

EUROBODALLA SHIRE COUNCIL

ENTERPRISE RISK MANAGEMENT PLAN

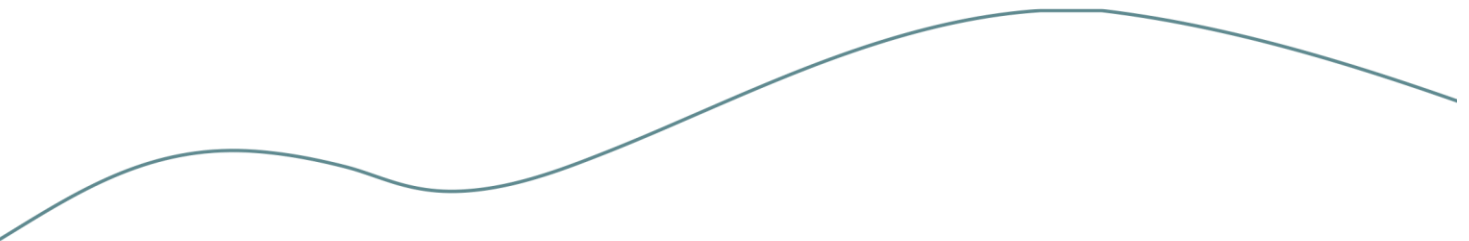


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Document Review

Whenever this document is reviewed and or amended, details must be recorded on this page

Date	Review Summary	Approved Date
2016	Version 1 Development of document	December 2016
2017	Version 2 – Review of content and reformat of documentation	December 2017
2018	Version 3 - Review of content and reformat of documentation	December 2018
2019	Version 4 – Review of content and reformat of documentation	December 2019
2020	Version 5 - Review of contents and reformat of documentation	December 2020
2021	Version 6 - Review of Contents and reformat of documentation	December 2021
2022	Version 7 - Review of Contents and reformat of documentation	December 2022

1.0 Eurobodalla Shire Council Risk Management Mandate and Commitment

Eurobodalla Shire Council has endorsed and is committed to the implementation of this, the Enterprise Risk Management Plan (ERM).

The Council in conjunction with the Audit, Risk and Improvement Committee has set the direction for the management of risk across all service areas operating within the organisation. The management of risk, in conjunction with other management direction, is integral to achieving excellent, sustainable governance and corporate support in the Council's Management Plan.

Council recognises that an organisation without a robust system for managing risks is an organisation at the mercy of uncertainties and lost opportunities. Council is committed to safeguard its position by becoming a proactive organisation that embraces the knowledge of its risks and actively seeks to manage these in its quest to become a resilient and dynamic organisation. The organisations implementation of the Risk Management Program processes is in accordance with the International Standard AS/NZS ISO 31000:2018 Risk Management – Principles and guidelines.

It is important that Eurobodalla Shire Council is proactive in the implementation of this plan at all levels, commencing with the clear communication from Senior Management to all areas of the organisation that this process is to be embraced by all. This is to be followed by the setting down of the rules and standards to be applied and providing the appropriate level of training and education to ensure they are clearly understood.

The implementation of this Plan will require that each Department examine their activities, identify, assess, and rank risks and develop control strategies to manage the highest priority activities that may potentially hinder the achievement of organisational objectives.

This risk management plan encapsulates the requirements of all staff and the General Manager requests the continued and ongoing commitment of all workers to the plan.

2.0 Policy Background, Scope and Objectives

2.1 Risk Management Policy

- 2.1.1 This policy affirms Eurobodalla Shire Council's commitment to risk management and reflects the value it places on the management of risk throughout the organisation. This policy recognises the varied and complex work environments of Eurobodalla Shire Council and our areas of specialist service delivery.
- 2.1.2 Eurobodalla Shire Council is committed to taking a structured and innovative approach to the management of risk throughout the organisation to promote and demonstrate good corporate governance, to minimise loss and maximise opportunities to improve service provision.
- 2.1.3 The Risk Management approach utilised by Eurobodalla Shire Council in the development of the Risk Management Plan is AS/NZS ISO 31000:2018 together with the requirements of the Work Health and Safety Act 2011 (NSW), and will be incorporated into the Planning, Governance, Assets Management, and Operational Processes of Eurobodalla Shire Council.
- 2.1.4 To ensure ongoing compliance with AS/NZS ISO 31000:2018, this policy will:
 - 2.1.4.1 Enterprise Risk Management Plan shall cover, but not be limited to, the following are The Enterprise State the risk management objectives of Eurobodalla Shire Council.
 - 2.1.4.2 Identify the elements of Eurobodalla Shire Council's risk management system required for the control of risk.
 - 2.1.4.3 Be consistent with relevant risk management legislation, codes of practice, Australian Standards and industry practice.
 - 2.1.4.4 Be documented, implemented, maintained and communicated to all employees.
 - 2.1.4.5 Be available to other interested parties; and
 - 2.1.4.6 Be reviewed periodically (at every Council term) to ensure it remains relevant and appropriate.

2.2 Policy Background and Context

- 2.2.1 Risks exist in all aspects of Eurobodalla Shire Council's undertakings. AS/NZS ISO 31000:2018 defines risk as the 'effect of uncertainty on objectives. An effect is a deviation from the expected, whether it be a negative or positive (realising opportunities) deviation.
- 2.2.2 The effective implementation of this policy will ensure that the management of risk is seen as good business sense and provide a way to confidently know which risks to take for the benefit of a greater opportunity, which risks to avoid in order to prevent significant impact on the organisation and managing the outcomes for success in order to achieve Eurobodalla Shire Council's key objectives.

- 2.2.3 It is essential that risks are managed to ensure that Eurobodalla Shire Council achieves its objectives; and in turn be recognised for the excellence of its services and for the strength of its partnerships with the community, customers, employees and stakeholders. Risk Management plays a key role in ensuring that Eurobodalla Shire Council achieves that objective.

2.3 Scope

This policy applies to all Eurobodalla Shire Council workers, councillors, volunteers operations and activities.

The management of risk is an essential element of good management and impacts on every facet of Council activity.

Risk Management will be applied through the management processes of Council.

The Enterprise Risk Management Plan shall cover, but not be limited to, the following area of Council activity:

- Corporate Governance
- General and Legal compliance
- Assets and Operations
- Planning and Development
- Human Resources
- Information Systems
- Financial Management
- Project Management
- Contractual Management
- Environmental Management
- Disaster and Emergency Planning

The risks associated with these areas of activity will be identified, analysed and managed by the responsible Divisional Managers and Managers in each of the operational areas of Council. However, some areas or major projects or activities may require the allocation of specific resources to the risk management process.

Part of Councils commitment to the management of risk will be demonstrated through responsible consideration of resource allocation which will take into consideration the risk priority in its decision making.

The Enterprise Risk Management Plan comprises the Enterprise Risk Management Policy, supported by various Policy Statements that have been endorsed by Council, and is further supported by documented Procedures, Work Instructions and Checklists and any other documentation necessary for the effective implementation, training, operation and monitoring of the Enterprise Risk Management Plan within Council.

2.4 Policy Objectives

- 2.4.1 To provide direction and commitment to Risk Management principles as part of Eurobodalla Shire Council's management planning, decision making and the undertaking of operational activities.
- 2.4.2 To effectively integrate the management of risk into Eurobodalla Shire Council's high level management planning activities to ensure the achievement of its strategic objectives as outlined in the Community Strategic Plan and associated documents. The Risk Management

Framework (incorporated into the Risk Management Plan) includes Risk Management being integrated with Eurobodalla Shire Council's Integrated Planning and Reporting Structure.

