

NLS (1-4): OPEN-AGE TEAM SAFEGUARDING RISK ASSESSMENT TEMPLATE

PART A: INFORMATION ABOUT YOUR CLUB

CLUB DETAILS	
Club name	BRIGHOUSE TOWN AFC
League	NORTHERN PREMIER LEAGUE - EAST
County FA	WEST RIDING
Approx. No. of U18 players playing open-age football:	40
Approx No. of U18 players involved in linked affiliated youth teams (where applicable):	200+
Approx No. of participants within the 16-19 academy / education provision (where applicable):	20



CLUB SAFEGUARDING POLICIES AND PROCEDURES IN USE	YES	NO
Safeguarding children	Y	
Adults at risk	Y	
Social media use	Y	
Use of photograph and filming	Y	
Anti-bullying	Y	
Code of Conduct, including acceptable behaviour	Y	
Equality, diversity, and inclusion	Y	
Managing challenging behaviour	Y	
Matchday safeguarding plan	Y	
Data/Information sharing	Y	
Complaints	Y	

CLUB WELFARE OFFICERS (ADULT /YOUTH TEAMS)	
Name:	Emma Stevenson / Jason Costello / Phil Jefferson
Email:	emma_stevenson@hotmail.co.uk / jason.brighousetown@gmail.com / phil.brighousetown@gmail.com
Phone:	Emma 0741 592 7145 / Jason 0788 774 7549 / Phil 0787 063 5407

CLUB DESIGNATED SAFEGUARDING OFFICER	
Name:	Jason Costello
Email:	jason.brighousetown@gmail.com
Phone:	0788 774 7549

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PART B: SAFEGUARDING RISK ASSESSMENT

AREA OF CONCERN	WHAT ARE THE POSSIBLE RISKS TO CHILDREN (U18S) / ADULTS AT RISK OF HARM.	RISK LEVEL	ACTION TO REDUCE OR REMOVE THE RISK / CONCERNS?	RESPONSIBILITY	CHANGE TO RISK LEVEL	REVIEW ACTIVITY (WHO?)
1. CLUB ORGANISATION & LEADERSHIP						
1.1 Policy and Procedures	Safeguarding procedures are not clearly defined. Those within club are unaware of their safeguarding responsibilities.		<ul style="list-style-type: none"> A club Safeguarding Policy exists, which fits the context of club. The Safeguarding Policy is reviewed at board level on annual basis. The Safeguarding Policy is widely shared with staff, volunteers, and players – including at induction to the club. The policy along with the Code of Conduct for Players and Parents are all part of the registration procedure. The Safeguarding Policy is public facing on the club website and contact details of the D.S.O. and C.W.O's. are clearly visible to the public. 	Designated Safeguarding Officer (D.S.O.) – Jason Costello Club Welfare Officers (C.W.O's.) - Emma Stevenson – Phil Jefferson Senior Men's Head Coach - Grant Black Head of Youth Football - Mark Booth	Low	D.S.O. to review on an annual basis
1.2 Board level strategic Oversight	Where safeguarding is not championed from the top level of a club it's importance may not be realised by those working within it.		<ul style="list-style-type: none"> The club has appointed a Designated Safeguarding Officer with suitable knowledge, skills, and experience. The Designated Safeguarding Officer regularly engages with the Club Welfare Officer Safeguarding is a standing item at board meetings and appears in relevant club strategy and business plans. 	Club Secretary D.S.O.	Low	D.S.O. to review on an annual basis
1.3 Codes of conduct	Unacceptable behaviour that could physically or emotionally damage individuals could go unchallenged. Poor safeguarding culture becomes normalised.		<ul style="list-style-type: none"> Codes of Conduct are in place. Codes of Conduct are shared and agreed annually with all staff / volunteers / players. These are also displayed within the clubhouse and on the club website. Procedures are in place to report a breach of the Codes of Conduct and respond to such breaches. This is also clearly evident on the website. 	Senior Men's Head Coach All Junior and Women's coaches	Low	D.S.O. to ensure that the persons with named responsibility for the policy regarding Codes of Conduct are made aware of it The policy is reviewed on an annual basis

