

RISK MANAGEMENT POLICY

Approved By:	Transform Global Ltd Board	Effective Date:	26 March 2026
Policy Owner	CEO	Policy Delegate:	
Last Review Date:	26 March 2026	Next Review Date:	26 March 2029
Version Number:	1.0	<input checked="" type="checkbox"/> Internal or <input type="checkbox"/> External	

1. PURPOSE

Transform Global Ltd is committed to identifying, assessing, and managing risks that may affect the safety of people, the delivery of programs, and the organisation’s sustainability. This policy establishes a structured approach to risk management and supports informed decision-making.

The purpose of this policy is to:

- Protect children, vulnerable adults, staff, volunteers, and visitors.
- Support achievement of organisational objectives.
- Reduce the likelihood and impact of adverse events.
- Meet ACNC governance standards and good practice expectations.
- Embed risk awareness into governance and operations.

2. SCOPE

This policy applies to:

- The Board of Directors.
- Employees in Australia and Cambodia.
- Volunteers, sponsors, and visitors.
- Contractors, suppliers, and partners.
- All activities, programs, and operations of Transform.

This policy applies to all categories of risk, including:

- Safeguarding risks.
- Financial and fraud risks.
- Health, safety, and wellbeing risks.
- Operational and program delivery risks.
- Legal and compliance risks.
- Reputational risks.
- Information and cyber security risks.

3. RISK MANAGEMENT PRINCIPLES

Transform manages risk in line with the following principles:

- The safety of children and vulnerable adults is paramount.
- Risk is identified and managed proactively.
- Risk management supports, rather than hinders, program delivery.
- Decisions are informed by risk assessment.
- Responsibilities for managing risk are clear.
- Risk management is continuous and responsive to change.

4. RISK MANAGEMENT FRAMEWORK

Transform uses a structured risk management framework that includes:

- Identification of risks.
- Assessment of likelihood and consequence.
- Evaluation of risk level.
- Treatment and mitigation of risks.
- Monitoring and review.

Risks must be recorded in a Risk Register.

5. ROLES AND RESPONSIBILITIES

Board of Directors:

- Approves this policy.
- Sets risk appetite and tolerance.
- Oversees key organisational risks.
- Reviews the Risk Register.
- Receives reporting on high and extreme risks.

Chief Executive Officer:

- Accountable for implementation of this policy.
- Ensures an effective risk management framework is in place.
- Reports significant risks to the Board.

Country Director:

- Responsible for risk management in Cambodia.
- Maintains local risk registers.
- Ensures risks are identified, assessed, and treated.

- Escalates high and extreme risks to the CEO without delay.

Managers and leaders:

- Identify and manage risks within their areas.
- Implement risk controls.
- Report emerging or changing risks.

All staff, volunteers, and representatives:

- Take reasonable care to manage risks.
- Comply with policies and procedures.
- Report hazards, incidents, and concerns.

6. RISK IDENTIFICATION AND ASSESSMENT

Risks must be identified through:

- Planning and decision-making processes.
- Incident reports and complaints.
- Program monitoring and review.
- Internal audits and reviews.
- Feedback from stakeholders.

Risks must be assessed based on:

- Likelihood of occurrence.
- Consequence or impact.

7. RISK TREATMENT

Risk treatment options include:

- Avoiding the risk.
- Reducing the likelihood.
- Reducing the impact.
- Transferring the risk.
- Accepting the risk within approved tolerance.

Safeguarding risks must be actively reduced and cannot be accepted without Board oversight.

8. MONITORING AND REPORTING

Transform will:

- Monitor risks on an ongoing basis.
- Review the Risk Register regularly.
- Report high and extreme risks to the Board.
- Review controls following incidents or near misses.

9. INTEGRATION WITH OTHER POLICIES

This policy operates alongside:

- Child and Vulnerable Adult Safeguarding Policy.
- Safeguarding Codes of Conduct.
- Complaints and Whistleblower Policy.
- Fraud, Corruption and Bribery Policy.
- Work Health and Safety Policy.
- Financial Controls and Delegations Policy.

10. RECORD KEEPING

Risk management records must be:

- Accurate and current.
- Stored securely.
- Accessible to authorised personnel.

11. POLICY REVIEW

This policy is reviewed every three years, or earlier if required due to:

- Changes in risk profile.
- Serious incidents.
- Organisational or regulatory change.

All changes require Board approval.

Approved by the Board of Transform Global Ltd

Review cycle: Three years

END

VERSION CONTROL

Original Version:	1.0	Version Date:	26 March 2026
Previous Version Number:		Version Date:	
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