- 2.4.3 To apply and incorporate the Risk Management Framework into Eurobodalla Shire Council's operational activities and business planning processes.
- 2.4.4 To promote an environment of risk awareness and willingness to manage risk at all levels of Eurobodalla Shire Council's operations.
- 2.4.5 To provide opportunities that encourages continuous improvement of the Risk Management Program and at all levels of the organisation.
- 2.4.6 To ensure, through the application of this Policy:
 - 2.4.6.1 That the Council, General Manager and Executive Leadership Team are in a position to confidently make informed strategic, project and operational decisions based on Risk Management Principles.
 - 2.4.6.2 That the requirements of the Office of Local Government's Promoting Better Practice, in relation to the management of risk, are satisfied.
 - 2.4.6.3 That all reasonably foreseeable risks are systematically identified, assessed, analysed, prioritised and considered for appropriate treatment with all information documented in Eurobodalla Shire Council's electronic risk system.
 - 2.4.6.4 The correct assigning of ownership of risks through appropriate delegation of risk management responsibilities to all Eurobodalla Shire Council's officers across all functional areas of Eurobodalla Shire Council.
 - 2.4.6.5 That all relevant legislation is complied with and relevant risk management standards (currently AS/NZS ISO 31000:2018) are used to provide guidance in best risk management practices.
 - 2.4.6.6 The effective management and allocation of resources through more targeted and effective controls.
 - 2.4.6.7 Improved protection of the community, Eurobodalla Shire Council's workers, contractors and volunteers, Council's assets and Council's financial integrity and sustainability.
 - 2.4.6.8 The effective communication of this policy through the development of a Risk Management Communication and Reporting Framework.

3. Accountability and Responsibilities

3.1 Elected Members of Council

- Recognise the need to manage risks in order to achieve Eurobodalla Shire Council strategic objectives.
- Recognise their responsibilities for making informed decisions that take into consideration the associated risks and opportunities.
- Support the adoption of the Enterprise Risk Management Policy and Plan by considering the allocation of appropriate resources for the implementation and maintenance of the plan.

3.2 General Manager

- Is responsible for the establishment of a robust and sustainable Enterprise Risk Management system throughout Eurobodalla Shire Council.
- Establishes Key Performance Indicator measures and drives the organisation's Enterprise Risk Management objectives.
- Develop and implement objective strategies, assign realistic responsibilities, and provide the necessary resources and training for managing risk in accordance with Eurobodalla Shire Council's pre-determined context.
- Assigns appropriate responsibilities and accountabilities to the Directors.

3.3 Executive Leadership Team

- Drive the implementation of Eurobodalla Shire Council's Enterprise Risk Management Policy and associated documents.
- Ensure the Enterprise Risk Management Plan objectives align with the organisation's objectives and values
- Continually monitor the Enterprise Risk Management Plan and associated document for improvement
- Make recommendations to Council, and provide advice and assistance to all Directorates on issues related to the Enterprise Risk Management program implementation, compliance and performance
- To make recommendations to Council for recurrent and discretionary allocation of funding for the purpose of managing risks identified as priority in accordance with the Enterprise Risk Management Plan.
- Ensure the establishment of open communication channels and that consultation occurs between all stakeholders regarding risk and change management initiatives.
- Foster a positive risk management culture where each worker is afforded the opportunity to provide feedback (ie positive or negative) without fear of retribution.

3.4 Directors

- Are responsible for the effective implementation of the Enterprise Risk Management Plan within their respective areas of responsibility.
- Assign appropriate responsibilities and accountabilities to Divisional Managers and individual positions within their directorate and monitor individual performance against the Enterprise Risk Management objectives.
- Continuously encourage and develop a culture where identifying and treating risks is seen as a significant benefit to the organisation and a measure of good performance.
- Ensure that significant risks identified are reported to the appropriate Management level in accordance with Council's ERM Reporting Strategy
- Create an environment where managing risk is an accepted and expected part of the day-to-day operations.

3.5 Divisional Managers, Corporate Managers, Managers, Coordinators, Supervisors and Team Leaders

- Are accountable for managing risk within their area of responsibility.
- Ensure all stakeholders and workers understand their responsibilities and obligations regarding risk and change management and that those, for which they are responsible for, hold appropriate competencies.
- General and Legal Ensure that workers are applying the appropriate risk management tools and templates in the correct manner.
- Continuously encourage and develop a culture where identifying and treating risks is seen as a significant benefit to the organisation and a measure of good performance.
- Are responsible for providing assistance and advice to staff in relation to the management of risks but not to take on the responsibility of another individual.
- Monitor the respective operational risk profile assessments, determine control measures for risks identified and escalate any significant risks up to management in accordance with the risk matrix guidelines.

3.6 Employees and Volunteers

- Employees and volunteers are responsible for managing risk within their area of responsibility.
- Are responsible to ensure that documentation is completed correctly, risk assessments are conducted, and appropriate control measures implemented to minimise risk, as per requirements of this Plan.
- Are to ensure that identified high level risks are escalated as required to their respective Divisional Managers, Corporate Managers, Supervisors and Team Leaders.
- Openly communicate and cooperate with management regarding known risks/hazards inclusive of following reasonable directions and/or submitting information.

3.7 Contractors

- Contractors are responsible for managing risk within their contract boundaries.
- Contractors are to provide risk management documentation to the respective responsible Council Contract/Project Manager including identified control measures.
- Eurobodalla Shire Council's Divisional Manager Works is to ensure risks associated with the engagement of contractors are appropriately identified and managed.
- Eurobodalla Shire Council's Divisional Manager Works is to ensure the responsibilities and accountabilities vested in the contractor are clearly documented, communicated to the Contractor and that they are clearly understood.
- Identified significant risks are reported to the Council Divisional Manager Works.

3.8 Corporate Manager Governance & Administrative Services

- Is responsible for maintenance and upkeep of the Enterprise Risk Management Policy and Management Plan and other associated Enterprise Risk Management Program documentation.
- Is responsible for reporting the risk management KPIs, strategic risks and specifically identified residual risks to ELT and the Audit, Risk and Improvement Committee.
- Assets and op Is responsible for providing assistance and advice to all areas of Council in relation to the management of risks but not to take on the responsibility of another individual.
- Continuously encourage and develop a culture where identifying and treating risks is seen as a significant benefit to the organisation and a measure of good performance.
- Keeping abreast of industry risk and change management practices and providing sound advice to Eurobodalla Shire Council's stakeholders about continual improvement strategies for satisfying industry bets practices.
- Providing specialist risk management advice to Eurobodalla Shire Council management and workers.
- Developing, delivering and/or arranging risk management training and other associated areas of competency.

