



# Annual Report and Accounts 2019-20

HC 484







**Sports Grounds Safety Authority**

**Annual Report and Accounts 2019-20**

**Presented to Parliament pursuant to paragraph 24 of  
Schedule 1 of the Sports Grounds Safety Authority  
Act 2011.**

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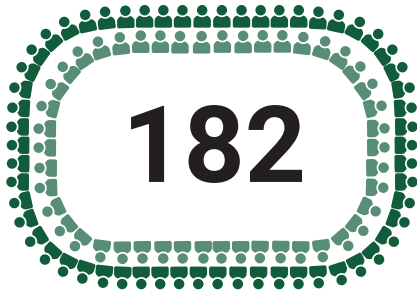
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# Overview 2019-20



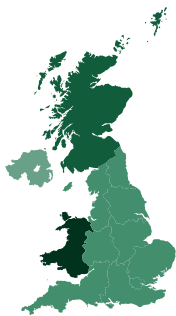
match day  
inspections  
completed



Safety Advisory  
Group meetings  
attended



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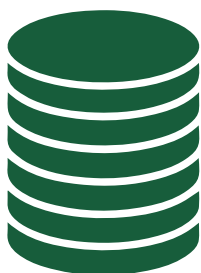
All **4** UK nations  
supported



Conducted training  
on **4** continents



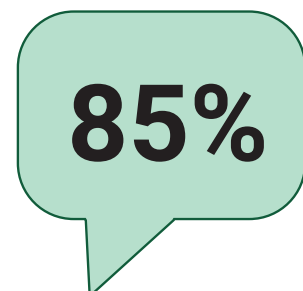
of stakeholders  
said the SGSA sets  
standards for safety



**£454,680**  
commercial income



**£1,738,486**  
net expenditure



of staff understand  
SGSA's direction and  
goals



# Foreword from Chair

I am pleased to introduce the Annual Report and Accounts for the Sports Grounds Safety Authority (SGSA) for 2019-20.

This document is a tribute to the extensive and committed work carried out by the SGSA's team of Inspectors and Secretariat. The team has balanced the regulatory duties of licensing football grounds and overseeing local authorities discharging their statutory obligations, while maintaining a growing advisory remit for sports in the UK and around the world. Importantly, the SGSA's work has been done prudently with a net expenditure level of £1,738,486, below the limit of £1,793,000 set by the Department for Digital, Culture, Media and Sport (DCMS). This is testament to everyone involved in the SGSA.

A significant piece of work for the last year has been the development and implementation of a new five-year strategy for the organisation. As demonstrated throughout this Annual Report and Accounts, our reach and impact are extraordinary. But evolving safety risks, increasing demand for our services, and forthcoming changes to the regulatory regime that governs our work mean that we must re-think our aims and how we operate. Led by our Chief Executive, Martyn Henderson, we have developed an ambitious plan which will meet our aim of improving sports ground safety, both domestically and internationally.

April 2019 saw the 30-year anniversary of the Hillsborough disaster. That tragic event will forever be in the minds of anyone in sports ground safety. It is now 30 years since the Football Licensing Authority, the SGSA's predecessor, was established and our purpose is as strong today as it was when we were set up – to ensure that people can enjoy live sport safely. The debate over recent years has changed towards the introduction of 'safe standing' in seated areas. This has been brought to the forefront with the Government's manifesto commitment in December 2019 to introduce 'safe standing' in seated areas. As the Government's advisor and regulator, we are working with DCMS and the football authorities to make this manifesto commitment into a reality.

The COVID-19 pandemic has had a devastating impact on lives across the world. Like many other organisations across the UK, in mid-March we followed Government guidance and closed our headquarters office. We have adapted our working practices and supported our team to work from home. Throughout the outbreak we have supported the Government and football authorities in providing guidance on how matches could resume behind closed doors. There is no doubt the impact of the pandemic will be long-lasting. The SGSA will continue to support and advise over the coming months.

We have been lucky to have had stability in the SGSA Board over the last year. I am grateful to all my Board Members for their commitment and support and for sharing their expertise in order to challenge and improve the organisation. Amongst other activities, their wise counsel

has encouraged significant improvements in evidence-based decision-making, and this is now embedded across the organisation.



On behalf of the Board, I would like to thank all the SGSA members of staff who continue to achieve so much with relatively little resource. The success of the organisation in ensuring sports grounds are safe for everyone is due to their incredible hard work and expertise.

**Alan Coppin**  
Chair

# Foreword from Chief Executive

Looking back over the last 12 months, I am hugely proud of what we have achieved as an organisation. We are a small team but the scope and breadth of our work is outstanding.

I was particularly pleased this year to see our work expand to include all four nations of the UK. Alongside our regulatory work in England and Wales, we have continued our advisory work with Sport Northern Ireland, which has been in place since 2017. We have also signed contracts with both the Scottish Government and the Football Association of Wales to advise and provide practical support. I am also pleased with the agreement of a new five-year contract with the England and Wales Cricket Board, which will take effect in 2020-21 and our work with the Football Association (FA) to support the safe growth of women's football in England.

Over the last year we have also made a significant contribution to improving safety standards in Africa. Working with Fédération Internationale de Football Association (FIFA) and the Confédération Africaine de Football (CAF) we have provided training to countries across the continent. In addition, we have continued our work of inspecting stadia and offering recommendations for improvements. Our work is having a great impact on changing the safety culture in football grounds. It is testament to how the SGSA is seen as a safety leader around the world.

As Alan mentioned, there has been significant movement over the last 12 months on the Government's all-seater policy. Our large-scale ethnographic study on the safe management of standing is already helping inform government policy, in particular the implementation of 'safe standing' in seated areas.

The last year has seen a number of staffing changes. John Perkins, Sue Storey and Ray Whitworth have all left the Inspectorate. We are grateful for everything they have achieved during their tenure with the SGSA. We have welcomed Wendy Harnan-Kajzer, Ann Ramage and Jill McCracken through the year, along with Tim Burgin who joined us in April 2020. Each of them brings an array of skills and experience which will help us to continue to grow as an organisation.

Looking ahead, the COVID-19 pandemic is having a huge impact on sport and, of course, on our organisation. It is testament to the team that we have adapted to this dramatic change in circumstances so successfully and we have played an important role in the safe resumption of football without spectators. However, the future of live sport continues to be worryingly uncertain and the SGSA will continue to be agile in responding to changing circumstances and supporting the recovery of our sector. We will also continue to support our partners in local government who have been more stretched than ever before by the pandemic.

Importantly, we have a very ambitious business plan for the year which builds on our successes, as detailed in this Annual Report and Accounts, that will cement the SGSA as the world's leading authority on sports ground safety.

**Martyn Henderson**  
Chief Executive





# About the Sports Grounds Safety Authority (SGSA)

The SGSA is the safety regulator for football grounds in England and Wales and the UK Government's independent advisor on sports grounds safety.

We provide independent, expert advice based on three decades of ensuring watching football in England and Wales is a safe and enjoyable experience for fans. We use our experience to advise and support other sports and related industries in the UK and internationally. Put simply, our purpose is to ensure sports grounds are safe for everyone.

We set safety standards through our world-leading best practice guidance, including the *Guide to Safety at Sports Grounds (Green Guide)*, which is used to build and develop sports grounds around the world.

Our expert team of Inspectors provide first-rate support and advice based on their collective knowledge of areas including engineering, policing, emergency planning and facilities management. They support individual clubs and grounds, sports bodies, governments, architects and engineers to minimise risk and help deliver safe events for all.

