- Identify and manage potential liabilities;
- Maintain effective control of public funds and efficient deployment and use of resources achieving Value for Money (VfM);
- Preserve and promote the reputation of the Council;
- Support the quality of the environment;
- Learn from previous threats, opportunities, successes and failures to inform future management of risks.

The Risk Management Strategy provides a framework designed to support Members and Officers in ensuring that the Council is able to discharge its risk management responsibilities. The Risk Management Strategy aims to:



Key objectives of the Risk Management Strategy:

- Embed risk and opportunity management into the culture of the organisation;
- Develop a balanced approach to managing the wide range of business risks facing the Council;
- Manage risk in accordance with legislation and best practice; and
- Establish a common understanding of the Council's expectations on risk management with partners, providers and contractors.

### 3. Approach to Risk Management

#### Risk Definitions

Risk is *'The effect of uncertainty on objectives. It can be positive, negative or both, and can address, create or result in opportunities and threats'* . Therefore, the Council defines risk as:

Any potential development or occurrence which, if it came to fruition, would jeopardise the Council's ability to:

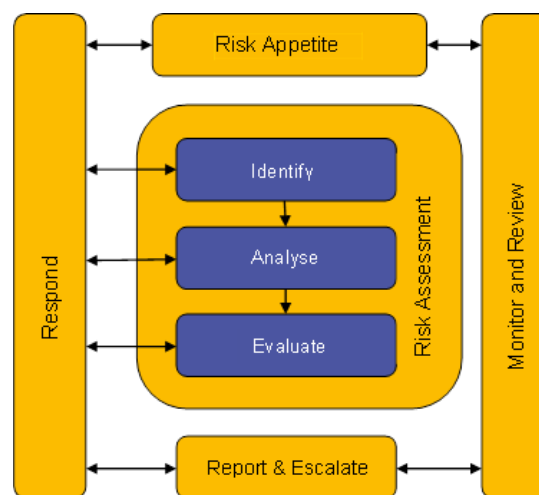
- achieve its corporate objectives and priorities;
- provide services as planned; and
- fulfil its statutory duties, including the duty to make arrangements to secure continuous improvement and ensure financial stability.

Risk Management is a *'coordinated activities to direct and control an organization with regard to risk'*\*

*\*Source ISO 31000 'Risk Management - Guidelines.*

#### Risk Management Framework and Process

It is important that there is a robust risk management framework that is embedded across the organisation. The Council's risk management framework supports the effective identification and management of risks across the organisation, supporting openness, challenge, and innovation in the achievement of objectives. The diagram below shows the risk management process:



It is important to remember that this is a continuous process:

- Risks should be regularly reviewed and updated;
- Checks should be undertaken to gain assurance that mitigating actions are working; and
- Any new/emerging risks should be considered.

## Risk Appetite

At its simplest, risk appetite can be defined as the amount of risk an organisation is willing to take in pursuit of its objectives.

A well-defined risk appetite means members and officers are clear about which risks are acceptable and which risks should be avoided. It focuses resources into addressing the most significant risks and ensures responses to the risks are appropriate and proportionate.

Risk appetite should be at the heart of how we do business and sets the tone for the risk culture across the Council through risk. Once it is properly understood and clearly defined, it can become a powerful tool to help take measured risks and improve overall performance and decision making.

The approach towards and appetite for risk can be:

Risk Appetite	Risk Appetite Description
<b>None</b>	Avoidance of risk and uncertainty is a key objective. Exceptional circumstances are required for any acceptance of risk.
<b>Low</b>	Preference for safe delivery options that have a low degree of risk and only have a potential for limited benefit.
<b>Moderate</b>	Preference for the safe options that have a moderate degree of risk and may only have limited potential benefits.
<b>High</b>	Willing to consider all options and choose the one that is most likely to result in successful delivery. Risk will be minimised while also providing an acceptable level of benefit.
<b>Very High</b>	Eager to realise benefits and to choose options to achieve this despite the higher risk.

The Risk Appetite Matrix can be set in Appendix 1.