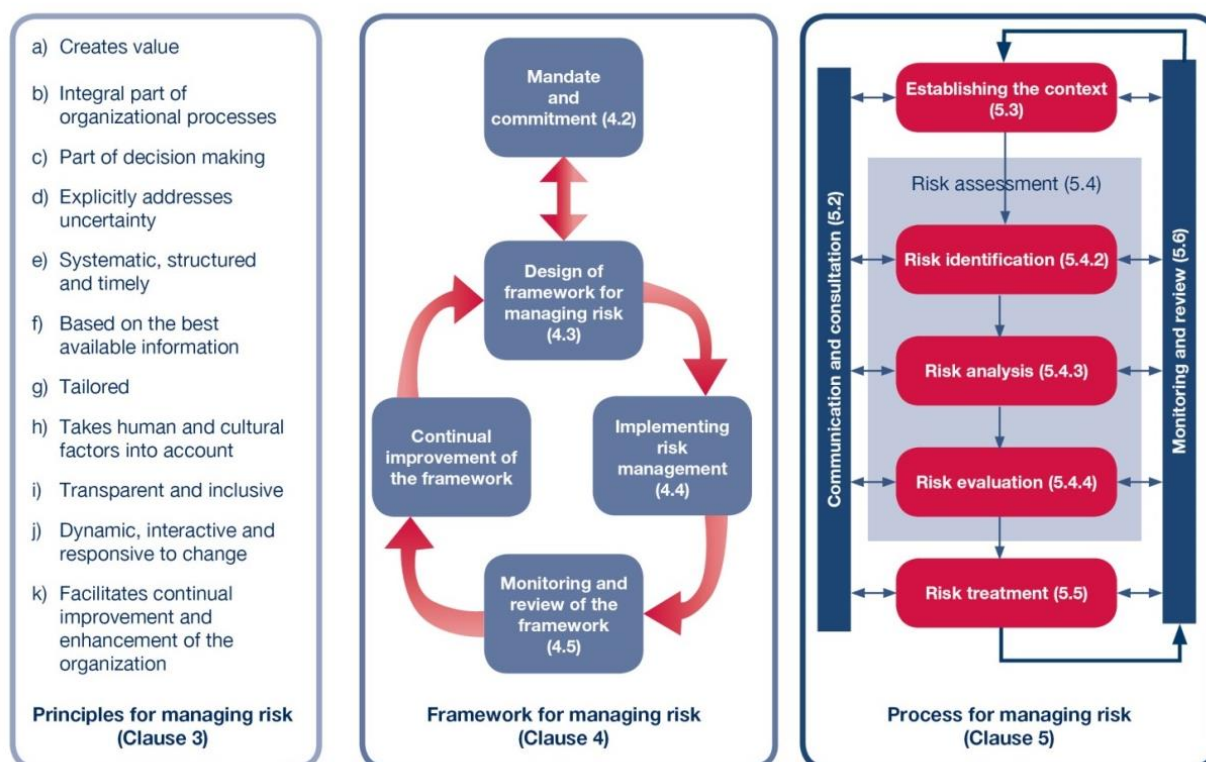
1.1 Audit, Risk and Improvement Committee:

- Monitor the implementation of the Enterprise Risk Management Plan and make recommendations for the continuous improvement of the Plan.
- Ongoing review of Eurobodalla Shire Council's strategic and other significant operational risks to ensure appropriate risk treatment/controls have been implemented and maintain effectiveness.

4. The Risk Management Process

The process adopted by Eurobodalla Shire Council to manage risks in the organisation is in accordance with the International Standard for Risk Management, AS/NZS ISO 31000:2009. Risk Management – Principles and guidelines

AS/NZS ISO 31000:2018 PROCESS



Source: AS/NZS ISO 31000 2018: Risk Management – Principles and guidelines

The main elements of the risk management process are the following:

- Communicate and Consult
- Establish the Context
- Identify Risks
- Analyse Risks
- Evaluate Risks
- Treat Risks
- Monitor and Review

5. Council – Framework

The Organisation (key functions/ chart)

The Framework

Eurobodalla Shire Council has adopted a risk management framework that works in concert with and refers to the Office of Local Government's Integrated Planning and Reporting in applying informed decision making to ensure the achievement of the set objectives.



6. Application of the Risk Management Process

Eurobodalla Shire Council has determined that a whole of organisation approach to risk management (i.e. Enterprise Risk Management Program) is required to effectively and efficiently manage the potential risks faced by Council due to the varied nature of its operations. This approach will also encourage a better appreciation of the opportunities identified via this process that will assist in the achievement of objectives and sustainability for the future of Council.

This whole of enterprise approach to risk management is supported by Council and the Executive Leadership Team whose commitment will drive the implementation.

Council is to develop a strategic, project and operational risk profile for the whole organisation to identify the current levels of risk facing Council. The risks will then be assessed in accordance with the established methodology detailed in this Plan.

Council's aim is to:

- Identify those risks that can potentially impact on the achievement of Strategic objectives.
- Identify those key operational risks that are inherent in the main functions performed by the organisation.
- Develop and maintain a common Risk Register for risk identified in specific, one-off or new projects.
- Establish a culture where individual activities are risk assessed as part of every function performed.

To initiate the development of a risk profile for the whole organisation, a workshop will be facilitated by Echelon to identify the key strategic risks that can potentially impact Council achieving its overall strategic objectives

Risk assessments will then need to be conducted to identify the organisation's operational risks and, where required, for activities and projects that Council or groups on behalf of Council undertake. This includes such activities as public events, contractual arrangements, and any function where the conditions or situation or nature of those tasks may introduce risks.

Risk assessments shall become commonplace in all activities of Council as a powerful aid in the decision making process.

This Plan will drive the integration of the risk management process throughout the organisation.

6.1 Implementing the Plan

The successful implementation of this Plan is crucial to the success of the Enterprise Risk Management Program initiative.

A specific risk assessment has been conducted to identify all potential issues that may affect its implementation. Subsequently appropriate controls will be implemented to achieve a successful integration. The risk assessment for the implementation of the Risk Management Plan is an addendum to this Plan.

The method for identifying and analysing risks will be in accordance with AS/NZS ISO 31000 20018 for Risk Management, using the qualitative method (ie for determining the respective likelihood and consequence of each identified risk).

6.2 Communication and Consultation

Communication and consultation are crucial to the management of risk. Being able to effectively communicate and know when to consult is essential not only to avoid negative outcomes later in the process but also because it can bring a wealth of information not previously considered.

