



GOVERNANCE · POLICY 14

Risk Management and Event Safety Policy

How CYEF identifies and controls risk across the organisation and at every training session, match, tournament and trip. Includes the pre-activity checklist.

Document	Risk Management and Event Safety Policy, with pre-activity checklist
Version	1.0
Owner	Executive Director, reporting to the CYEF Board of Directors
Date adopted	pending board adoption
Review cycle	Risk register reviewed at every board meeting. Policy reviewed every two years
Standard	Addresses Safeguard 4 of the International Safeguards for Children in Sport

1. Approach

Risk cannot be removed from sport, and an organisation that claims to have removed it is not being straight. What CYEF can do is know where the risks are, decide who owns each one and put controls in place before an activity rather than after an incident.

This policy covers two things: the organisational risk register, which the board owns, and activity safety, which the activity lead owns.

2. Organisational risk register

The board maintains a register scoring each risk by likelihood and impact, with a named owner and a control. It is reviewed at every board meeting rather than annually, because a register reviewed once a year is a document rather than a control.

Risk area	Example	Control
Safeguarding	Harm to a child during a programme	Safeguarding policy, vetting, ratios, training, reporting routes
Financial	Loss of a major funder, or fraud	Diversified income, reserves target, segregation of duties, audit
Reputational	Association with a political campaign, or a safeguarding failure becoming public	Political independence rule, transparent handling of incidents, media protocol
Key person	Over-dependence on the founder for profile and fundraising	Named leads for each function, board oversight, documented succession planning
Operational	Loss of a venue, equipment or a school partnership	Written agreements, alternative venues identified, asset register
Legal and compliance	Lapsed registration, missed statutory returns, data breach	Compliance calendar, named responsible officer, data protection policy
Health and safety	Serious injury at an activity	Activity risk assessment, first aid, emergency plan, incident reporting
Partner	A partner's conduct falls short of CYEF standards	Written agreements, safeguarding expectations, right to terminate

3. Activity risk assessment

A written assessment is completed before any new activity, venue or event and reviewed for repeat activities at least annually or whenever something changes.

3.1 Method

1. Identify what could cause harm
2. Identify who could be harmed and how
3. Decide what controls are needed, and who is responsible for each
4. Record it and share it with everyone involved
5. Review after the activity, and after any incident

3.2 Areas to cover

Area	Consider
Venue and playing surface	Holes, stones, glass, broken fencing, goalposts secured, condition of the pitch, safe spectator area, lighting
Weather	Heat and dehydration, sun exposure, rain, lightning, dust. Agree in advance what conditions stop play
Supervision	Adult-to-child ratio, named lead, female chaperone for female participants, registers at start and end
Medical	First-aid kit, trained first aider, route to the nearest health facility, medical and allergy information on site
Water and nutrition	Clean drinking water available throughout, particularly in heat
Transport	Roadworthy vehicle, licensed driver, no overloading, no adult alone with one child, arrival and departure recorded
Facilities	Toilets, private changing space, sanitary provision, supervision at the entrance only
Equipment	Goalposts anchored, equipment inspected, protective gear where the activity requires it
Crowd and access	Who may enter, who may collect a child, managing spectators, controlling access to changing areas
Overnight stays	Room allocation, separate adult and child accommodation, night supervision, agreed curfew
Emergency	Who calls whom, assembly point, missing child procedure, incident recording

4. Missing child procedure

1. Alert the activity lead immediately and stop the activity
2. Take a register to confirm who is present and who is not
3. Search the venue systematically, with adults assigned to specific areas
4. Contact the parent or guardian
5. Contact the police without delay if the child is not found quickly. Do not wait a fixed period first
6. Keep remaining children together, supervised and calm
7. Record the sequence of events, times and decisions afterwards

5. Incidents and near misses

- Every injury, illness, near miss and safety failure is recorded, however minor
- Serious injury is reported to the Executive Director on the day
- Safeguarding matters follow the Incident Reporting and Escalation Procedure instead
- Near misses are treated as information, not as failures. An organisation that punishes near-miss reporting stops hearing about them
- Incident records are reviewed quarterly for patterns, and risk assessments are updated

6. Insurance and agreements

- CYEF maintains appropriate insurance for activities, participants, equipment and public liability, subject to available funds, and the board records any gap in cover as a risk
- Venue hire agreements record who is responsible for the condition of the facility
- Partner agreements state who holds responsibility during shared activity

7. Pre-activity checklist

Completed by the activity lead before every session, match, tournament or trip. Keep with the register.

Activity and location

Date and time

Activity lead

Number of participants

Tick	Check
	Playing surface inspected. Hazards removed or marked
	Goalposts and equipment secure and in safe condition
	Weather assessed. Stop conditions agreed with participants
	Clean drinking water available for the whole activity
	First-aid kit present and stocked. Trained first aider identified
	Route to nearest health facility known, and a vehicle available
	Emergency contacts and medical information on site and accessible
	Adult-to-child ratio met. All adults vetted and briefed
	Female chaperone present where female participants are taking part
	Register taken at the start
	Changing and toilet facilities available, private and supervised at the entrance
	Sanitary provision available discreetly
	Transport arrangements confirmed. No adult travelling alone with one child
	Collection arrangements known. Authorised collectors identified
	Photography consent status known. Children without consent identified to the lead
	Participants told who to speak to if something worries them
	Register taken at the end. All children accounted for and collected

Hazards identified and action taken

Incidents, injuries or near misses. Write "none" if there were none

Signature of activity lead

Date

Read alongside the Child Safeguarding and Child Protection Policy, the Code of Conduct and the Incident Reporting and Escalation Procedure. Emergency: police **999** or **112**. Childline Kenya **116**.