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2. OPERATIONAL RISKS						
2.1 Consent (Participation)	Parents / carers unaware of their child's involvement.		<ul style="list-style-type: none"> Appropriate consent forms are obtained from the U18 player / and their parent / carer in line with FA Safeguarding Guidance Note 8.2. The consent forms are part of an induction leaflet that is given to every player who joins the club. 	<p>All Junior and women's teams coaches.</p> <p>D.S.O. to be made aware by the above persons.</p>	Medium	<p>Junior and Women's coaches to ensure compliance.</p> <p>D.S.O. to review on an annual basis</p>
2.2 Consent (Photography, social media / commercial activity)	<p>U18 with protection orders could be identified and location recognised.</p> <p>U18 may not be prepared for media interest / exposure – which may not all be positive.</p>		<ul style="list-style-type: none"> Appropriate consent forms obtained from the U18 player / and their parent / carer in line with FA Safeguarding Guidance Note 8.3. Make enquiries re. any such children at our club. Where media interest is anticipated, an appropriate member of club staff supports the U18 player / and their parent / carer. 	<p>All Junior and women's teams coaches.</p> <p>The above persons must report compliance to the D.S.O and make sure the D.S.O. is aware of any issues.</p>	Medium	D.S.O. to review on an annual basis
2.3 Medical (Consent / information sharing)	Lack of awareness of an individual's medical needs may result in these not being met.		<ul style="list-style-type: none"> Medical consent from the U18 player / and their parent / carer, along with emergency contact information is collected in line with FA Safeguarding Guidance Note 8.2. Medical information is gathered in the player registration form and reviewed annually. Medical information sharing follows the club data protection policy. Where medical needs are identified an appropriate member of club staff speaks to U18 player / and their parent / carer about procedures and processes that will be put into place to meet these. 	<p>All Junior and women's teams coaches.</p> <p>The above persons must report compliance to the D.S.O and make the D.S.O. aware of any issues.</p>	Medium	D.S.O. to review on an annual basis

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2.4 Medical (Provision of)	An U18 does not receive appropriate medical care and attention.		<ul style="list-style-type: none"> Medical Emergency Action Plan is in place and adhered to. The MEAP's are displayed in prominent positions around the club premises. All events, training and matches have an appropriately trained person responsible for the delivery of first aid. Medical staff are recruited following a safer recruitment process, have undertaken appropriate DBS checking and follow the club Code of Conduct. All Medical staff have induction and understand club safeguarding expectations and how they should raise a concern. Medical care is provided in line with FA Safeguarding Guidance Note 5.10. 	C.W.O's. 1 st team Physio - Charlotte Biggs	Medium	D.S.O. to review on an annual basis
2.5 Additional needs (Consent / information sharing)	Lack of awareness of an individual's additional needs may result in these not being met.		<ul style="list-style-type: none"> Additional needs information is gathered through player registration form or induction meeting. It is covered in the 'any other notes' section on player registration forms. Where additional needs are identified an appropriate member of club staff to speak to U18 player / and their parent / carer about supportive procedures and processes that will be put into place. Additional needs information shared with those who need to know / are working directly with the player. 	D.S.O. C.W.O's. Head of Youth Football	Medium	D.S.O. to review on an annual basis
2.6 Communications	Risk of unwanted or inappropriate contact. Risk of exposure to inappropriate content.		<ul style="list-style-type: none"> Where team chat groups e.g. WhatsApp exist, an appropriate member of club staff reminds adult players about their expectations and conduct in relation to this. Parents are requested to consent to their U.18's joining this group. All players (adult and U18) advised upon how to raise any concerns. The club follow FA guidance on Digital Communications and Children 	C.W.O's Relevant coaches of U.18 teams	Medium	D.S.O. to review on an annual basis