6.2.1 Communication Strategy

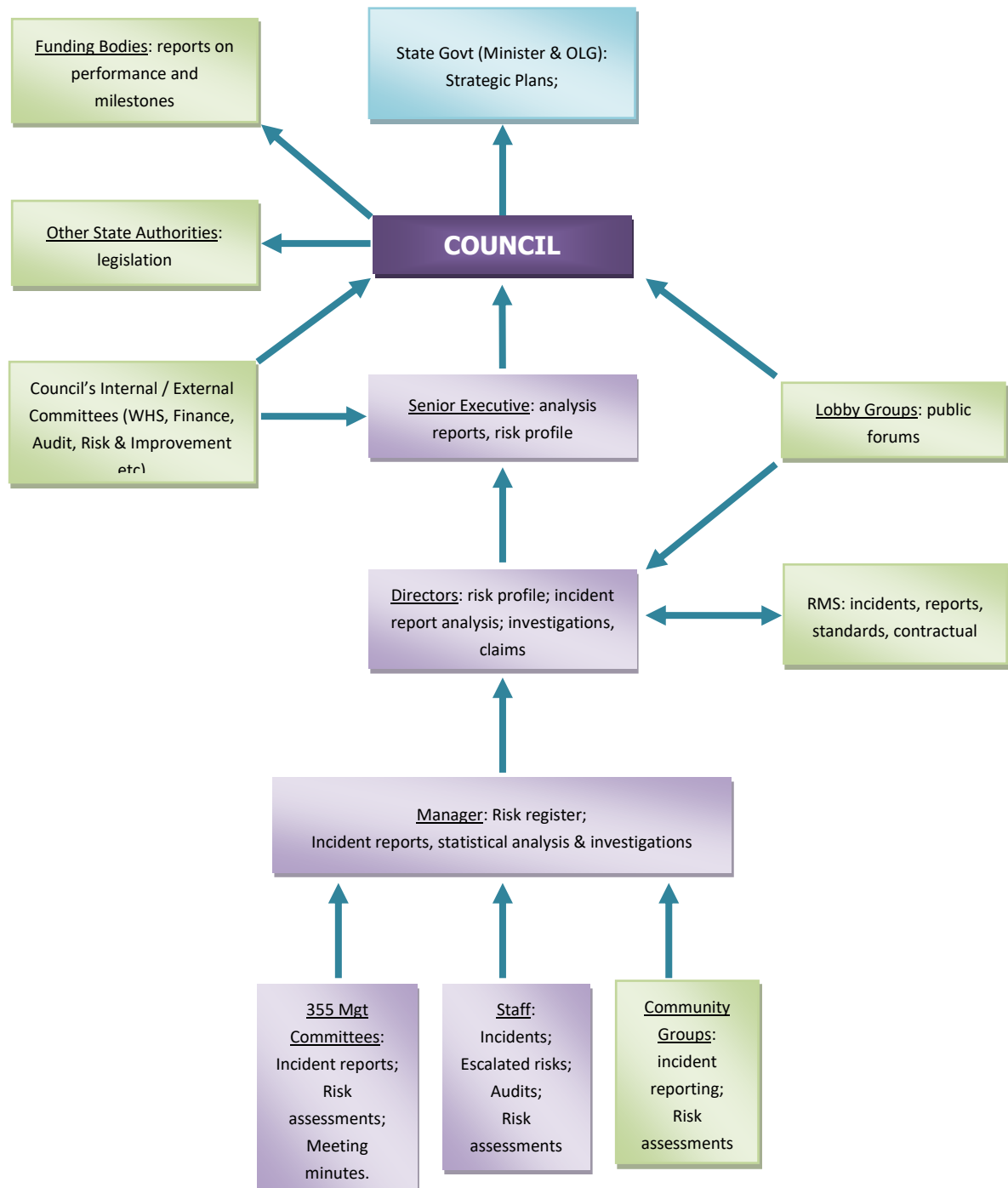
Council communicates internally and externally with a variety of stakeholders. It is important to consider and apply the appropriate method of communication and consultation during the development and implementation of any Council project.

A Communication strategy now exists that identifies the various stakeholders and outlines the required communication methods to be applied when communicating risk management initiatives at any level.

6.2.2 Risk Reporting Strategy

Effective management of risk within an organisation also depends on the effectiveness of its reporting mechanisms.

Various stakeholders may influence or may be directly or indirectly affected by risk management decisions made by Council. Similarly, Council may be affected, be influenced, or can influence directly or indirectly decisions and or actions taken by these stakeholders. The requirements for reporting, both internally and externally is illustrated in the following diagram:



6.3 Risk Identification and Assessment

Identification and assessment of risks will be conducted by using the risk assessment template and guidance documentation provided as part of this Plan. It outlines the parameters and the how-to of the process.

Guidance/ training will be provided by the Corporate Manager Governance & Administration Services to all staff.

To achieve this, Council will apply the following parameters established by the organisation:

- Identify risks in accordance with the scope set out in the adopted Enterprise Risk Management Policy.
- Collect risk data using the agreed Risk Assessment Template Form ([refer](#) to appendix 1).
- Assess identified risks.
- Evaluate identified risks.
- Determine appropriate treatment strategies where necessary; and
- Develop a treatment / action plan to implement treatment options.

6.3.1 Consequence Descriptors

The types of risk exposures faced by Council established in the scope of this plan and the Council's Risk Management Policy, context and structure.

The descriptors include such risk exposures as:

- | | |
|-----------------------------------|----------------------------|
| • Environment | • Natural Hazards |
| • Financial | • Political and Governance |
| • Workplace Health & Safety (WHS) | • Contractual and Legal |
| • Professional Indemnity | • Reputation |
| • Public Liability | • Governance |
| • Property & Infrastructure | • Legislative |
| • Information Technology | • Positive Consequences |
| • Industrial Relations; | |

The generic descriptors for each of these risk exposure categories are in **Appendix 4** of this Plan.

6.3.2 Likelihood Descriptors

The table below assists in determining the likelihood or probability of a risk manifesting, given the right conditions.

The descriptors for 'Likelihood' relate to any of the above exposures:

Likelihood	Description
Almost Certain	Almost Certain: Event <u>expected to occur</u> most times during normal operations
Likely	<u>Will probably occur</u> at some stage based on evidence of previous incidents
Possible	Not generally expected to occur but <u>may occur</u> under specific circumstances
Unlikely	Conceivable but <u>not likely to occur</u> under normal operations; no evidence of previous events
Rare	Only ever <u>occurs under exceptional circumstances</u>

6.3.3 Risk Matrix

The method for identifying and analysing risks will be in accordance with AS/NZS ISO 31000 2018 for Risk Management, using the qualitative method of likelihood and consequence.

The 'Level of Risk' will be determined by using the adopted risk matrix indicating the likelihood and consequence of that risk. The types of risk exposures have been selected and adopted by Council and these sit behind the consequence levels shown on the matrix table. More detailed descriptors for likelihood and consequences are found in appendix 4 of this document

The risk matrix adopted by Council is as follows:

		CONSEQUENCE						
		Insignificant	Minor	Moderate	Major	Catastrophic	KEY	
LIKELIHOOD	Almost Certain						EXTREME	
	Likely						HIGH	
	Possible						MEDIUM	
	Unlikely						LOW	
	Rare							

6.3.4 Risk Evaluation

This stage is achieved by establishing the Level of Risk rating that results from the selected Likelihood and Consequence level for that particular risk.

The result will be; LOW, MEDIUM, HIGH or EXTREME in line with Council's adopted risk matrix illustrated above at 6.1.5.

6.4 Treatment Strategies and Risk Tolerance/Appetite

Depending on the severity of the risk/s Council will decide appropriate Treatment strategies or control measures which will be in accordance with the agreed level of corrective actions as stated in the following table.

6.4.1 Corrective Action

Corrective action for the different Level of Risk ratings has been agreed as follows:

Risk Level	Action Required
Extreme	<ul style="list-style-type: none"> This risk level is Unacceptable Develop specific Treatment Plan for immediate implementation to address the Very High risks Allocate actions and budget for implementation within one month Report immediately to Executive Leadership; regular internal reporting required
High	<ul style="list-style-type: none"> Develop and implement a specific Treatment Plan for high risks Allocate actions and budget to minimise risk, monitor implementation Report to Executive Leadership within one month; regular internal reporting required
Medium	<ul style="list-style-type: none"> Develop and implement a specific Treatment Plan for medium risks Allocate actions and budget to minimise risk where existing controls deemed inadequate, monitor implementation Report to Executive Leadership within the quarter; Management to consider additional controls; report within the quarter
Low	<ul style="list-style-type: none"> Accept and Monitor low-priority risks Manage via routine procedures where possible; Monitor via normal internal reporting mechanisms

Council staff must ensure that risks that are rated High or Extreme are referred to the appropriate management level to determine the appropriate treatments/controls required to manage control or mitigate the risk.

For the day-to-day functions of Council, when looking at treatments/ controls staff should always consider:

- Conducting a fault analysis to determine the core or root cause of the issue that has led or can lead to a risk.
- The review of existing processes and procedures.
- The development of procedures where none exist.
- Educating staff that are affected by the procedures.