The Council's risks appetite is determined by individual circumstances. In general terms, the Council's approach to providing services is to be innovative and to seek continuous improvement within a framework of compliance, delivering value for money and strong corporate governance.

Our aim is to have robust risk management at all levels across the organisation to encourage a less risk averse and more risk cautious/risk aware approach. This should help protect and grow the organisation, enable innovation and opportunities to be taken within the Council whilst managing and addressing the barriers to success.



The attitude towards risk will differ across the Directorates due to the different types of risks/ activities associated with them however in general there are a number of risk areas that Buckinghamshire Council is unwilling to accept:

- Health and Safety of employees and the public / safeguarding;
- Breaches of legal and statutory obligations; and
- Reputational impact.

At Buckinghamshire Council, the Risk Appetites are as follows and subject to change over time:

Directorate	High Level Risk Appetite	Rationale
<b>Adults and Health</b>	None	Statutory Obligations Safeguarding
<b>Children’s Services</b>	None	Statutory Obligations Safeguarding
<b>Communities</b>	Low / Moderate	Statutory Obligations Reputation Safeguarding Health and Safety
<b>Deputy Chief Executive</b>	Moderate	Compliance with the law Reputation
<b>Planning, Growth and Sustainability</b>	Low / Moderate	Value for Money Reputation Statutory Obligations Health and Safety
<b>Resources</b>	Low / Moderate	Statutory Obligations Financial Position Value for Money Compliance with the law Health and Safety

## Types of risk

Every organisation will face different types of risk - internal, external, strategic, and those arising from major projects, and the approach to managing them will differ.

Type of risk	Description	Examples
<b>Internal</b>	These are risks over which the organisation has some control, for example risks that can be managed through internal controls and, where necessary, additional mitigating actions. This often involves traditional risk management, such as risk registers, controls and assurance.	Fraud, health & safety, legal & regulatory, information security, data protection, safeguarding, contracts, people capability & capacity.
<b>External</b>	This focuses on big external events/perils and then considers how to make the organisation more resilient to such events. The approach to managing external risks is through considering the impact those external events could have on infrastructure, finance, people, operations and reputation. A common example is a business continuity plan.	Economic downturn, central government cuts, terrorist attack, extreme weather, cyber attacks
<b>Strategic</b>	This concerns the aims and priorities and aligns to the Council's Corporate Plan, identifying the principal risks to the achievement of those within a set timeframe.	These can be immediate impact risks to the organisation's ability to continue operating, e.g. loss of customer data; or slow-burning risks that grow and eventually prevent delivery of objectives, e.g. staff turnover or leadership capability.
<b>Major programmes &amp; projects</b>	Major projects form such a critical part of the plans for many councils and should have their own risk management arrangements in place aligned to the Programme/Project Governance arrangements. Significant projects and/or risks should be escalated as required.	These risks will be specific to the major project in question, and could involve shifting requirements, budget overspend, slippage in delivery timeframes, failure to deliver.

Our approach to risk management is proportionate to the type of risk, decision being made or the impact of changes to service delivery/ strategies. Our risk management arrangements enable us to manage uncertainty in a systematic way at all levels of the council's business.

All key decisions presented to Cabinet must clearly show the key risks and opportunities associated with the decision/recommendations, the potential impact and how these will be managed. This helps promote informed decision making, particularly in an environment of uncertainty and change.

## Risk Assessment

It is important that the organisation uses the same methodology to calculate risk to ensure that Buckinghamshire Council has an accurate overview of the risks that are posed. The risks are scored using two criteria scales that are then multiplied together to produce a total score by which the risk is assessed. The two criteria used are the Likelihood of an event occurring and the Impact that event could have. The criteria and methodology are set out in Appendix 2.

Identifying and ranking risks is important but the key element thereafter is to determine the strategy for managing them. The following table provides guidance on the level of management intervention that is likely to be necessary or appropriate.