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2.7 Staff / Volunteer suitability	Risk of unsuitable adults gaining access to and working with vulnerable participants		<ul style="list-style-type: none"> Club has a recruitment and selection process that aligns to the FA recommended process and is followed consistently. DBS checks are undertaken promptly for those who require them and before they start carrying out any DBS regulated activity. An induction process is in place for all new staff, which includes providing information related to safeguarding within their role, what to do if they have a concern and an introduction to key contacts, including the Club Welfare Officer. When engaging volunteers who are U18 consideration is given to the fact they are legally children. The risk is covered in the Club “Safeguarding Children” policy (section 3) which is based upon guidance from the FA Safer Recruitment of Volunteers in Grassroots Football. When the Club recruits new volunteers who work with children, it takes reasonable steps to ensure they are suitable and when required by law, a DBS Enhanced Criminal Record with Children’s Barred List Check is carried out. 	<p>C.W.O’s.</p> <p>Relevant coaches of U.18 teams</p>	Medium	D.S.O. to review on an annual basis
2.8 Supervision (Inappropriate supervision of U18)	U18 are not appropriately supervised.		<ul style="list-style-type: none"> The FA and Child Protection in Sport Unit supervision ratios are adhered to. DBS guidance related to U18 players is followed. U18 player always have access to a named point of contact. Ratios of Adults to Children are complied with and DBS guidance relating to U18 players is followed. Conversations with coach and child are carried out in full public view. U18 players always have access to a named point of contact. 	<p>C.W.O’s.</p> <p>Relevant coaches of U.18 teams</p>	Medium	<p>C.W.O’s.</p> <p>Relevant coaches of U.18 teams</p>

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2.9 Changing rooms (Open-Age team with adult and U18 players)	<p>Risk of unwanted or inappropriate contact.</p> <p>Photos taken in changing room and circulated without consent/used inappropriately e.g., sexual images / bullying / exploitation. Initiation activities with U18s.</p>		<ul style="list-style-type: none"> The Club Welfare Officer will speak to any U18 player(s) and ensure that they are given the choice as to whether they want to shower / change at the same time as adult players. Alternative arrangements will be offered to U18 player which may include the option to travel to game changed, change before adult teammates, or use a separate changing space. The C.W.O's. will speak with adult players re. expected behaviours, aligned to club Code of Conduct and use of mobile phones (cameras) Consent from U18 players / and their parent / carer is given. 	<p>C.W.O's.</p> <p>Relevant coaches of U.18 teams</p> <p>Senior Head Coach</p>	Medium	<p>C.W.O's.</p> <p>Relevant coaches of U.18 teams</p> <p>Senior Head Coach</p>
2.10 Travel (Open-Age team with adult and U18 players)	<p>An U18 player may not feel comfortable to travel with adults.</p> <p>Risk of unwanted or inappropriate contact.</p> <p>Risk of grooming.</p>		<ul style="list-style-type: none"> Conversation between appropriate club official and U18 player regarding travel arrangements offered – this may include the option to have a parent on the coach or travel separately with parent. Team reminded of behaviours and expectations in line with Code of Conduct. Where travelling by private vehicle, the aforementioned opportunities are offered or minimum of three people travel together. The player may have their own mobile phone and can ring a parent at any time. Pre-agreed arrangements made for U18 onward travel upon return to the club (especially in relation to night games). Ongoing review of arrangements with U18 player. Consent from U18 player / and their parent / carer in relation to travel is given. 	<p>C.W.O's.</p> <p>Relevant coaches of U.18 teams</p> <p>Senior Head Coach</p>	Medium	<p>C.W.O's.</p> <p>Relevant coaches of U.18 teams</p> <p>Senior Head Coach</p>

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<p>2.11 Overnight Stays (Open-Age team with adult and U18 players)</p>	<p>Risk of unwanted or inappropriate contact. Risk of grooming. Opportunities for U18 player to be exposed to adult themes. (alcohol)</p>		<ul style="list-style-type: none"> • Consent from U18 player / and their parent / carer in relation to overnight stays is given. • No U18 player will share a room with an adult unless this is a related adult e.g., brother / cousin and agreed by the U18 player and their parent / carer. • Conversation between appropriate club official and player and parent / carer regarding overnight stay and options to: <ul style="list-style-type: none"> - Have a single room. - Attend / stay with an adult family member. - Room with another U18 player (must be individual beds). • A separate risk assessment is undertaken which details specific arrangements related to this activity and the named person responsible for the U18 player. • FA guidance note related to travel and overnight stays has been considered. 	<p>C.W.O's. Relevant coaches of U.18 teams Senior Head Coach</p>	<p>Low</p>	<p>C.W.O's. Relevant coaches of U.18 teams Senior Head Coach</p>
<p>2.12 Players living away from home (U18 players, including loan arrangements)</p>	<p>U.18 players who are living away from home in order to train with the club may be at risk.</p>		<ul style="list-style-type: none"> • NOT APPLICABLE TO BRIGHOUSE TOWN BUT WILL BE RE-ASSESSED WHEN THE NEED ARISES. IN THOSE CIRCUMSTANCES, THE CLUB WILL TAKE INTO ACCOUNT THE BELOW MEASURES:- • The club are aware of all U.18 players who are living away from home. • The club follow league issued advice and guidance. • Accommodation arrangements are assessed, agreed, and monitored by the club. • All arrangements are agreed in collaboration with player, parent / carer, club, and accommodation provider. • Safeguarding procedures, including an introduction to Club Welfare Officer (Adult Teams) are provided to player, parent / carer, club, and accommodation provider. • Accommodation providers are subject to safer recruitment processes, including provision of safeguarding training. 	<p>C.W.O's. Relevant coaches of U.18 teams Senior Head Coach</p>	<p>Low</p>	<p>C.W.O's. Relevant coaches of U.18 teams Senior Head Coach</p>