6.4.2 Risk Tolerance/Appetite

How much risk council is willing to accept will vary with each circumstance? Staff must be aware that there are risks Council will NOT be prepared to accept and as such, it is important to identify these and follow appropriate protocol.

Risk levels that are NOT ACCEPTABLE by Council are those risks where:

- Any reasonable preventable accident/incident resulting in the loss of life or serious injury
- Any reasonable preventable incident that will threaten the provision of critical services and the well-being of the community.
- Any reasonable preventable activity that will cause extensive endangerment or will cause long term or permanent damage to the Environment.
- Any reasonable preventable activity that will disrupt normal business activities and/or cause major damage to reputation.
- Any reasonable activity that will cause Council significant financial loss.

Eurobodalla Shire Council's 'Willingness to Accept Risk' table and 'Risk Appetite Statements' are detailed below.

Willingness to Accept Risk					
RISK CATEGORY	LOW Averse	Minimal	MEDIUM Cautious	Open	HIGH Hungry
	Preference for options that avoid risk	Preference for ultra safe options with low inherent risk	Preference for safe options with low degree of residual risk and limited potential for reward	Willing to consider all options with a preference for prudent options and an acceptable level of reward	Enthusiasm for innovation leading to preference for higher rewards despite greater inherent risk
Assets			X		
Commercial Activities				X	
Compliance		X			
Environment		X			
Financial		X			
Governance		X			
Knowledge and Resilience			X		
People (WHS)	X				
Reputation			X		
Technology				X	

Risk Appetite Statements

Assets – With Council committed to maintaining its infrastructure to a high level Council has a minimal or cautious appetite for risks that may have a significant adverse impact on its asset infrastructure management.

Commercial Activities – Appreciating the role of Council to provide innovative and commercially sound business opportunities to the Community, Council encourages entrepreneurship and has a reasonable and open appetite for risks arising from property, economic development and commercial activity opportunities.

Compliance and Governance – In consideration of Council's commitment to its stakeholders and community, Council has little appetite for risks that impinge on its governance, compliance, transparency and integrity of decision making.

Environment - Reflecting Council's conservative approach to conservation of the environment, Council has little appetite in this risk area. This area will be managed in accordance with legislative requirements and/or where practicable management exists.

Financial – With Council's high focus on responsible fiscal management, Council has minimal appetite for risks that may have a significant adverse impact on its long term financial sustainability.

Knowledge and Resilience – In consideration of Council's commitment to its staff development programs and the associated resilience of the organisation, Council has a cautious and moderate approach and appetite to knowledge management and resilience.

People - Council has no appetite for risks that may compromise the safety and welfare of staff, volunteers, contractors and/or members of the public.

Reputation - Council has a moderate appetite for risk in normal business operations and accepts that there is an element of reputation risk inherent in the delivery of its services.

Technology - Appreciating the role of technology in enabling innovative core business operations, Council is open to technology risks that will improve service delivery, efficiency of operations and provide greater communication links with our community.

NB: Notwithstanding the above Risk Appetite Statements, Council will not accept a risk that has potentially catastrophic consequences, regardless of the likelihood of that risk eventuating, and will actively manage all risks with an 'EXTREME' or 'HIGH' Residual Level of Risk rating.

6.4.3 Risk Transference / Sharing

Council acknowledges that some risks are outside the control of Council and as such, one of the strategies adopted is that of Risk Transference through:

- Obtaining adequate levels of insurance against:
 - Public Liability & Professional Indemnity
 - Property
 - Motor Vehicle & Plant
 - Councillors and Officers Liability
 - Pollution Liability
 - Personal Accident & Travel
 - Accumulated Sick Leave
 - Marine Hull
 - Carriers Liability
 - Airport Owners & Operators Liability
 - Journey Insurance
 - Workers Compensation Top Up
 - Cyber/Crime
- Contractual agreements with joint venture partners.

6.4.4 Emergency Preparedness and Business Interruption Arrangements

Council's emergency procedures and Business Continuity Plan should be regularly reviewed and updated. The Audit, Risk and Improvement Committee is to determine when and how a review is to take place and recommend appropriate action to ensure these documents are always current to serve the needs of the organisation at a moment's notice.

6.5 Treatment/Action Plan

Any required treatment will have a plan that outlines:

- The required action.
- The activities to achieve that action if various required.
- The person accountable for implementing the action.
- The timeframe for implementing the action.
- A reporting requirement on the progress of the implementation

A template

for the action plan is found at appendix 3 of this document

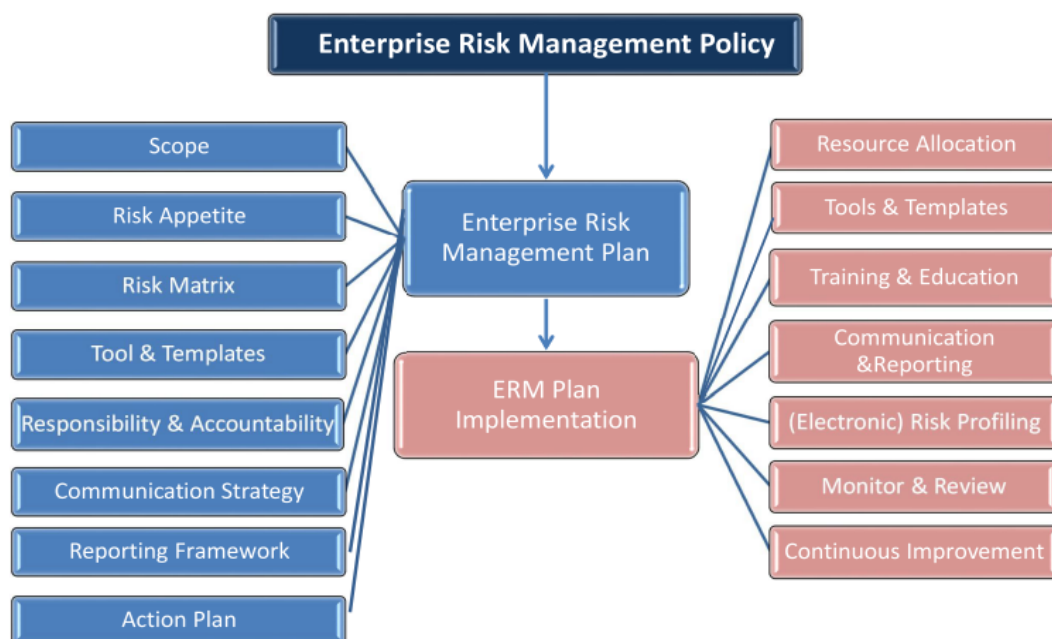
7 Implementation of the Enterprise Risk Management Plan

The methodology adopted within the Enterprise Risk Management plan will be applied to all areas of council, both operational and strategic levels.

The plan itself and its implementation will be coordinated and monitored by the Audit, Risk and Improvement Committee.

The Audit, Risk and Improvement Committee’s role is to oversee the implementation of the plan and will seek the cooperation of all staff and support of all team leaders, Divisional Managers and Directors to effectively achieve this. The Audit, Risk and Improvement Committee will report back to Council on the progress of the implementation.

The Divisional Manager Governance & Information will provide initial and ongoing training and support to all staff. Feedback and comments during and after the implementation process are encouraged and will be sought. To achieve this, a Risk Management Implementation (Action) Plan has been developed.