## Vision

To be the world's leading authority on sports ground safety.

We want to be the 'go-to' body globally for advice on sports ground safety design and management, and the safety provider of choice for all major sporting events.

## Values



# What we do

## Regulatory



Licence league and international football grounds in England and Wales and regulate their safety certification by local government.

## Standards



Set and raise standards globally through our guidance, particularly the Guide to Safety at Sports Grounds (Green Guide).

## Advisory



Provide strategic support for sports grounds, governing bodies and others, both in the UK and internationally.

# Advisory services

Bespoke training



Calculate safe capacity



Review stadium design



Safety management advice



# Performance Report

# Performance overview

## Going concern

The going concern nature of the business was assessed by the Audit and Risk Committee at its meeting in March 2020 and reconsidered in the light of COVID-19 before the financial statements were approved. The use of the going concern basis of accounting is appropriate because, while there is an impact on income, expenditure has been reduced or deferred to ensure that we can meet our liabilities as they fall due. There are no other material uncertainties related to events or conditions that cast significant doubt over the SGSA's ability to continue as a going concern. The SGSA has received a funding settlement covering the financial year 2020-21, and there are no indications that it will not receive funding in future years. Therefore the Annual Report and Accounts have been produced and presented on a going concern basis.

## Strategy

Our five-year strategy, published in February 2016, set out the SGSA's vision and explained how we will share our expertise for the benefit of spectators and sports around the world. A full account of our approach to, and policies for, the management of risk are covered in the Governance Statement on page 53.

To progress delivery of our strategy, the Board agreed the following objectives for 2019-20:

- Continue to improve our performance as a regulator, for example by increasing transparency and improving the way that we gather and use evidence to inform decision-making.
- Establish a training curriculum and associated business model that allows SGSA to further professionalise its offer and generate revenue.
- Further develop our advisory work in partnership with FIFA, Sport Northern Ireland and others to improve safety standards in the UK and around the world.
- Continue to promote the use and sale of our guidance, including the sixth edition of the *Guide to Safety at Sports Grounds (Green Guide)*.
- Invest in our people and the development of our capacity and capability.

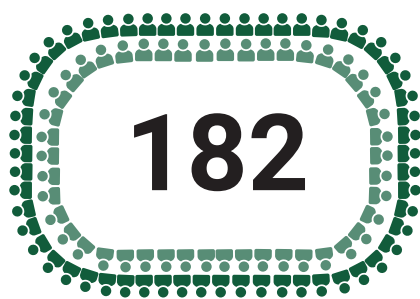
The following pages outline details of how the SGSA has met these objectives under our five strategic goals:



## COVID-19 pandemic

The global COVID-19 pandemic has had an impact on the SGSA, like many organisations across the country and around the world. With the pausing of the football season in early March 2020, our face-to-face regulatory activities stopped. In line with the Government's advice, the headquarters office in London was closed and staff were supported in working from home. Information on page 42 outlines how the pandemic has affected our work and the steps taken to mitigate issues.

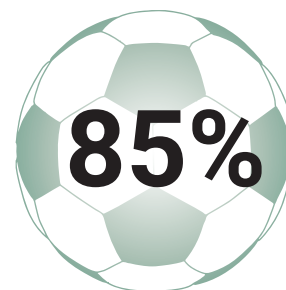
# Regulate



matchday  
inspections  
completed



Safety Advisory  
Group meetings  
attended



of stakeholders  
say the SGSA is an  
effective regulator

## Key performance indicators 2019-20

Indicator	Target	Baseline (18-19)	Achievement (19-20)
Proportion of respondents who agree/strongly agree that the SGSA is an effective regulator of football grounds	Year-on-year improvement	85%	85%
Number of a) spectator and b) non-spectator injuries at grounds we regulate	Year-on-year reduction	a) 2,062 b) 881	a) 2,069 b) 711



## Overview

Much of the SGSA's regulatory work is undertaken by a team of regionally based Inspectors through discussions with local authorities, clubs and other interested parties, along with inspections and visits to football grounds on match/event days and non-match/event days.

A significant change to the way of working for 2019-20 has been improved use of data and research in our decision-making procedures. Since March 2019, the SGSA has partnered with the NatCen Social Research (NatCen) in order to increase our capacity and capability in relation to evidence and data. This has included:

- Spectator injury data analysis;
- A project jointly funded by the SGSA and the Premier League on how to improve the quality of spectator injury data; and
- Commissioning a new ethnographic study into the management of standing in football.

Details of these are outlined over the following pages.

## Licensing

The SGSA is responsible for issuing licences to all clubs in the Premier League and the English Football League, along with Wembley and the Principality Stadium.

We considered licence applications from 20 Premier League and 70 English Football League grounds, plus Wembley and the Principality Stadium. Licences for the 2019/20 season were issued to all grounds by the deadline of 31 July 2019.

By 31 March 2020, 64 stadia were subject to the Government's all-seater licence condition. This policy does not allow standing accommodation at the grounds used by clubs who have been in the Premier League or Championship for more than three years since the start of the 1994/95 season, or at Wembley and the Principality Stadium.

## Licensing review

From October to December 2019 a review of the licensing system was carried out. This looked at the current SGSA licensing process and what improvements could be made in preparation for the 2020/21 season licence process and beyond. The review considered the existing system, obtained legal advice on the policies and approaches we use and considered other regulatory bodies' frameworks. The review led to a number of changes being implemented ahead of the 2020/21 licensing round, which began in January 2020:

- Reporting to the Board mid-season with ground assessments in order to raise any potential licensing issues.
- Pre-populating areas of the licence form to assist grounds with the application process.
- Amending the licensing timetable to enable decisions to be taken earlier in the year.
- Introducing a new Inspector assessment summary form.

Future changes to the licensing system will include a simplified application form. We anticipate these changes will be carried out during 2020-21.



## Matchday inspections

Our Inspectors carried out 182 matchday inspections between 1 April 2019 and 31 March 2020, an increase from 172 in the same period in 2018-19. Inspectors generally carry out at least two inspections per ground each season. During an inspection, our team will conduct an array of activities, including listening to safety and steward briefings, walking the ground and talking to stewards, spectators and the police. They will also talk with the safety officer and raise any immediate areas of concern, if necessary. The purpose of the inspection is to assess the ground's compliance with the SGSA licence conditions and gather intelligence to inform the SGSA's regulatory oversight of the relevant local authority in carrying out its safety certification function.

## Enforcement approach 2019/20

In advance of the 2019/20 football season, the SGSA published new guidance for clubs, setting out its approach to enforcing the Government's all-seater policy in relation to persistent standing in seated areas. The guidance restated the existing obligations on clubs to discourage standing in seated areas. It also incorporated new, voluntary measures which clubs could consider to mitigate the safety risks associated with standing, for example installing seats incorporating barriers. The guidance provided clarity and transparency to the SGSA's role in enforcing the licence conditions.

The guidance outlined:

- Requirements of clubs to meet the licence conditions.
- Reasonable steps we expect clubs to put in place to minimise persistent standing.
- Ways clubs could minimise the safety risks for spectators who still choose to stand in seated areas, despite the efforts of clubs.

During the first half of the 2019/20 season, inspections were conducted at each of the grounds subject to the all-seater policy. The results, along with the existing knowledge and awareness of Inspectors about the grounds, were used to identify the level of safety risk posed at each ground.

In accordance with Better Regulation principles, clubs with higher levels of persistent standing and related safety risks have received greater scrutiny and support from the SGSA to help mitigate and reduce the safety risks involved.

