

Business Area Risk Appetite and Tolerance Matrix for **POLICY & PERFORMANCE**

Business Area	Risk Appetite Statement	Risk Tolerance Level
<b>Communications and Marketing</b> <ul style="list-style-type: none"> <li>• Strategic communications advice</li> <li>• Media Relations and evaluation</li> <li>• Creative Services procurement</li> <li>• Photography procurement</li> <li>• Communications project management</li> <li>• Delivery of marketing campaigns</li> <li>• Crisis communications</li> <li>• Online &amp; social media communications</li> <li>• Cheshire East News</li> <li>• Internal Communications</li> <li>• Reputation management</li> </ul>	<b>Modest risk appetite</b> as we try to seek a positive balance in external media coverage and messages	<b>3 – Modest Risk Appetite:</b> The Council <b>is willing to accept some risks in certain circumstances</b> that may result in reputation damage, financial loss or exposure, if it is considered that the overall balance of the risk and associated reward to the Council is acceptable.
<b>Customer Services</b> <ul style="list-style-type: none"> <li>• Customer Service Contact</li> <li>• Web Team</li> <li>• Customer Service Delivery</li> </ul>	<b>Low risk appetite</b> to take the lead in developing and embedding a culture of customer service excellence but may accept some risk as early adopters of solutions or developments that meet the needs of our customers.	<b>2 – Low Risk Tolerance:</b> The Council <b>is not willing to accept risks in most circumstances</b> that may result in reputation damage, financial loss or exposure; <b>even</b> if it is considered that the overall balance of the risk and associated reward to the Council is acceptable.
<b>Internal Audit &amp; Compliance</b> <ul style="list-style-type: none"> <li>• Internal Audit</li> <li>• Freedom of Information / RIPA / Data Protection</li> <li>• Corporate Compliments, Suggestions &amp; Complaints</li> <li>• Risk Management</li> <li>• Business Continuity</li> </ul>	<b>Zero risk appetite</b> as compromising these obligations would not be acceptable	<b>1 – Zero Risk Tolerance:</b> The Council <b>is not willing to accept risks under any circumstances</b> that may result in reputation damage, financial loss or exposure; <b>even</b> if it is considered that the overall balance of the risk and associated reward to the Council is acceptable.
<b>Performance &amp; Partnerships</b> <ul style="list-style-type: none"> <li>• Planning and Performance</li> <li>• Partnerships</li> </ul>	<b>Moderate risk appetite</b> as the Council plans to achieve its objectives and priorities through service delivery and partnerships for the people of Cheshire East	<b>4 – Moderate Risk Tolerance:</b> The Council <b>is willing to accept risks</b> that may result in reputation damage, financial loss or exposure, if it is considered that the overall balance of the risk and associated reward to the Council is acceptable.