8 Monitor and Review

As part of continuous improvement, this Plan shall be reviewed annually by the Audit, Risk and Improvement Committee to ensure that it is meeting the requirements and achieving its intended objective. This is a living document that will continually evolve in accordance with the changing needs of Council and its strategy for managing risk.

There are various areas that will require monitoring during the implementation process and ongoing as the management of risk becomes embedded in the Council's culture, management planning, decision-making and overall processes.

Monitoring in respect of this project relates not only to meeting deadlines but also more importantly, to ensuring the processes implemented are:

- effective,
- being implemented by all staff.
- addressing, managing and controlling potential risks.
- achieving the objectives of this plan; and
- ensuring Council can meet its strategic objectives.

Monitoring in respect of general activities of council will be done two ways:

- through the implementation of risk management related documentation in processes and the reporting framework established for risks identified; and
- The Audit, Risk and Improvement Committee developing a monitoring tool/process to ensure the required risk management activities are taking place. Outcomes are discussed at meetings

8.1 Monitoring of the Implementation of the Risk Management Action Plan

- Timely implementation.
- The effectiveness of the prescribed actions.
- Active support and participation by Management within their areas of responsibilities.
- Any delays and associated reason.
- Any improvement required.

8.2 Key Risk Indicators

These Key Risk Indicators (KRI's) will be used to measure the performance of the organisations risk management activities and in the monitoring of risk exposures.

The Corporate Manager Governance and Administrative Services will report the risk management KRI's to ELT (at least on a quarterly basis) in assisting Council to maximise the Enterprise Risk Management Program outcomes.

- 8.2.1 The number of Enterprise Risk Management Plans conducted for high-risk activities or projects.
- 8.2.2 Integrity risk culture – number of fraud & corruption activities and the number of integrities related disciplinary matters handled and reported.
- 8.2.3 The number and % of major (Extreme and High) level of risks having had further treatment and the level of risk having been reduced to a lower residual level of risk.
- 8.2.4 The number and % of operational service areas involved in the Enterprise Risk Management process.
- 8.2.5 The number of insurance claims submitted to Council – and the areas to which the claims relate to.
- 8.2.6 The number and \$ value of insurance claims paid by Council – and the areas to which the claims relate to.
- 8.2.7 The number and % of staff trained/educated in Enterprise Risk Management related topics.
- 8.2.8 The risk maturity level of Council – level of awareness and understanding throughout the organisation of the Enterprise Risk Management Framework, Policy and associated processes and procedures.

Appendices

Appendix No.	Name
1	Risk Assessment Template Form
2	Quick Guidelines for conducting a Risk Assessment
3	Template for the Treatment/Action Plan
4	Consequence and Likelihood Descriptors
5	Risk Assessment Matrix and Corrective Action Table
6	Glossary of Common Risk Management Terms
7	Associated Council Policies and Documents

Appendix 1 Risk Assessment Template form

[illegible]

Appendix 2 Quick Guidelines for conducting a Risk Assessment

The following guideline will assist in determining what information needs to be entered into each section of the Risk Assessment form is detailed below:

Column	Explanation
Function/ Activity	What activity or task are you performing? Make sure you use the main key tasks to assess. Example of an activity or task could be hiring equipment, road maintenance on gravel road, vehicle purchase, etc.
Risk (What can happen)	<p>Now that you have the activity list, you can start asking the questions: "<i>what can happen that will affect the job? what can go wrong?</i>"</p> <p>These will be things that will have an impact on the activity if they do occur. For example, you are short of material to complete the patching, the presentation may not work due to a faulty PC or electrical wiring, the purchase vehicle may not arrive on time, heavy lifting may cause injury to worker due to tools not being available, etc</p>
Risk Category	Refers to the type of risk to the organisation; is it Public Liability? WHS? Environmental? Refer to the list of risk categories in this document
Impact of an incident happening	<p>Now you need to refer to the Risk Rating Matrix attached to the form.</p> <p><u>Likelihood</u> – What are the chances of the consequence identified above happening? It could be Rare through to Almost Certain. Write the appropriate level in the Likelihood box.</p> <p><u>Consequence</u> – Look at the "Consequences" columns on the Matrix. There are many categories of risk that could apply to each activity. Not all risk categories may be relevant, but more than one often is.</p> <p>You need to determine the possible consequences of the activity you are analysing. Once you have decided on the consequences, go down the column and select the matching rating from Insignificant to Catastrophic. Write the appropriate level in the 'Consequence' box. An activity may fit into several categories of consequences, e.g. it may have Health & Safety consequences as well as Legal consequences. Each will need to be listed and rated separately.</p> <p><u>Evaluating</u> – To calculate the Risk Rating, place your finger on the Matrix and where the Consequence and Likelihood levels meet, this will be the risk rating for that particular risk. For example, a Consequence of <i>Major</i> and a Likelihood of <i>Possible</i> will give a HIGH rating. Write the rating in the Rating box.</p>
Controls- What controls exist or can be implemented to manage the situation?	<p>A "control" or "treatment" is what you do to reduce or eliminate the risk you have identified and rated. For example, have someone ready to assist with the lifting of a heavy object in accordance with adopted Safe Work Method Statement (SWMS), have a competent person check details before approving a Certificate, use a qualified (verified) electrician to check the wiring of the building.</p> <p>To know what to do as a result of each rating, refer to the 'Corrective Action' table on appendix 5. this is very important, especially for any High or Extreme risk. The effectiveness of your controls is determined by how much the risk is reduced or eliminated. After the controls are in place, there should not be any risks that are</p>

Column		Explanation
		still rated High. If there are, you must bring this to the attention of your manager/supervisor to confirm what further action can be taken.
Adjusted taking account controls	Rating into the	Once you have determined the controls to be implemented, you need to re-assess the risk. Has there been an acceptable reduction in risk? If yes, great. If not, in respect of High ratings, follow this up with your manager/supervisor.
Residual Rating	Priority	This is the final rating of the risk, the higher the number the higher the risk and the higher the priority for action. Refer to the Corrective Action table to determine what needs to be done.

- **Appendix 3 Template for the Treatment / Action Plan as a Result of the Risk Assessment**

[illegible]

Appendix 4 Consequence and Likelihood Descriptors

Consequence Descriptors as adopted by Eurobodalla Shire Council

Category	Insignificant	Minor	Moderate	Major	Catastrophic
Business Activities	None or minimal disruption or impact to business activities	Minor disruption or impact to business activities	Moderate to significant disruption or impact to business activities	Major disruption to business activities	Severe and catastrophic disruption to business activities
Business Continuity Operational	Negligible impact to council services; brief service interruption	Temporary and recoverable failure of Council services causing intermittent service interruption; up to 24 hours	Temporary and recoverable failure of Council services causing intermittent service interruption; up to 1 week	Failure of Council services causing lengthy service interruption; up to 1 week	The continuing failure of Council to deliver essential services; the removal of key revenue generation services; substantial loss of operating capacity for a period of a period greater than 1 week
Community and Social	None to minimal complaints; primarily acceptance and approval exists	Some inconvenience to the community	Considerable disruption or inconvenience to sectors of the community and negative press coverage	Public protests and dislocation. Potential for significant psychological or physical harm to sectors of the community. Damage to relationships and loss of support	Civil commotion and riot