## Local authority audits

Local authority audits help the SGSA meet its legislative responsibilities and its strategic goals. The audits are a key tool in our oversight role to ensure that local authorities discharge their functions under the Safety of Sports Grounds Act 1975. This is done through auditing/witnessing the practical operation of a local authority implementing safety and compliance at sports grounds. Inspectors are able to identify skills and knowledge gaps and to advise on training or guidance through recommended actions that will ensure that identified gaps are filled. Inspectors are also able to provide advice and to share best practice and expertise through these audits.

During the last year, SGSA Inspectors have audited all 79 local authorities we have oversight responsibilities for.



## Safety Advisory Groups

Our Inspectors attended 211 Safety Advisory Group (SAG) meetings between 1 April 2019 and 31 March 2020, an increase from 162 in the same period the previous year. The SAG is a multi-agency group consisting of the local authority and its relevant departments, the sports ground, police, fire and ambulance services and any other relevant stakeholders.

## Risk-based safety certification

The SGSA continued to encourage clubs to use a risk-based safety certification. This places the responsibility for determining how to provide spectator safety with ground management, rather than being prescribed by local authorities. By 31 March 2020, 40 clubs had moved to this approach.

## Safety Committee

The SGSA continued to chair the sector's Safety Committee during the year. This brings together representatives from football grounds, local authorities, football bodies, the police and DCMS and helps to build joint working. Meetings of the Safety Committee were held in July 2019, November 2019 and February 2020. Amongst the considerations during the year were:

- Evidence, research and statistics;
- Local authority resourcing;
- Crowded Places Information Exchange for football;
- Persistent standing;
- National Occupational Standards for Spectator Safety;
- Compliance with the Council of Europe Convention; and
- Drones and pyrotechnics.

## Spectator injury statistics

During 2019-20, we analysed and published the number of spectator injuries at football grounds for the 2018/19 season. This found that in total:

- 38,073,988 spectators attended football matches in the Premier League, Championship and Leagues One and Two, along with Wembley and the Principality Stadium.
- 2,069 spectators were treated for injuries.
- 165 spectators were taken to hospital.
- This equates to 1 injury per 18,402 spectators.
- Slips/trips/falls were the cause of 31% of all recorded injuries – the highest 'known' category.

The data is based on returns from 92 of the 94 football grounds subject to SGSA licensing in the 2018/19 season. The remaining two clubs submitted partial returns. The SGSA has worked with the NatCen to interrogate each club's return to improve consistency in the categorisation of the causes of injuries.



## Improving spectator injury data project

During 2019 the SGSA and the Premier League commissioned Imperial College London to review the current procedures for spectator injury data collation and offer recommendations for

improvements. Six clubs were involved in the project: Brighton and Hove Albion FC, Cardiff City FC, Everton FC, Manchester City FC, Manchester United FC and Newcastle United FC.

The findings included:

- Each of the six Premier League clubs reviewed were found to have developed a unique combination of internal (such as event doctors) and external (including St John Ambulance or Local NHS Ambulance Service Trust) medical service providers to meet the first aid requirements set out in the *Guide to Safety at Sports Grounds (Green Guide)*.
- Injuries account for less than half of all medical presentations treated at football matches. Illnesses and exacerbations of pre-existing conditions of both spectators and members of staff are also frequently treated.

The project identified five recommendations to improve the quality of spectator injury data collected by the SGSA.

1. The SGSA should develop strategic objectives detailing its reasoning behind collecting, using and analysing medical incident data.
2. Collect data detailing all medical incidents, not only injuries.
3. Improve the data collection form by removing unnecessary questions.
4. Medical service providers at clubs should all use the same audit-type form to collect medical incident data during events.
5. Create an online portal for submitting medical incident data.

All clubs and organisations involved in the pilot project were supportive of the findings. The SGSA and Premier League will work together during 2020-21 to implement the recommendations.

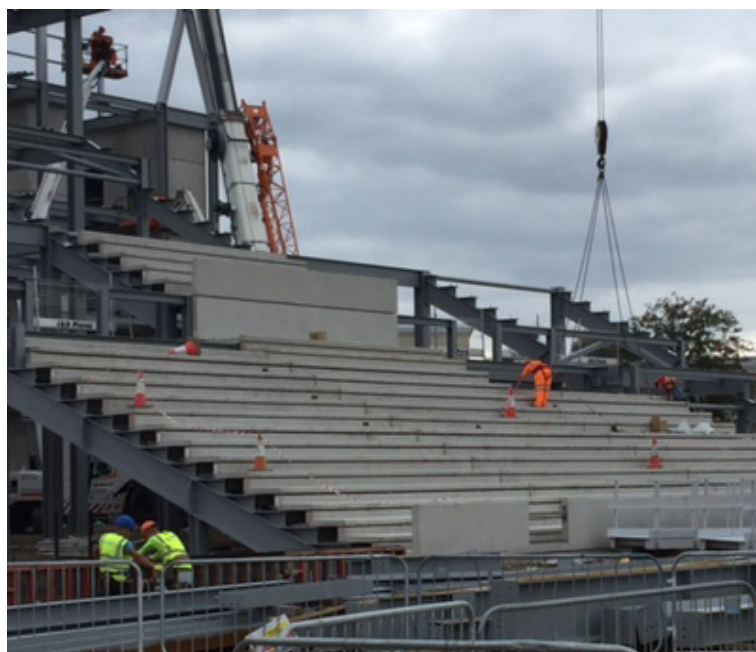
## Stadia development

SGSA Inspectors have advised and supported clubs who are currently, or are considering, development of their stadia. This includes Geoff Galilee providing ongoing support to Brentford FC in the building of its new Community Stadium, which is due to open in 2020, and Ann Ramage who is supporting AFC Wimbledon who also hope to open its new stadium at Plough Lane later in the year.

The SGSA advises grounds on stadia development using our experience and expertise. We consider proposals in light of the *Green Guide* and anything that falls within our licensing remit. Grounds and local authorities benefit from the experience of Inspectors who are able to share good practice and learnings from other stadia developments.

## Working with fellow regulators

We are working with our fellow regulators in different elements of sports ground safety. This includes working with the Security Industry Authority on the occupational standards for stewarding and the Equality and Human Rights Commission on accessibility.





In addition, we work closely with local authorities across the country as co-regulators. We help facilitate the Local Authority Safety Advisory Group Regional Chairs Group.

## Council of Europe Convention

In April 2019 the UK Government signed the Council of Europe Convention on an Integrated Safety, Security and Service Approach at Football Matches and Other Sports Events. The SGSA has been involved with this for a number of years and helped develop the central principles of safety, security and service on which the Convention is based.

This Convention is the only internationally binding instrument to establish such an approach. It promotes co-operation between all public and private stakeholders: governments, municipal authorities, police, football authorities and also supporters, in order to provide a safe, secure and welcoming environment at football matches and other sports events, whether it be inside or outside the stadia.

## Guidance

The SGSA continues to support sports ground safety by providing important support and guidance on a number of issues. During this year we have published formal guidance on pyrotechnics, based on an independent study commissioned by UEFA and Football Supporters Europe. This outlined that there is no safe use of pyrotechnics in spectator areas at football events within stadia or in crowded places.

In light of the COVID-19 pandemic, the SGSA produced and regularly updated guidance for sports grounds, consistent with the latest Government advice. This was shared on the SGSA's website along with being sent directly to football grounds and local authorities. The guidance included actions grounds could take to plan for once the Government advised it is safe for sporting events to resume.