Colour	Risk Assessment Score	Management Action	Risk Control
Green	Very Low 1-3	Acceptable risk; No further action or additional controls are required; Risk at this level should be monitored and reassessed at appropriate intervals.	Tolerate/Accept or Treat and Control.
Green	Low 4-6	Acceptable risk; No further action or additional controls are required; Risk at this level should be monitored and reassessed at appropriate intervals.	Tolerate/Accept or Treat and Control.
Yellow	Moderate 7-12	A risk at this level may be acceptable; If not acceptable, existing controls should be monitored or adjusted; No further action or additional controls are required.	Tolerate/Accept or Treat and Control
Amber	High 13-20	Not normally acceptable; Efforts should be made to reduce the risk, provided this is not disproportionate; Determine the need for improved control measures.	Treat, Tolerate or Transfer.
Red	Extreme 21-30	Unacceptable; Immediate action must be taken to manage the risk; A number of control measures may be required.	All options can and should be considered.

## 4. Roles and Responsibilities

The Council recognises that it is the responsibility of all members and officers to have due regard for risk in performing their duties, and that they should not be afraid of identifying a risk or feel that identifying a risk is a failure or that we should try to eliminate risk unduly. To ensure risk management is effectively implemented, all Buckinghamshire Council members and officers should understand the Council's risk management approach and embed risk management as part of their day to day activities.

At Buckinghamshire Council, specific responsibilities with regards to risk are:

Who	Responsibilities
Audit and Governance (A&G) Committee	<p>Ensure that risk management and assurance frameworks are in place that are adequate and effective.</p> <p>Approve the Risk Management Strategy; receive regular reports on strategy (via Risk Management Group); receive reports on assurance frameworks and compliance with key corporate controls.</p>
Risk Management Group (RMG)	<p>Oversee and challenge risk management and assurance frameworks.</p> <p>Receive updates on key risks &amp; actions; receive assurances on effectiveness of risk management.</p>
Corporate Management Team (CMT)	<p>Adopt and promote the Risk Management Strategy, ensuring the Council manages risks effectively.</p> <p>Identify, manage &amp; monitor strategic risks; receive quarterly reports on compliance with key corporate controls from Head of Business Assurance.</p>
Officer Risk Champions	<p>Assist with raising risk management profile; promote risk management strategy; ensure that risks are reported and escalated in line with the Directorate Reporting and Escalation process.</p>
Business Assurance Function	<p>Define Risk Management Strategy, toolkit etc.; monitor &amp; report on management of risks and escalate as required; report to CMT/RMG/A&amp;G committee.</p> <p>Monitor compliance with key corporate controls and report to CMT/A&amp;G committee.</p>
Professional Leads	<p>Confirmation that the application of professional standards and Council policy is compliant in the design of key corporate controls within Service Area/Directorate; monitor compliance with these key controls and report regularly to Head of Business Assurance.</p>

Directors and Managers	<p>Ensure that effective risk management arrangements are in place in their areas of responsibility to ensure the Council’s exposure is at an acceptable level.</p> <p>Promote and demonstrate the behaviours and values that support well-informed and considered risk taking, while maintaining accountability.</p> <p>Encourage open and frank conversations about risks, ensuring appropriate reporting and escalation as required.</p> <p>Identify, manage and monitor risks within Directorate; report and escalate risks in accordance with strategy.</p> <p>Monitor compliance with key corporate controls and report exceptions to relevant Professional Lead.</p> <p>Provide feedback to Officers on escalation/de-escalation decisions.</p>
Directorate Boards	<p>Manage risk effectively in their role and report risks as appropriate in accordance with procedures. Provide feedback to Officers on escalation/de-escalation decisions in line with the Directorate Reporting and Escalation process.</p>
All members and officers	<p>Identify risks and contribute to their management as appropriate. Manage risk effectively in their role and report risks as appropriate in accordance with procedures.</p>

This can be summarised as follows:



## 5. Risk Reporting and Escalation

Each Directorate is responsible for implementing its own risk reporting and escalation framework. The purpose of having a framework in place is to provide assurance that key risks within the Directorate are being identified, monitored and managed as effectively and robustly as possible. The benefits of better quality risk information and a robust risk reporting and escalation framework are:

- Reduced risk 'noise' allowing for greater focus on major/critical risks by Directorate Boards;
- A culture of no surprises with early warning signs;
- More informed decision making;
- Greater business intelligence - objectives met without delay; and
- Greater understanding of roles and responsibilities allowing officers to take opportunities to improve service delivery in a measured way.