Category	Insignificant	Minor	Moderate	Major	Catastrophic
Economic	None to minimal impact or inconvenience to single business	Inconvenience to a group of businesses in one sector or locally within the region	Group of businesses in one sector or locally within the region put at risk	A minor industry or whole sector of the region put at risk	One or more major industries (e.g. Tourism, Agriculture, Education, Construction, Manufacturing, Retail, Fishing etc) within the region threatened
Environmental and Public Health	Minimal environmental impact; isolated release only	Minor environmental impact; on-site release immediately controlled	Significant environmental impact; on-site release contained with assistance	Major environmental impact; release spreading off-site; contained with external assistance	Fatalities occur; extensive release off-site; requires long term remediation
Financial	Negligible financial loss (<\$1,000 or < 2.5% of annual budget); no impact on program or business operation	Minor financial loss (\$1,000- \$10,000 or > 2.5% or <10% of annual budget); minimal impact on program or business operation	Significant financial loss (\$10,001- \$50,000 or >10% or < 20% of annual budget); considerable impact on program or business operations	Major financial loss (\$50,001- \$200,000 or > 20% or < 25% of annual budget); severe impact on program or business operation	Extensive financial loss (>\$200,000 or > 25% of annual budget); loss of program or business operation
HR/ Employees	Staff issues cause negligible impact of day to day service delivery	Staff issues cause several days interruption of day to day service delivery	Staff issues cause failure to service delivery; up to 1 week	Staff issues cause failure to service delivery; 1 to 4 weeks	Staff issues cause continuing failure to deliver essential services; in excess of 1 month
Industrial Relations	Isolated, internal or minimal impact on staff morale or performance; minimal loss to organisation	Contained impact on staff morale or performance of short term significance; medium loss to organisation	Significant impact on staff morale or performance of medium term significance; significant loss to organisation	Major impact on staff morale or performance with long term significance; very high loss to organisation	Extensive impact on organisational morale or performance; threat to viability of program or service

Category	Insignificant	Minor	Moderate	Major	Catastrophic
Information Technology	No measurable operational impact to organisation	Minor downtime or outage in single area of organisation; addressed with local management and resources	Significant downtime or outage in multiple areas of organisation; ; substantial management required and local resources	Loss of critical functions across multiple areas of organisation; long term outage; extensive management required and extensive resources	Extensive and total loss of functions across organisation; disaster management required
Legal/ Compliance Governance and Contractual	Isolated non-compliance or breach; minimal failure of internal controls managed by normal operations; negligible financial impact	Contained non-compliance or breach with short term significance with minor financial impact; some impact on normal operations	Serious breach involving statutory authorities or investigation; significant failure of internal controls; prosecution possible with significant financial impact	Major breach with fines and litigation; critical failure of internal controls; long term significance and major financial impact	Extensive breach involving multiple individuals; Extensive fines and litigation with possible class action; viability of program, service or organisation threatened
Legislative/ Regulatory	Insignificant breach with no fine or litigation; No OLG involvement; Insignificant impact of legislation/regulations	Minor breach with no fine or litigation; OLG notified; Minor impact of legislation/regulations	Serious breach with possible fine or litigation; Possible OLG involvement; Moderate impact of legislation/regulations	Major breach with fine or litigation; OLG involvement; Administrator may be appointed; Major impact of legislation/regulations	Extensive breaches with fines and litigation; OLG review of organisation; Administrator appointed Severe impact of legislation/regulations
Natural Hazards	Minimal physical or environmental impact; isolated hazard only; dealt with through normal operations	Minor physical or environmental impact, hazards immediately controlled with local resources	Significant physical or environmental impact; hazards contained with assistance of external resources	Major physical or environmental impact; hazard extending off-site; external services required to manage	Extensive physical or environmental impact extending off-site; managed by external services; long term remediation required
Other	An isolated event, the impact of which can be absorbed during normal operations	A minor event, the impact of which can be absorbed with specific ,management	A significant event, the impact of which can be managed but has medium term implications	A critical event, the impact of which may be endured with proper management but has long term implications	A disaster or event with extensive impact across multiple areas of the organisation, threatening the viability of the organisation

Category	Insignificant	Minor	Moderate	Major	Catastrophic
Outsourcing	Insignificant impacts of outsourcing on the organisation; Wide range of alternative suppliers of service;	Minor impacts of outsourcing on the organisation; Fines and litigation; Potential for service to be threatened; Several alternative suppliers of service; Employee unrest	Serious impacts of outsourcing on the organisation; Fines and litigation; Community unrest; Service threatened; Limited no alternative suppliers of service; Potential for employee industrial action	Major impacts of outsourcing on the organisation; Major fines and litigation; Widespread Community unrest; Service or organisation threatened; Only a couple of alternative suppliers of service; Disruption to services due to employee industrial action	Severe impacts of outsourcing on the organisation; Extensive fines and litigation; Widespread community backlash; Service and organisation threatened; No alternative supplier of service; Disruption to services due to severe employee industrial action
Political	Negligible impact on other stakeholders	Minor local community concern manageable through good public relations; adverse impact on other stakeholders	Significant regional concern/exposure and short to mid term loss of support from community; adverse impact and involvement of OLG	State media and public concern/exposure with adverse attention and long term loss of support from community; adverse impact and intervention by State Government	Loss of State Government support with scathing criticism and removal of the Council; national media exposure; loss of power and influence restricting decision making and capabilities
Professional Indemnity	Isolated, internal or minimal complaint; minimal loss to organisation	Contain complaint or action with short term significance; medium loss to organisation	Significant complaint involving statutory authority or investigation; prosecution possible with significant loss to organisation	Major complaint with litigation and long term significance; very high loss to organisation	Extensive litigation with possible class action; worst case loss to organisation; threat to viability of organisation, program or service.
Property and Infrastructure	Isolated or minimal loss; short term impact; repairable through normal operations; facility still operational	Minor loss with limited downtime; short term impact; mostly repairable through normal operations	Significant loss with temporary disruption of key facility and services; medium term impact on organisation	Critical loss or event requiring replacement of key property or infrastructure; medium to long term impact on organisation	Disaster with extensive loss of key assets and infrastructure with long term consequences; threat to viability of services or operation

Category	Insignificant	Minor	Moderate	Major	Catastrophic
Public Liability	First aid only required; minimal loss to organisation	Some medical treatment required; medium loss to organisation	Significant injury involving medical treatment or hospitalisation; high loss to organisation	Sever injuries or fatalities to individual; very high loss to organisation	Multiple fatalities or extensive long term injuries; worst case loss to organisation
Reputation	Isolated, internal or minimal adverse attention or complaint	Heightened local community concern or criticism	Significant public criticism with or without media attention	Serious public or media outcry, broad media attention	Extensive public concern,, potential national media attention
Sales & Marketing	Insignificant impact on Product/Service; Insignificant financial impacts.	Minor impact on Product/Service; Minor financial impact.	Significant impact on Product/Service; Significant financial impacts.	Major impact on Product/Service; Major financial impacts and organisations viability and sustainability could be threatened.	Severe impact on Product/Service; Severe financial impacts and organisations viability and sustainability threatened.
WHS	No injury	First aid or Minor medical treatment only; No loss of time.	Significant injury involving medical treatment or hospitalisation and loss of time	Extreme injury; serious long term illness	Fatality; permanent disability or disease

Likelihood Descriptors

Likelihood	Description
Almost Certain	Almost Certain: Event <u>expected to occur</u> most times during normal operations
Likely	<u>Will probably occur</u> at some stage based on evidence of previous incidents
Possible	Not generally expected to occur but <u>may occur</u> under specific circumstances
Unlikely	Conceivable but <u>not likely to occur</u> under normal operations; no evidence of previous events
Rare	Only ever <u>occurs under exceptional circumstances</u>