Work has also started on the rewrite of the *Safety Management* guidance document. This will complement the sixth edition of the *Guide to Safety at Sports Grounds (Green Guide)* and is due to be published in January 2021. As outlined on page 21, we are developing *Supplementary Guidance on Safe Standing in Seated Areas*, which will be finalised later in 2020. Further to this, we are working with Level Playing Field on the review of the *Accessible Stadia Guidance*.



# 'Safe standing' in seated areas

The debate around 'safe standing' in seated areas has continued to develop over the last year.

In October 2019, DCMS released the results of a review into the existing evidence relating to the all-seater policy. The evidence review was announced in the summer of 2018 by the former Minister for Sport and Civil Society, Tracey Crouch MP. This review identified a lack of evidence on standing at football grounds.

To fill the evidence gap, the SGSA commissioned an independent ethnographic study on the safe management of standing at football. The research has taken place over the course of the 2019/20 season, conducted by CFE Research. It was carried out at grounds in different leagues offering a range of different spectator accommodation. The research team visited each of the clubs on a number of occasions through the season to observe crowd behaviour and consult staff with responsibility for the safety of spectators. Research will also be conducted with fans at each of the clubs. The results will be published in the summer of 2020.

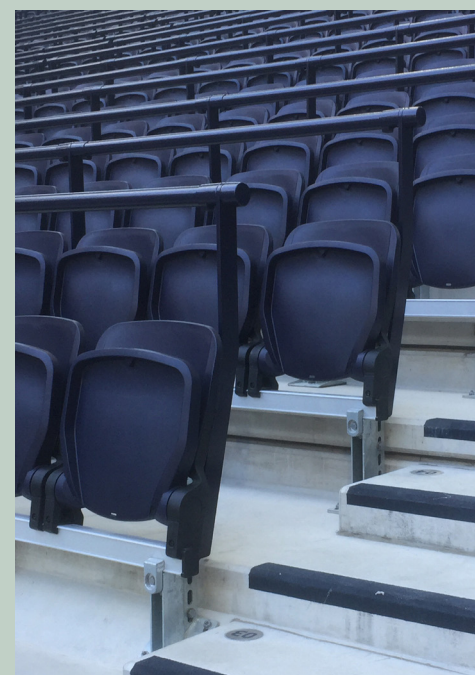
In the lead up to the December 2019 General Election, each of the three main parties outlined their commitment to introducing standing in seated stadia. Since the General Election, the SGSA has worked closely with DCMS to identify the steps needed to implement the Government's manifesto commitment, informed by the emerging outcomes from the ethnographic study.

## Conservative Party Manifesto Commitment:

"will work with fans and clubs towards introducing safe standing".

In February 2020, the SGSA published a summary of the interim findings of the research. These included:

- Installing barriers in a seated area has had a positive impact on spectator safety, particularly in mitigating the risk of crowd collapse. Barriers should focus on home and away areas.
- Clubs have developed management strategies for persistent standing appropriate for their particular stadium's layout.
- It is possible to incorporate wheelchair platforms into areas with barriers.
- In areas with barriers there has been very little conflict as a result of standing, observed between spectators or spectators and stewards, in areas with barriers.
- In high profile matches spectators are more likely to stand during play, crowds may be bigger and stewards are more occupied dealing with other issues that take their attention away from dealing with persistent standing.
- Migration resulting in overcrowding of the area with barriers remains a risk that requires ongoing management and monitoring.



## Steps to implement Government commitment

In February 2020, the then Minister for Sport, Media and the Creative Industries, Nigel Adams MP, tasked the SGSA to “work with the relevant authorities to consider next steps as we work with clubs and fans to introduce safe standing”.

Since that time, we have led the work in identifying the steps needed to implement the Government’s commitment. This has included:

- Development of draft criteria for the clubs who wish to become early adopters and introduce ‘safe standing’ in certain areas;
- Development of Supplementary Guidance to the *Green Guide* which outlines the physical and safety management elements needed to introduce ‘safe standing’ in seated areas; and
- Drafted new licence conditions for early adopters.

Consultation will be conducted with football grounds, local authorities and footballing bodies during 2020.



### Supporting Wolverhampton Wanderers FC

At the start of the 2019/20 season, Wolverhampton Wanderers FC became the second Premier League club to introduce seats incorporating barriers. We advised the club in order to ensure the seating met the licence and *Green Guide* requirements. The club followed Tottenham Hotspur FC in introducing the new style of seating in areas of the ground used by home and away supporters. These clubs are in line with current all-seater licence conditions as they have taken additional measures to address the safety issues associated in areas where persistent standing in seated areas was expected to occur.

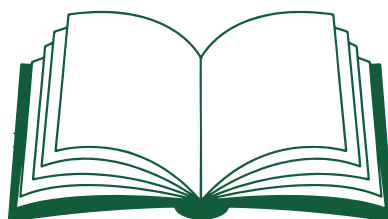
Wolverhampton Wanderers join a growing group of clubs who have installed, or are actively looking at installing, different types of seating incorporating barriers or rails. Others include Shrewsbury Town FC, Wycombe Wanderers FC and Oxford United FC.



# Advise



All **4** UK nations supported



**648**  
Green Guides sold



**£454,680**  
commercial income

## Key performance indicators 2019-20

Indicator	Target	Baseline (18-19)	Achievement (19-20)
Proportion of respondents who agree/strongly agree that the SGSA is the world's leading authority on sports grounds safety	Year-on-year improvement	71%	66%*
Income generated through our non-statutory functions (advisory work and publication sales)	£350,000	£418,000	£454,680

\*Actual numbers from the survey 120 of 181 in 2020 respondents agreed/strongly agreed compared to 100 of 141 in 2019.

## Sports grounds safety across the UK

For the first time, the SGSA is providing support to all four nations within the United Kingdom. This is a significant development for our advisory work and something we aim to continue in the future.

### Northern Ireland

Since 2017 the SGSA has worked with Sport Northern Ireland. We provide advice, guidance and support to local authorities across the provinces, along with helping all three major sports, football, Gaelic football and rugby union, to build capacity in sports grounds.

SGSA Inspectors Peter Weymes and Mark Holland work closely with the individual grounds and local authorities to support all safety-related aspects. Over the last year our Inspectors have conducted matchday and ground visits and attended Safety Advisory Group meetings.

During 2019-20, the SGSA has carried out a health check of the process implemented by each council where safety certificates have been made available. This has taken some time due to the need to proceed at a pace comfortable with district councils and to allow for the building of relationships and confidences. The SGSA has, to date, reviewed 24 of the 28 active certificates.

In addition, we continue to support Northern Ireland Executive's Department for Communities and the delivery of the regional stadia programmes through our presence on the Safety Technical Group and the provision of advice and guidance related to the development of Casement Park, the principal Gaelic Athletic Association stadium in Belfast.

### Wales

In March 2020 the SGSA started a contract with the Football Association of Wales (FA Wales) to conduct capacity calculations at grounds within the Cymru Premier League as well as other Tier 2 promotion candidates. Led by Mark Smith, Inspectors visited six grounds by the end of March 2020 and provided reports and recommendations on capacity to FA Wales. The remaining 11 grounds were due to be visited following the easing of travel restrictions as a result of the COVID-19 guidance. The contract will be fulfilled in 2020-21 once these restrictions ease.

### Scotland

We continued to work closely with colleagues in Scotland, including the Football Safety Officers Association Scotland and the Scottish Government. We have provided support and guidance, including in-depth briefings on the *Green Guide* to the Scottish Rugby Football Union, football clubs and Police Scotland representatives.