The Council's corporate risk management system will support frameworks as it will hold the risk information as well as allow for easy reporting and escalation.

Risks should be reported regularly to the relevant Directorate Board, CMT and the Risk Management Group.

There should be a forward plan of risk reporting which should include 'themed' risk reporting alongside the regular review of risks to give better visibility and greater understanding of the risk profile. This should be complemented with a 'deep dive' session undertaken once or twice a year.

## **6. Culture, Awareness and Training**

To ensure risk management is effectively implemented, all Buckinghamshire Council Members and officers should have a level of understanding of the Council's risk management approach and regard risk management as part of their responsibilities. Managing risk should be firmly embedded in everyone's thinking, behaviours and actions.

Having developed a robust approach and established clear roles and responsibilities and reporting lines, it is important to provide Members and officers with the knowledge and skills necessary to enable them to manage risk effectively.

A range of training methods are being developed to meet the needs of the organisation and include:

- Formal risk management training
- E-learning
- Risk workshops

## Appendix 1 – Risk Appetite Matrix

Risk levels	0 <b>Avoid</b> Avoidance of risk and uncertainty is a Key Organisational objective	1 <b>Minimal</b> (as little as reasonably possible) Preference for ultra-safe delivery options that have a low degree of inherent risk and only for limited reward potential	2 <b>Cautious Preference</b> For safe delivery options that have a low degree of inherent risk and may only have limited potential for reward	3 <b>Open</b> Willing to consider all potential delivery options and choose while also providing an acceptable level of reward (and VfM)	4 <b>Seek</b> Eager to be innovative and to choose options offering potentially higher business rewards (despite greater inherent risk)	5 <b>Mature</b> Confident in setting high levels of risk appetite because controls, forward scanning and responsiveness systems are robust
Key elements						
<b>Financial/ Value for Money (VfM)</b>	Avoidance of financial loss is a key objective. We are only willing to accept the low-cost option as VfM is the primary concern.	Only prepared to accept the possibility of very limited financial loss if essential. VfM is the primary concern.	Prepared to accept possibility of some limited financial loss. VfM still the primary concern but willing to consider other benefits or constraints. Resources generally restricted to existing commitments.	Prepared to invest for return and minimise the possibility of financial loss by managing the risks to a tolerable level. Value and benefits considered (not just cheapest price). Resources allocated to capitalize on opportunities.	Investing for the best possible return and accept the possibility of financial loss (with controls may in place). Resources allocated without firm guarantee of return – ‘Investment capital’ type approach.	Consistently focused on the best possible return for stakeholders. Resources allocated in ‘social capital’ with confidence that process is a return in itself.
<b>Compliance/ Regulatory</b>	Play safe; avoid anything which could be challenged, even unsuccessfully.	Want to be very sure we would win any challenge. Similar situations elsewhere have not breached compliances.	Limited tolerance for sticking our neck out. Want to be reasonably sure we would win any challenge.	Challenge would be problematic, but we are likely to win it and the gain will outweigh the adverse consequences.	Chances of losing any challenge are real and consequences would be significant. A win would be a great coup.	Consistently pushing back on regulatory burden. Front foot approach informs better regulation.
<b>Innovation/ Quality/ Outcomes</b>	Defensive approach to objectives – aim to maintain or protect, rather than to create or innovate. Priority for tight management controls and oversight with limited devolved decision taking authority. General avoidance of systems/ technology developments.	Innovations always avoided unless essential or commonplace elsewhere. Decision making authority held by senior management. Only essential systems / technology developments to protect current operations.	Tendency to stick to the status quo, innovations in practice avoided unless necessary. Decision making authority generally held by senior management. Systems / technology developments limited to improvements to protection of current operations.	Innovation supported, with demonstration of commensurate improvements in management control. Systems / technology developments used routinely to enable operational delivery. Responsibility for non-critical decisions may be devolved.	Innovation pursued – desire to ‘break the mould’ and challenge current working practices. New technologies viewed as a key enabler of operational delivery. High levels of devolved authority – management by trust rather than tight control.	Innovation the priority – consistently ‘breaking the mould’ and challenging current working practices. Investment in new technologies as catalyst for operational delivery. Devolved authority – management by trust rather than tight control is standard practice.
<b>Reputation</b>	No tolerance for any decisions that could lead to scrutiny of, or indeed attention to, the organisation. External interest in the organisation viewed with concern.	Tolerance for risk taking limited to those events where there is no chance of any significant repercussion for the organisation. Senior management distance themselves from chance of exposure to attention.	Tolerance for risk taking limited to those events where there is little chance of any significant repercussion for the organisation should there be a failure. Mitigations in place for any undue interest.	Appetite to take decisions with potential to expose the organisation to additional scrutiny/interest. Prospective management of organisation’s reputation.	Willingness to take decisions that are likely to bring scrutiny of the organisation but where potential benefits outweigh the risks. New ideas seen as potentially enhancing reputation of organisation.	Track record and investment in communications has built confidence by public, press and politicians that organisation will take the difficult decisions for the right reasons with benefits outweighing the risks.
<b>RISK APPETITE</b>	<b>NONE</b>	<b>LOW</b>	<b>MODERATE</b>	<b>HIGH</b>	<b>VERY HIGH</b>	