Appendix 5 Risk Assessment Matrix and Corrective Action Table

		CONSEQUENCE						
LIKELIHOOD		Insignificant	Minor	Moderate	Major	Catastrophic	KEY	
	Almost Certain							EXTREME
	Likely							HIGH
	Possible							MEDIUM
	Unlikely							LOW
	Rare							

Corrective Action:

Risk Level	Action Required
Extreme	<ul style="list-style-type: none"> This risk level is Unacceptable Develop specific Treatment Plan for immediate implementation to address extreme risks Allocate actions and budget for implementation within one month Report immediately to Executive Leadership ; regular internal reporting required
High	<ul style="list-style-type: none"> Develop and implement a specific Treatment Plan for high risks Allocate actions and budget to minimise risk; monitor implementation Report to Executive Leadership within one month; regular internal reporting required
Medium	<ul style="list-style-type: none"> Develop and implement a specific Treatment Plan for medium risks Allocate actions and budget to minimise risk where existing controls deemed inadequate; monitor implementation Report to Executive Leadership within the quarter; Management to consider additional controls; report within the quarter
Low	<ul style="list-style-type: none"> Accept and Monitor low-priority risks Manage via routine procedures where possible; Monitor via normal internal reporting mechanisms

- **Appendix 6 Glossary of Common Risk Management Terms**

Consequence

Outcome of a risk event affecting objectives.

Enterprise Risk Management Implementation Action Plan

Is the plan that will guide the implementation process of the overall ERM Program. It is in accordance with the strategies and objectives of an organisation Enterprise Risk Management Manual. The Action Plan involves key actions to be undertaken in order to embed the ERM processes into the organisations operations and to create a culture of risk management being 'the way things are done'.

Enterprise Risk Management

Risk management is the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects that may occur within an organisation. The word 'Enterprise' denotes that the program will include the whole organisation, therefore all risks within all areas of an organisations operation will be included.

Enterprise Risk Management Framework

A set of components that provide the foundations, framework and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation. It will also indicate how risk management will be integrated within/across the organisation.

Enterprise Risk Management (ERM) Manual

Document that details the total process that an organisation will be undertaking in the implementation of the risk management system/program. The word 'Enterprise' denotes that the program will include the whole organisation, therefore all areas of an organisations operation will be included.

Enterprise Risk Management Policy

Affirms an organisations commitment to risk management and reflects the value it places on the management of risk throughout the organisation.

Enterprise Risk Management Process

The systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, identifying, analysing, evaluating, treating, monitoring and reviewing risk.

Inherent Level of Risk

The true or real level of risk to the organisation. It is the level of risk prior to taking into consideration the treatment/controls that are currently in place to address the risk.

Key Performance Indicators

Are used to measure the performance of the organisations risk management activities and in the monitoring of risk exposures.

Level of Risk

Is the level of risk (ie. extreme, high medium or low) that is determined by utilising a risk matrix during a risk assessment process after taking into consideration the likelihood and consequence of a risk or opportunity event.

Likelihood

Chance of a risk event occurring

Operational Risk

Risks or opportunities that may impact on an organisations core operational activities. These are risks that the organisation may be exposed to or opportunities that may be available whilst undertaking the day to day operational services.

Others

People who are present at a Eurobodalla Shire Council worksite or otherwise affected by work carried out by Council and who are not carrying out work for Council. Includes visitors to Eurobodalla Shire Council's workplaces.

Project Risk

Risks or opportunities that could endanger or enhance the planned course or goals of an approved project or one that is under consideration.

Residual Level of Risk

The remaining level of risk after current risk treatment/control measures have been taken into consideration.

Risk

The effect of uncertainty on objectives. An effect is a deviation from the expected – positive and/or negative. Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances or knowledge) and the associated likelihood of the occurrence.

Risk Acceptance

An informed decision to accept the consequences and the likelihood of a particular risk.

Risk Analysis

A systematic use of available information to determine how often specified events may occur and the magnitude of their consequences.

Risk Appetite

The amount of risk an entity is willing to accept or retain in order to achieve its objectives. It is a statement or series of statements that describe the entity's attitude towards risk taking.

Risk Assessment

The overall process of risk analysis and risk evaluation.

Risk Attitude

The organisations approach to assess and eventually pursue, retain, take or turn away from risk.

Risk Category

Refers to the type of risk or opportunity that exists within Council's operations eg Liability, financial, reputational, WHS, economic etc.

Risk Control

That part of risk management which involves the implementation of policies, standards, procedures and physical changes to eliminate or minimise adverse risks or to ensure an opportunity is realised.

Risk Criteria/Context

Terms of reference against which the significance of a risk is identified and evaluated. Will include the defining of the internal and external parameters to be taken into account.

Risk Evaluation

The process used to determine risk management priorities by comparing the level of risk against predetermined standards, target risk levels or other criteria.

Risk Identification

The process of determining what can happen, why and how.

Risk Matrix

A matrix that is used during a risk assessment process. The matrix is used to determine the level of risk (extreme, high medium or low) after taking into consideration the likelihood and consequence of the risk or opportunity event.

Risk Oversight

The supervision of the risk management framework and associated risk management processes.

Risk Profile

A description of any set of identified risks. The set of risks can contain those that relate to the whole organisation, part of the organisation or as otherwise defined.

Risk Register

A register (electronic or manual) that records Council's enterprise risk profile data whether it be Strategic, Project or Operational risks.

Risk Tolerance

The levels of risk taking that are acceptable in order to achieve a specific objective or manage a category of risk.

Risk Treatment

Is a risk modification process. It involves selecting and implementing one or more treatment options. Once a treatment has been implemented, it becomes a control or it modifies existing controls.

Strategic Risk

Risks or opportunities that may impact on the Council's direction, external environment and to the achievement of its strategic plans. These risks or opportunities will inhibit or enhance Council's ability to achieve its corporate strategy and strategic objectives with the ultimate goal of creating and protecting community and stakeholder value.

Stakeholder

Person or organisation that can affect, be affected by, or perceive themselves to be affected by a decision or activity of the organisation.

Worker

Person who carries out work for Eurobodalla Shire Council, whether paid or unpaid, or directly or indirectly engaged. Includes an employee, labour hire staff, volunteer, apprentice, work experience student, subcontractor and contractor.

2.1 Appendix 7 Associated Council Policies and Documents

This document is relevant and related to the following Council documents:

- Enterprise Risk Management Policy
- Enterprise Risk Management Communication Strategy
- Enterprise Risk Management Implementation Action Plan
- Risk Management Tools and templates
- Risk Profiles – both strategic and operational
- Risk Register/s
- WHS policy and procedures

This document and any of the abovementioned documents, when reviewed, should be cross-referenced to ensure all relevant details are updated concurrently.

Eurobodalla Shire Council is also a member of the Statewide Mutual for liability, property and assets insurance coverage. Statewide has several Best Practice Manuals and Guidance Notes that are to be referenced and considered when undertaking works and when reviewing Council Policies and Codes of Practice. These include:

- **Statewide Best Practice Manuals:** Applications; Bitumen and Asphalt Resurfacing; Certificates; Footpaths; gathering Information for Incident Management; Playgrounds; Roads; Signs as Remote Supervision.
- **Statewide Guidance Notes:** BMX Tracks; Detention Basin; Event Management; Giving Evidence; Inflatable Pool Devices; Investigation of Road Incidents; Pyrotechnics & Smoke Effects; Shared Paths; Skateboard facilities; Swimming Pools.