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2.13 Match day operations (Child activities)	Safeguarding is not considered as part of match day arrangement (child activities) which may create risk.		<ul style="list-style-type: none"> A match day plan includes consideration to safeguarding. Where children are involved in match day activities (i.e. ball retrieval, mascots, waitress/kitchen duties) additional risk assessments are undertaken and appropriate supervision, procedures and consent are considered. 	D.S.O.	Medium	C.W.O's. D.S.O.
2.14 Match day operations (Spectators)	Safeguarding (spectators) is not considered as part of match day arrangement which may create risk.		<ul style="list-style-type: none"> A match day plan exists that considers all health and safety risks. i.e. car parking. A match day plan details identified safeguarding risks and mitigations; this includes (but is not limited to): <ul style="list-style-type: none"> Staff / volunteer responsibilities. Safer working procedures. / e.g. searching and ejecting spectators. Process by which to raise a safeguarding concern. Age of entry is clearly communicated, along with expected behaviour. 	D.S.O.	Medium	C.W.O's. D.S.O.
3. SAFEGUARDING TRAINING & EDUCATION						
3.1 Safeguarding Education (Staff and volunteers)	Lack of safeguarding knowledge may mean staff / volunteers are not able to identify and respond to safeguarding concerns.		<ul style="list-style-type: none"> All staff, volunteers to complete FA safeguarding training relevant and required by their role. All staff and volunteers are encouraged to undertake Player Welfare in Open-Age Football Course. Renewal dates for safeguarding courses for all staff and volunteers are monitored to ensure re-certification is completed in a timely manner. Through meeting and briefings, all staff / volunteers remain updated with relevant safeguarding information as and when required – at least annually. All staff / volunteers aware of NSPCC and FA Whistleblowing details. 	D.S.O. C.W.O's.	Medium	C.W.O's. D.S.O.

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3.2 Safeguarding education (Staff and volunteers)	Lack of safeguarding knowledge may mean players are not able to identify and respond to safeguarding concerns.		<ul style="list-style-type: none"> Players are reminded of their safeguarding responsibilities and agree to a Code of Conduct. C.W.O's. and how to contact them is known to players. U18 players are provided with a copy of Know Your Rights in Football - Page 2 of this document is given to all young persons when they sign on for the club. All staff / volunteers are made aware of NSPCC and FA Whistleblowing details. 	<p>D.S.O.</p> <p>C.W.O's.</p> <p>Relevant U.18 team coaches</p>	Medium	<p>D.S.O.</p> <p>C.W.O's.</p>
3.3 Safeguarding awareness raising	Lack of safeguarding knowledge may mean parents / carers are not able to effectively support this child and / or identify and respond to safeguarding concerns.		<ul style="list-style-type: none"> Parents / carers invited to a club induction, links to digital parent / carer pack provided. Parents / carers encouraged to complete The FA Safeguarding Awareness for Parents & Carers course. 	<p>D.S.O.</p> <p>C.W.O's.</p> <p>Relevant U.18 team coaches</p>	Medium	<p>D.S.O.</p> <p>C.W.O's.</p>
4. MANAGING ALLEGATIONS AND CONCERNS						
4.1 Making a referral or raising a concern (Awareness club wide, including U18 players)	Lack of understanding about how or when to refer could result in a delay in referring or non-referral.		<ul style="list-style-type: none"> Staff and volunteers follow the Safeguarding Policy regarding referring and managing an allegation or concern. Club ensures all staff / volunteers are briefed and aware of their safeguarding duty. Contact details for the Club Welfare Officer (Adult Teams) and referral process are readily available throughout the club, including the club website. Club ensures that all players have information pertaining to who they should raise concerns to and how. The DSO gives these details via the WhatsApp group of which every player is a member. Club ensures that parents / carers of U18 know who they should raise concerns to and how. Club ensures that NSPCC and FA Whistleblowing contact details are known and shared throughout the club. 	<p>D.S.O.</p> <p>C.W.O's.</p> <p>Relevant U.18 team coaches</p>	Medium	<p>D.S.O.</p> <p>C.W.O's.</p>