From 2020-21, the SGSA will have a role in improving quality and consistency of safety certification of sports grounds by local authorities. The Scottish Government and football authorities want to deliver the highest level of safety in the country and saw the SGSA as able to enhance this. The work formalises the relationship between the SGSA and Scotland that has been developed over a number of years. We have been commissioned to visit all 23 local authorities with Scottish Premier Football League stadia to assist in their delivery of self-assessments. This work was due to start in March 2020, but was delayed due to the COVID-19 pandemic.

### Women's football

In September 2019 the SGSA began a new partnership with the Football Association (FA) to support the safety and security of women's football. In light of the success of the England team at the 2019 World Cup and the overall growth in women's football, the FA was keen to ensure that the game was at the forefront of all fields, in particular stadia safety. The partnership will see the SGSA work with clubs in the FA Women's Super League and FA Women's Championship on areas



such as calculating the safe capacity of grounds and safety management. It will also include on-site assessments of grounds and matchday visits by SGSA Inspectors. Since September eight inspections have taken place.

## Cricket

During the last year we continued our work with cricket through a long-standing contract with the England and Wales Cricket Board (ECB). This partnership has been in place since 2016 and has seen developments in safety and security at cricket venues across the country.

During the last year, this work has included conducting 14 matchday venue audits, facilitating eight tabletop exercises, and attending eight Safety Advisory Group meetings. We have also provided training for cricket safety officers on capacity calculations. In addition, we conducted a review of the Lords and Old Trafford grounds to ensure stands were in line with the sixth edition of the *Green Guide*. This was completed ahead of the Cricket World Cup 2019.

In early 2020 work took place to negotiate a new long-term contract with the ECB. This will ensure the SGSA's involvement in safety at cricket for the next five years and enable long-term planning in the support and advice we provide. The contract will be signed and begin in 2020-21.



14  
matchday venue  
audits complete

## Guide to Safety at Sports Grounds

The *Guide to Safety at Sports Grounds (Green Guide)* continues to be purchased by a wide range of organisations and stakeholders from around the world. Between 1 April 2019 and 31 March 2020, 648 copies of the *Green Guide* were purchased from 31 countries including Australia, the United States of America, Germany and Japan.

"It's the most comprehensive guidance out there for operators of sports grounds. There is nothing comparable in Australia."

Jon Corbishley, The Safety Officer Pty Ltd, Australia

"I would strongly recommend the *Green Guide* to anyone involved into the domain of sports grounds safety."

Arno Sargsyan, Stadium Inspector (consultant), UEFA

"I pick it up at least once a week and it forms the basis for how we operate. It is fantastic."

Mat Hellyer, Wellington Regional Stadium Trust, New Zealand

## Algeria

In March 2020, Head of Strategy and Partnerships, Darren Whitehouse, represented the SGSA at a seminar in Oran, Algeria. The SGSA supported this British-Algerian initiative, along with our partners at the event, the Emergency Planning College, 4 Global Consulting and the British Council, to share the UK's expertise in developing and hosting major events. The seminar took place ahead of the Mediterranean Games, which will be the first major sporting event Oran has held.

## UEFA

The SGSA continued to advise UEFA on stadium safety. This has included SGSA Inspectors Ken Scott and Rick Riding attending UEFA Masterclass events to share experiences at a European level.



In November 2019, Ken Scott addressed UEFA's National Associations Stadium Infrastructure event, which attracted delegates from all of UEFA's member associations.

## Comité Européen de Normalisation (CEN – European Standards body)

CEN is made up of representatives from European national standards bodies, including the British Standards Institution (BSI). SGSA Inspectors represent the BSI on CEN, and this year attended meetings across Europe to discuss stadium safety issues.

## Council of Europe

The SGSA continues to be held in the highest regard by international stakeholders in safety and security. Rick Riding represents the UK on the Council of Europe Standing Committee on an Integrated Safety, Security and Service Approach at Football Matches and Other Sports Events. He has attended meetings to provide expert input into European wide safety and security matters. In addition, Ken Scott has carried out Council of Europe Consultative visits this year in Rome and Budapest.

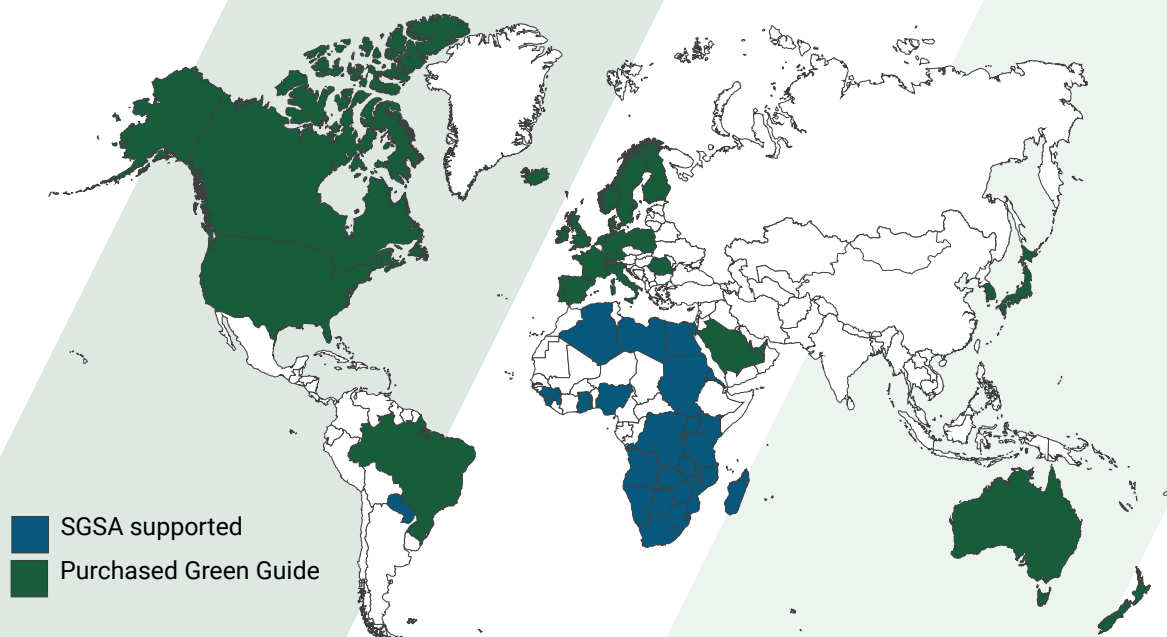
In December 2019 Rick Riding was part of a Council of Europe delegation to Doha, Qatar . This visit was to carry out an observation visit as part of the country's preparation for the 2022 FIFA World Cup 2022.

## Counter terrorism and cyber security

The SGSA continued to support the work of the National Counter Terrorism Security Office and National Counter Terrorism Police HQ in developing advice and guidance for the crowded places sector and specifically for the sports grounds sub-sector. The SGSA represented sports grounds on the national Crowded Places Information Exchange and chairs a specialist sub-group for the sports and event sector.

Further to this, the SGSA is represented on the Sports Trust Group on Cyber Security by SGSA Inspector, Martin Girvan.

## SGSA around the world



# Work in Africa

During 2019-20, the SGSA has worked closely with the Fédération Internationale de Football Association (FIFA) and the Confédération Africaine de Football (CAF) to improve safety and security at football grounds across Africa.