## Appendix 2 – Risk Methodology

Risk Scoring Matrix

Impact	5	Severe	5	10	15	20	25	30
	4	Significant	4	8	12	16	20	24
	3	Moderate	3	6	9	12	15	18
	2	Minor	2	4	6	8	10	12
	1	Minimal	1	2	3	4	5	6
<b>Score</b>			Extremely Unlikely	Unlikely	Less Likely	Likely	Very Likely	Extremely Likely
			1	2	3	4	5	6
			<b>Likelihood</b>					

1-3	Very Low	Acceptable risk; No further action or additional controls are required; Risk at this level should be monitored and reassessed at appropriate intervals.
4 - 6	Low	Acceptable risk; No further action or additional controls are required; Risk at this level should be monitored and reassessed at appropriate intervals.
7 – 12	Moderate	A risk at this level may be acceptable; If not acceptable, existing controls should be monitored or adjusted; No further action or additional controls are required.
13 - 20	High	Not normally acceptable; Efforts should be made to reduce the risk, provided this is not disproportionate; Determine the need for improved control measures.
21 - 30	Extreme	Unacceptable; Immediate action must be taken to manage the risk; A number of control measures may be required.

Capacity to Manage	Description
<b>Full</b>	All reasonable steps have been taken to mitigate the risk and are operating effectively. The cost / benefit considerations on implementing additional controls have been considered and no additional actions are proposed.
<b>Substantial</b>	There are sound arrangements to manage the risk with some scope for improvement. Arrangements have had a demonstrable impact in reducing either the likelihood or consequence of the risk.
<b>Moderate</b>	There are a number of areas for improvement in arrangements that would help to demonstrate effective and consistent management of the risk.
<b>Limited</b>	There are significant areas for improvement in arrangements that would help to demonstrate effective and consistent management of the risk.
<b>None</b>	There is a lack of clear arrangements in mitigation of the risk.

