

# RISK

## Civic adopts the definition of risk in the Australian Standard Risk Management Guidelines (AS:ISO 31000:2018):

### *The effect of uncertainty on objectives*

Risk management is the set of coordinated activities that the people within Civic – from the Board and managers to frontline employees- take to direct and control this uncertainty. Risk is all around us. By being intentional about the way we manage risk, we can create and protect value for Civic. This value can be seen in many ways, for example, through customer experiences, employee experiences, new opportunities, and financial outcomes.

This means risk management is everybody's job.

Risk can be positive, negative, or both. We talk about risk in terms of:

- **Risk sources.** Something which has the potential to cause risk. In WHS terms we call this a hazard.
- **Potential events.** An occurrence or change in a set of circumstances. In WHS terms we call this an incident or near-miss.
- **Consequences.** The outcome of an event. In WHS terms we call this harm.
- **Likelihood.** The chance or probability of something happening.

#### At Civic:

- Our Board and senior leadership team integrate, resource, monitor and communicate risk throughout Civic.
- We integrate risk management into what we do and how we do it, so it becomes part of everyone's every day.
- We take a design approach to risk management that considers the internal and external operating context, accountability and responsibility of people within Civic, resourcing for risk-based activities and human centred design principles to engage, communicate and create with stakeholders a risk management framework to ensure that it understands the risks that it faces and makes informed decisions in managing these risks.
- We implement our risk framework in a coordinated way through planning, learning campaigns, and creating user friendly tools and guidance materials that support understanding.
- We continuously evaluate risk management and its effectiveness through measurable outcomes that we review, analyse and act on.
- We continuously improve our approach to risk management as the context around us changes.