## Southern Africa workshops

In May 2019, the SGSA conducted two separate two-day workshops in South Africa. The sessions, delivered alongside FIFA and CAF, followed stadium inspections carried out in March 2019. The work was part of a commission from FIFA to run a pilot programme aimed at strengthening sports grounds safety and security management practices in 14 Southern African countries. During March 2019, four SGSA Inspectors visited stadia in countries across the region, including Zimbabwe, Malawi, South Africa and Madagascar. The workshops allowed in-depth discussion on some of the key safety and security findings of these visits.



The initiative is an important first step towards enhancing the safety standards at stadia throughout Africa. The SGSA's purpose is to enable spectators to watch live sport in safety. The assessment and training we have carried out with FIFA will help to build capacity and empower the African nations to improve safety standards of their stadia.

Speaking of the new initiative, Joyce Cook, Chief Member Associations Officer at FIFA, said: "We are delighted to be working with independent experts from the SGSA in the first pilot programme, which will help strengthen stadium safety standards in 14 member associations across the COSAFA [Council of Southern Africa Football Associations] region".

Helmut Spahn, FIFA Safety and Security Director, said: "In close collaboration with experts from the SGSA and our Stadium Safety and Security Working Group, the workshops delivered as part of the first pilot project in COSAFA will support the 14 member associations in Africa and help strengthen safety measures in place in their national stadiums, which will ultimately make the overall experience safer and more enjoyable for fans from these countries".

## Safety and security

In October 2019, SGSA's Head of Inspectorate, Ken Scott, was part of the first CAF Safety and Security Workshop in Cairo, which brought together security officers from 54 member associations. Topics discussed included challenges faced by security officers, the importance of planning and execution in all matches and the necessity for up-skilling.

As part of this, the SGSA analysed the action plans submitted by the individual attendees to identify the key issues. These included:

- Establishing national safety frameworks to support safety and security;
- Safety audits;
- Improving ticketing arrangements;

- Establishment of policies and guidelines;
- Stewarding;
- Crowd movement and management;
- Control rooms and CCTV;
- Structural checks and maintenance; and
- Zone Ex.

This workshop was followed up in December 2019 with additional training workshops in Cairo. SGSA Inspector Peter Weymes represented the SGSA at this event and provided advice and guidance on safety and security themes.

## Safety and Security Conference

In February 2020, two SGSA Inspectors, Mark Smith and Rick Riding, supported the first Safety and Security Conference for Confederation Cup and Champions League Clubs in Africa, held in Cairo.

Our Inspectors provided insights into communication, command and control procedures, along with the importance of partnership working.

Alongside the conference, our Inspectors visited stadia in Egypt, Tunisia, Algeria and Morocco as part of an assessment process for CAF.



The work in Africa is part of the SGSA's commitment to raising the profile of sports grounds safety and setting and driving up standards internationally – both key objectives of the organisation's Strategic Plan.

**“The contributions of the SGSA has been significant in changing the tides of safety and security culture across Africa as they have remained a fundamental partner in progress with both FIFA and CAF Safety and Security Initiatives in Africa. We can't thank SGSA enough for providing us with their expertise.”**

*Christian Emeruwa, Head of Safety and Security Department, Confédération Africaine de Football (CAF)*

# Educate



Conducted training  
on **4** continents



New training  
package developed



pageviews of  
spectator safety  
qualification  
consultation

## Key performance indicator 2019-20

Indicator	Target	Baseline (18-19)	Achievement (19-20)
Proportion of delegates who agree our training was valuable to their role	N/A	98%	N/A  We do not have sufficient data at this time to assess satisfaction with SGSA's training services.

## Training package development

During 2019-20, the SGSA developed a high-quality, professional training curriculum. This has been created with the assistance of a learning design consultant, Alison Read.

The fundamental principle underpinning all SGSA training modules now is to offer the tools and techniques to enable people to manage sports ground safety. The training incorporates both the *Green Guide* and *Safety Management* guidance.

Our future training programmes will be drawn from this curriculum and tailored to each customer's individual needs.

## International training

In 2019-20, the SGSA conducted a number of international training sessions. These included the sessions in Africa, as outlined on page 26, as well as the sessions in Singapore and Paraguay outlined below.

### Supporting the Singapore Grand Prix

In June 2019 the SGSA conducted training on Integrated Safety Management for Major Events in Singapore. In total, 20 people completed the training, organised by the Singapore Grand Prix and included delegates from the Singapore Sports Hub and Hong Kong. SGSA Inspector Martin Girvan and Head of Strategy and Partnerships, Darren Whitehouse, delivered the three-day training course. The interactive sessions covered a range of topics designed to test and build understanding of key issues relating to running a major event safely. It included an exploration of integrated safety management, using the three central tenets of safety, security and service, before going into detail on the concepts of risk management. The training also included the development event safety plans.



"The facilitators were great teachers. The content and experience was delivered in a way that was easily understood and delivery methods were simple, effective and helped participants to apply concepts to their own context."

*Singapore training delegate*

Delegates were given a fictional major event and challenging incidents to deal with to see how they responded. The training covered the arrival and ingress of patrons with a focus on stewarding plans, the movement of people within an event covering density and crowd dynamics, before focusing on the safe egress and dispersal. It covered the development of event safety operations manuals. Interspersed throughout the three days were various tools and templates to support the course concepts but more importantly to enable delegates to continue to apply the knowledge after the event.

## Paraguay

In November 2019, two SGSA Inspectors, Martin Girvan and Mark Smith, conducted a training session in Paraguay. This was arranged by the Paraguayan Ministry of Sport. The main objectives of the visit were to undertake observational visits to sports grounds and deliver training in the management of safe and secure sporting events to the relevant authorities in Paraguay. There was a particular focus on the FIFA Beach Soccer World Cup that the country was hosting at the end of 2019. The team worked with the Foreign and Commonwealth Office in Asunción, Paraguay, during the negotiations and the delivery.



Our Inspectors delivered an Integrated Safety Management workshop to a group of approximately 30 delegates. In addition to the training, the Inspectors conducted two observational visits to grounds in Paraguay. These visits were to gain an overview of the arrangements at the venues in order to contextualise the training and discussions. Our Inspectors provided the Minister of Sport for the Republic of Paraguay with a report and recommendations on safety aspects that could be considered. Further to this, our Inspectors delivered a presentation to government officials on the UK safety journey.

## **FIFA Master Programme**

In November 2019, Head of Inspectorate, Ken Scott, and Head of Strategy and Partnerships, Darren Whitehouse, delivered training as part of the prestigious FIFA Master Programme. Our team worked with the students to explore common issues in previous stadium tragedies around the world and spoke about the history of the SGSA and regulatory work in the UK along with our work with FIFA and CAF. The FIFA Master – an International Master in Management, Law and Humanities of Sport – is a unique course which produces the next generation of managers in tune with the rapidly changing world of modern sport. Students from countries around the world, including Gabon, Peru, India, Australia, Chile and Japan, were part of the group to hear how the UK addresses safety at sports grounds.

## **Training and qualification development**

Over the past year, the SGSA has worked closely with the Emergency Planning College to develop new training programmes. As the sports ground safety expert and regulator, we are using our experience and knowledge to develop training and qualifications, along with commercial opportunities in partnership with the college. We are continuing to work on a high level (Level 5/6) qualification for practitioners and regulators based around the principles of the *Green Guide*.

## **Supporting training and education**

Our Inspectors continue to provide informal training to new local authority officers who are picking up the responsibility for safety at sports grounds as part of their remit. This is a critical area of support to enable local authorities to deliver their statutory duties.