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4.2 Confidential Information (Safeguarding records)	Confidential safeguarding information is not stored correctly and may be accessed.		<ul style="list-style-type: none"> The Club has systems in place to ensure that safeguarding records are stored in a secure manner. The D.S.O. and C.W.O's. will ensure that any such material is kept Confidential. Information is shared only with those who are required to know. 	D.S.O. C.W.O's. Relevant team coaches	Low	D.S.O. C.W.O's.

5. WORKING TOGETHER

5.1 External education providers. Club relationship with post 16+ Education Provider Academy	<p>Lack of joined up safeguarding process between club and 16+ education provider (academy) means that U18s have inconsistent experiences and concerns may be missed.</p> <p>Important information may not be shared.</p>		<ul style="list-style-type: none"> An appropriate ESPFA representative for the club meets with the education provider to discuss safeguarding on a regular basis. A safeguarding risk assessment is provided to the club by the education provider. This includes clear details around processes and procedures by which a referral is raised, and how information will be shared. The Education provider is aware of wider club risk assessment and expectations from club in relation to safeguarding process, recruitment, supervision, training, and general Health & Safety requirements linked to the use of club spaces. 	Head of Youth Football E.S.P.F.A. Lead	Medium	D.S.O. C.W.O's.
5.2 U18 player transition (between youth teams and the open-age team)	<p>Lack of joined up safeguarding process between youth and open-age teams may result in U18s having inconsistent experiences and concerns may be missed.</p> <p>Important information may not be shared.</p>		<ul style="list-style-type: none"> The C.W.O's. plans transition for youth players into open-age football, ensuring that: <ol style="list-style-type: none"> (1) the needs of U18 player are considered at each stage, (2) relevant information is shared and (3) an introduction between the U18 player and the new C.W.O's. (Adult Teams) takes place. The C.W.O's. works together in conjunction with the D.S.O. and Head of Youth Football. 	D.S.O. Head of Youth Football	Medium	D.S.O. C.W.O's.

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<p>5.3 U18 Loan Signings (Bringing in or loaning out an U18 player)</p>	<p>Safeguarding is not considered when an U18 player joins or leaves the club on a short-term arrangement.</p>		<ul style="list-style-type: none"> An appropriate club official works with an appropriate official from the parent club / club taking player on loan to ensure that the loan move has safeguarding as a key consideration. An additional Risk Assessment is completed. This includes: <ul style="list-style-type: none"> Ensuring U18 player has a local point of contact with whom they can raise concerns. Ensuring appropriate transport and accommodation are in place. Ensuring regular “check ins” with U18 by both the parent club and club at which the player is on loan. Player and parent are informed throughout process and consent is given. 	<p>D.S.O. C.W.O's. Relevant coaches</p>	<p>Medium</p>	<p>D.S.O. C.W.O's.</p>
<p>5.4 Relationships across the club (Links to Youth / Disability Football Teams)</p>	<p>Where purposeful relationships do not exist, an individual may have a different experience within different parts of the club. Concerns may go unreported or missed.</p>		<ul style="list-style-type: none"> Those involved with the running of the open-age team work with those involved with the delivery of Youth / Disability football to share information, knowledge, and opportunities to create a cohesive safeguarding culture. There are no disability teams however, the relevant Youth Coach should speak with the adult coach to discuss any concerns. 	<p>D.S.O. Senior Men's Head Coach Head of Youth Football</p>	<p>Medium</p>	<p>D.S.O. C.W.O's.</p>
<p>6. OTHER CONSIDERATIONS</p>						
<p>NIL at present</p>						

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PART C: MEDICAL EMERGENCY ACTION PLAN (MEAP)