Score	Level	Service Delivery / Performance	Political / Reputation	Health and Safety	Technology / Data Protection	Financial	Legislation / Regulatory
1	Minimal	Minimal service disruption in non-critical area of service for brief period (hours).	Contained within service area. Complaint from individual / small group / single supplier. No press interest. Minor delay in member objectives	Minimal injury or discomfort to an individual. Failure to report notifiable incident to the HSE.	Isolated individual personal detail compromised / revealed.	Costing <£1m.	Minimal delay in inability to meet standards required by national regulatory organisations and statutory government standards agencies.
		Commercial Plan Outcomes/ Objectives delayed by less than 1 month.	Complaint from an individual to a member or internal complaint from a member. Minor change to political landscape.		Minimal technological failure / security breach with minimal impact on day-to-day service delivery.		Minimal disruption to our ability to fulfil statutory duties for a number of hours.
2	Minor	Minor effect to an important service area for a short period (days).	Adverse local publicity / local public opinion aware. Lowered perception/standing with local suppliers.	Injury causing loss of working time to an individual. HSE Investigation leads to improvement notice served or threat of prosecution.	Some individual personal details compromised / revealed.	Costing = £1m to <£2.5m.	Minor delay in inability to comply with standards required by national regulatory organisations and statutory government standards agencies.
		Commercial Plan Outcomes/ Project / Objective fails to deliver on 1 important aspect. Delayed by up to 3 months.	Complaint or petition from a local group / delay to member objectives. Moderate change to political landscape.		Minor technological failure / security breach to the organisation's ICT assets impacting on the day-to-day delivery of services.		Minor disruption to our ability to fulfil statutory duties for a short period (days).
3	Moderate	Moderate service disruption of an important service area for a period of up to a week.	Adverse national media interest and/or adverse publicity in professional/municipal press. Adverse local publicity of a major and persistent nature. Lowered perception/standing with national suppliers / professional / local government community.	Serious injury sustained by one or more individuals. Prohibition Notice served by the HSE that closes a key facility.	Many individual personal details compromised/ revealed	Costing = £2.5m to <£5m	Moderate delay / inability to comply with basic standards required by national regulatory organisations and statutory government standards agencies.
		Commercial Plan Outcomes/ Major Project / Objective fails to deliver several key benefits. Delayed by 3-6 months.	Moderate criticism from local government community. Significant delay in member objectives. Significant change in political landscape.		Large technological failure / security breach with a significant impact on the organisation's ICT assets essential for the day-to-day operation of critical services.		Moderate disruption to our ability to deliver statutory duties for a prolonged period to the detriment of vulnerable people across Buckinghamshire (weeks).
4	Significant	Significant service disruption, across several important areas of service for protracted period.	Adverse and persistent national media coverage. Adverse central government response, threat of removal of delegated powers. Public Enquiry. Officer(s) and/or Member(s) forced to resign. Council blacklisted by suppliers.	Serious permanent disablement of individual or several people. Prosecution under Corporate Manslaughter Act.	All personal details compromised/ revealed.	Costing = £5m to < £10m	Significant failure to comply with required standards set out by national regulatory organisations and statutory government standards agencies.
		Commercial Plan Outcomes/ Complete failure of business critical project / objective. Delayed by over 6 months.	Significant and persistent criticism from central government. Major delay in member objectives. Major change in political landscape.		Significant technological failure / security breach with a detrimental impact on the organisation's ICT assets essential for the day-to-day operation of critical services.		Complete failure to deliver a statutory duty to the detriment of vulnerable people across Buckinghamshire.
5	Severe	Complete service failure across all critical areas of service for protracted period.	Adverse and persistent international media coverage. Adverse central government response, threat of removal of delegated powers. Public Enquiry. Officer(s) and/or Member(s) forced to resign. Council blacklisted by suppliers.	Death of an individual or several people. Prosecution under Corporate Manslaughter Act.	All personal details compromised/ revealed and exposed to groups undertaking fraudulent activity.	Costing = £10m & over	Severe failure to comply with mandatory standards set out by national regulatory organisations and statutory government standards agencies.
		Complete failure to deliver Commercial Plan Outcomes/ business critical project / objective. Delayed by over 12 months.	Condemning criticism from central government. Complete failure to meet member objectives. Catastrophic change in national/international political landscape.		Severe and prolonged complete technological failure / full security breach with a detrimental impact on the organisation's ICT assets essential for the day-to-day operation of critical services.		Complete failure to deliver a statutory duty to the detriment of vulnerable people across Buckinghamshire for a protracted period.