## **Completing qualifications**

The COVID-19 pandemic has meant that stewards and safety officers who were going through training were unable to complete their qualification. The SGSA facilitated discussions around how learners can complete the qualification, with particular reference to assessment of workplace competency, when the sports and leisure industry has been suspended due to the COVID-19 pandemic. The SGSA worked closely with Ofqual to develop revised assessment strategies for existing learners.

It was recognised by all stakeholders the current situation requires the assessment strategy within the qualification structure to be revised together with the expectations of the regulator and employers in respect of the guidance within the *Green Guide*, which requires a new steward to have been trained, assessed and qualified within 12 months of the commencement of employment. It was agreed that we would extend the period of qualification beyond the 12 months identified in the *Green Guide*. This extension will cover the period during which live sport attended by the public is suspended.



# Qualifications development

Throughout 2019-20, the SGSA has led the work towards updating the training qualifications for stewards, supervisors and safety officers of sports grounds.

The SGSA coordinated stakeholder engagement across England, Northern Ireland, Scotland and Wales for the development of the new qualifications.

Our involvement in the development of qualifications is important as it allows us to lead and influence the training of future stewards and safety officers. This will ensure that the principles of the *Green Guide* are embedded into safety teams at all events.

SGSA Inspector Martin Girvan has led this work for the organisation. He has been supported by Krisztina Biliczky, who has been engaged as an expert in qualifications development.

The work follows the revision of the National Occupational Standards for spectator safety, approved in March 2019.

The new qualifications build upon the previous standards and include additional and revised assessment strategies. Much of the work has been focused on the wider understanding of safety and the need to provide training to staff on responding to new threats. Particular emphasis has been placed upon safety, security and service at each level and developing new skills.

The full details of the qualifications are available on the SGSA's website. The qualifications include:

- Prepare for spectator events (Level 2)
- Help to manage and resolve conflicts (Level 2)
- Manage risks in crowded places (Level 3)
- Manage information for action and decision-making for spectator events (Level 3)
- Recruit, select and retain people (Level 4)
- Manage the safety and security of people at spectator events (Level 4)

Level	Description
Level 2 –	for learners in the job role of a steward (this could similarly be an attendant, event crew member or usher)
Level 3 –	for supervisors
Level 4 –	for senior safety officers

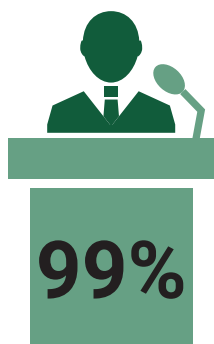
## Expert panel

As part of our work to develop qualifications, we established a strategic steering group and an expert working group for each level to consider the content of the qualifications. These groups have been made up of representatives from governing bodies, safety officers, venue operators, training providers, government agencies, subject matter experts and trade associations including providers of personnel.

## Consultation

A consultation in relation to the qualifications began in February 2020 and closed at the start of April. In total, there were 1,211 unique views of the consultation on the SGSA website, with 36 responses received. During 2020-21 we will be finalising and publishing the qualifications.

# Promote



said the SGSA conference met or exceeded expectations



website pageviews



of stakeholders said the SGSA sets standards for safety

## Key performance indicators 2019-20

Indicator	Target	Baseline (18-19)	Achievement (19-20)
Proportion of respondents who agree/strongly agree that the SGSA sets the standards for sports grounds safety management	Year-on-year improvement	94%	96%
Proportion of league club Boards that discuss safety at least once per season	Year-on-year improvement	85% (2017-18)	86%

## Establishing an academic forum

The SGSA is committed to developing research to inform our decision-making. In 2019 we established an academic forum where the SGSA and academics with an interest in safety at sports grounds can discuss issues of common concern. The forum was established as part of our commitment to be the world's leading authority on sports ground safety. It is part of our increasing use of research and evidence in decision-making. We will use the panel to identify and promote academic research on areas of interest as well as taking forward discourse in these areas.

The inaugural meeting took place in September 2019, where seven academics from universities across the country came together to discuss the changing nature of spectator behaviour. The discussions were based on a short research paper, published in September 2019 by Aidan Collins, a PhD student from the University of York, while on a three-month internship with the SGSA, funded by the Research Councils UK. The forum will continue to grow over the next year, with scheduled discussions to include accessibility, women's football and fan engagement.

## Working in partnership

Over the last year, the SGSA has continued to develop strong partnerships with a range of organisations with the aim of promoting safety at sports grounds.

In July 2019, we signed a memorandum of understanding with Local Authority Building Control (LABC). The partnership will see the SGSA work with LABC to develop the professionalism and competence of individuals engaged in the assessment of sports grounds safety and safety certification through excellence in the design, construction, occupation and onward management of buildings.

Also in July 2019, we announced a new partnership with the British Association for Sustainable Sport (BASIS). The partnership sees the SGSA and BASIS work together to encourage sustainable development principles and environmental management practices while maintaining safe and secure operating conditions in the sports sector. In partnership, we will develop best practice advice and support for sports grounds, as well as sharing case studies, performance information and research activities.

In February 2020, we signed a new partnership agreement with the European Stadium and Safety Management Association (ESSMA) to support the further development of safety and security of football stadiums across Europe. Amongst the areas of joint working will be fan engagement where we will work together to engage fans across Europe on safety and security matters to help feed into policy development and help identify trends. We will also be working on academic research, looking at the latest research and connecting like-minded researchers. The partnership will also see us develop, co-host and accredit safety related training modules, based around our guidance documents.

## Improving engagement with fans

Over the last year, the SGSA has made strides in building on engagement work with fans. We are committed to improving this in order to better understand fan concerns and desires, and to increase awareness of the work undertaken across the country to keep them safe.

This has included increased engagement with fan and representative groups including the Football Supporters' Association (FSA), Kick It Out and Level Playing Field.



During the year, Chief Executive, Martyn Henderson, attended and spoke at a Board meeting of the FSA. In addition, Pete Daykin, Non-Executive Director of the FSA, spoke to the SGSA Board and staff at the annual joint meeting, which took place in Sheffield in October 2019. In December 2019, Head of Inspectorate, Ken Scott, presented an award at the FSA Annual Awards Dinner.

In early 2020, work started on a collaboration project between the FSA and the SGSA to review and update best practice in relation to fan engagement with Safety Advisory Groups. The work is due to be finalised later in 2020. Further to this we have attended forums and independent advisory groups to better understand what is important to fans.

Throughout the year we have continued our engagement with Level Playing Field. This has been particularly focused on improving the SGSA's evidence base on disability.

## Promoting safety in the UK and internationally

As part of the SGSA's commitment to promoting safety at sports grounds, we have attended and/or spoken at a number of conferences, both in the UK and internationally. These have included:

- MEI Venues and Events Safety and Security Seminar, London, April 2019
- World Stadium Congress, Amsterdam, May 2019
- UEFA Pyrotechnics Event, London, May 2019
- Major Events International Summit, Birmingham, June 2019
- Temporary Structures Event, London, September 2019
- UEFA Stadium and Security Conference, Athens, September 2019
- Football Safety Officers' Association Conference, Stratford-upon-Avon, October 2019
- ESSMA Safety and Security Workshop, Mainz, October 2019
- European Observatoire of Sport and Employment Summit on Sport Skills, Helsinki, October 2019
- Host City, Glasgow, November 2019
- National Seminar on Football Stadium Safety, Edinburgh, December 2019
- ESSMA Summit, Budapest, January 2020

## Listening to our stakeholders

Each year, we ask our key stakeholders to rate the SGSA. The results help us to understand our performance as a regulator and advisory body, as well as helping to identify priorities for the year ahead.