MEAP - MATCHDAY STADIUM

CLUB NAME:	BRIGHOUSE TOWN AFC
CLUB ADDRESS:	HEFFERNAN UTILITIES STADIUM, ST GILES ROAD, BRIGHOUSE
POSTCODE:	HD6 2PL

FIRST-AIDER/HELPER INFORMATION	
Name:	Mobile Number
Trevor Biggs	0754 625 2568
Charles Tolley	0784 113 2118

ACCESS ROUTES	
1. For Ambulance	EMERGENCY GATE IN CAR PARK WHICH MUST BE FREE FROM OBSTRUCTION DURING MATCHES
2. First-Aid Room to Ambulance	AMBULANCE CAN PULL UP OUTSIDE THE FIRST AID ROOM WHICH IS ADJACENT TO THE CHANGING ROOMS
3. Pitch to Ambulance	ACCESS CAN BE GAINED (PROVIDED THE GROUND IS NOT TOO SOFT) ACROSS THE TRAINING PITCH AND ONTO THE PLAYING AREA

FIRST-AID EQUIPMENT AND FACILITY	
Item	Location
Defibrillator	IN LOCKED DEFIB. HOUSING FIXED TO THE CHANGING ROOM WALL. ACCESS CODE: C159X
First-Aid kit	CHANGING ROOM BLOCK – MEDICAL ROOM.
Stretcher (if required and trained stretcher bearers present)	CHANGING ROOM BLOCK – MEDICAL ROOM - Will be co-ordinated by Club Physio who would use players to assist.
First-Aid Room	CHANGING ROOM BLOCK but there is also an external room for public usage.

OTHER INFORMATION	
Item	Location
Nearest Hospital address: (with Emergency Department) Note: Include contact no.	CALDERDALE ROYAL HOSPITAL SALTERHEBBLE, HALIFAX HX3 0PW 01422 - 357171
Directions to hospital:	https://maps.app.goo.gl/uX56rRpvW8X4yRgM7
Journey Time:	17 MINUTES
Nearest Walk-in Centre (WIA) address:	AS ABOVE

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PART D: SIGN OFF AND DISTRIBUTION

SAFEGUARDING RISK ASSESSMENT COMPLETED BY:	
Name:	ANDREW ECCLES
Club/League role:	BOARD POLICY DIRECTOR
Signature:	
Date:	30 th November 2024

AGREED BY BOARD WELFARE DIRECTOR:	
Name:	RAY McLAUGHLIN
Club/League role:	BOARD WELFARE DIRECTOR
Signature:	
Date:	30 TH November 2024

AGREED BY BOARD SAFEGUARDING CHAMPION:	
Name:	JASON COSTELLO
Club/League role:	DESIGNATED SAFEGUARDING OFFICER
Signature:	
Date:	30 th November 2024

RISK ASSESSMENT DISTRIBUTION LIST

NAME OF PERSON RECEIVING	ORGANISATION	DATE	DISTRIBUTED BY
DAVID PARKER	FOOTBALL SECRETARY	30/11/2024	Andrew Eccles
JULIAN PRIOR	CLUB SECRETARY	30/11/2024	Andrew Eccles
GRANT BLACK	MENS FIRST TEAM COACH	30/11/2024	Andrew Eccles
MARK BOOTH	HEAD OF YOUTH FOOTBALL	30/11/2024	Andrew Eccles
MARK ELLIS	U16 ELITE COACH	30/11/2024	Andrew Eccles
RAY McLAUGHLIN	WELFARE DIRECTOR	30/11/2024	Andrew Eccles
EMMA STEVENSON	CLUB WELFARE OFFICER	30/11/2024	Andrew Eccles
CHRISTOPHER LISTER	CLUB PRESIDENT	30/11/2024	Andrew Eccles
PHILIP JEFFERSON	WOMEN & JUNIOR SECRETARY / ASSISTANT WELFARE OFFICER	30/11/2024	Andrew Eccles
CHARLOTTE BIGGS	CLUB PHYSIOTHERAPIST	30/11/2024	Andrew Eccles
CHARLES TOLLEY	DIRECTOR OF FOOTBALL	30/11/2024	Andrew Eccles

End Note

Clubs are advised to undertake regular risk assessments of the club activities, ensuring that each one is named, signed and dated by those completing and approving it. Risk assessments are 'living documents' and should be updated and reviewed regularly and kept in active use to mitigate any new or changing risks. Clubs should undertake specific employee/volunteer risk assessments for anyone undertaking high-risk roles or tasks.