The results of the latest stakeholder survey, which took place in February 2020 were:



- 85% of respondents either agreed or strongly agreed that the SGSA is an effective regulator (same as 2019).
- 96% of respondents either agreed or strongly agreed that the SGSA sets the standards for sports grounds safety management (increase from 94% in 2019).
- 81% of respondents agreed or strongly agreed that the SGSA delivers a high-quality service (a slight decrease from 86% in 2019).
- 66% of respondents agreed or strongly agreed that the SGSA is the world's leading authority on sports grounds safety (decrease from 71% in 2019). Only 1.5% disagreed with this statement (compared to 3% in 2019).
- 82% of respondents rated their organisation's relationship with the SGSA as excellent or very good (a slight decrease from 87% in 2019).
- 78% of respondents rated the SGSA's overall performance as 8 out of 10 or higher. 15% rated the SGSA 10 out of 10 (an increase from 74% and 10% respectively in 2019).

The top three priorities for the coming year were identified as:

1. 'Safe standing' in seated areas.
2. Supporting safety teams at grounds.
3. Supporting local authorities and SAGs.

These priorities are in line with our objectives for 2020-21 and are a core part of our business plan for the year.

## SGSA website

The SGSA's website, at [www.sgsa.org.uk](http://www.sgsa.org.uk), aims to be a knowledge bank for those involved in sports ground safety.

Between 1 April 2019 and 31 March 2020 there were 123,818 pageviews of the website from 44,263 users from around the world.

Top 10 countries visiting the SGSA website in 2019-20 (not including the UK):

- United States of America
- Australia
- India
- Ireland
- Netherlands
- Germany
- France
- South Korea
- Spain
- Japan



# Annual Conference

**300**

places  
booked

**137**

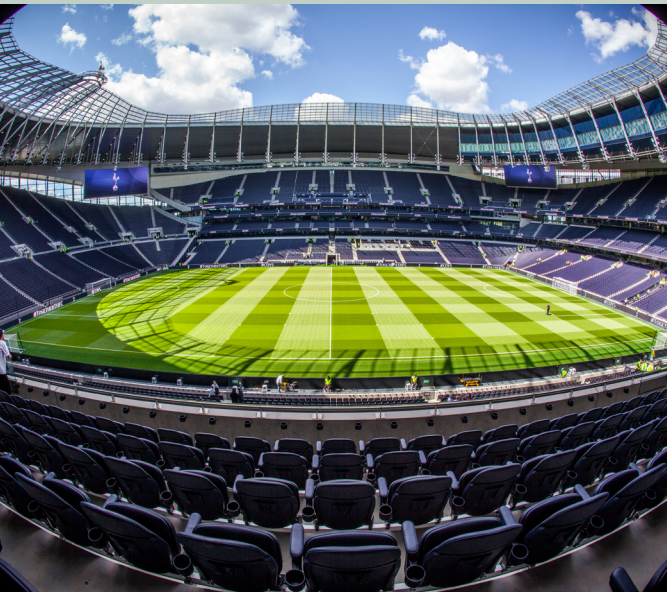
organisations  
represented

**31**

speakers

**96%**

said day was  
very good or  
excellent



In September 2019, the SGSA held its fifth Annual Conference in the newly opened Tottenham Hotspur Stadium London. It was one of our most highly attended events, with 300 delegates, including SGSA staff and Board Members.

The aim of the Annual Conference is to bring together the sector to discuss the latest developments in sports grounds safety. Amongst those attending the event were local authorities from across the country, football club safety teams, emergency services and representatives from other sports.

The conference was sponsored by Dallmeier. In addition, it also attracted eight additional exhibitors. Delegates were able to engage and liaise with exhibitors during refreshment breaks.

The event was a mixture of plenary and breakout sessions that reflected the issues and challenges facing the sports grounds safety sector. The conference was chaired by BBC football reporter Mark Clemmit. Topics covered included:

- Large crowds and Zone Ex, led by Aoife Hunt, Associate Director, Movement Strategies;
- Developing a world-class stadium, from Jon Babbs, Stadium Director, Tottenham Hotspur FC;
- A discussion panel on persistent standing, including representatives from the Football Supporters' Association, the UK Football Policing Unit, Tottenham Hotspur FC and Nottinghamshire County Council; and
- The future of women's football, from Hannah Buckley, Head of Facilities, The Football Association.

In addition to the above, more in-depth breakout sessions were offered, including:

- Fan engagement with discussions from the Football Supporters' Association, Celtic FC and the Council of Europe;
- Professionalising the sector and training, with perspectives from ESSMA, the Emergency Planning College and LABC;
- Pyrotechnics and the latest developments and information about how sports grounds should

**"A really good conference  
with a diverse range of  
subjects to choose from.  
Well done to all at the  
SGSA for a great event."**

tackle the issue;

- High footfall screening, with the latest insights and how pedestrian screening is challenging venue operators and event owners;
- Alternative uses of sports grounds, with experiences from Bristol City Council, the Jockey Club Racecourses and Sunderland AFC;
- Drones, with the latest information on legislation and practicalities from the Civil Aviation Authority;
- Zone Ex – what it means for those involved, with perspectives from Newcastle United FC, London Borough of Newham and the National Counter Terrorism Security Office;
- Events medical care, led by Mark Cutler, Medical Operations Manager at Wembley Stadium for The Football Association; and
- An interactive session on safety certificates.



Throughout the event, we encouraged delegates to engage on social media, using the conference hashtag #sgsaconf. Evaluation shows that this generated 212,164 potential impressions on Twitter with a potential reach of 133,115. In addition, the hashtag #safesportsgrounds generated 96,475 potential impressions with a potential reach of 44,020.

**“Well run, constructive and informative conference, held in a top of the class venue.”**

## Feedback



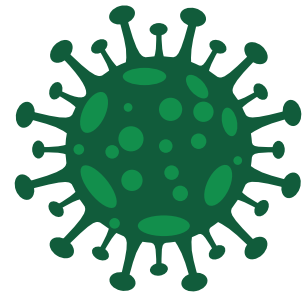
# Deliver



**£1,738,486**  
net expenditure



of staff understand  
SGSA's direction and  
goals



Staff supported  
during COVID-19  
pandemic

## Key performance indicators 2019-20

Indicator	Target	Baseline (18-19)	Achievement (19-20)
Proportion of respondents who rate the overall performance of the organisation as 8 out of 10 or above.	Year-on-year improvement	74%	78%
Proportion of staff who agree that they would recommend SGSA as a great place to work.	100%	83%	79%

## Financial overview

The accounts have been prepared in accordance with the Accounts Direction given by the Secretary of State for Digital, Culture, Media and Sport under the Sports Grounds Safety Authority Act 2011.

We continued to operate within a prudent financial framework. Net expenditure, including depreciation for the year, amounted to £1,738,486 (£1,548,013 in 2018-19) against a departmental expenditure limit (DEL) set by DCMS of £1,793,000.

Payroll expenditure rose by 9.4% due to a slight increase in average staff numbers across the year but more significantly by an increase of 5.8 percentage points in employer contributions to the Civil Service Pension Scheme for the band at which the majority of SGSA staff are paid.

Overall net expenditure increased by 12%. The key drivers for this increase were:

- significant investment in the organisation's ability to collect and analyse data; and
- the preliminary report on the safe management of standing at football undertaken on behalf of the SGSA by CFE Research.

A reduction in staff travel during March 2020 did however serve to limit the level of this increase.

Capital expenditure excluding adjustments relating to the adoption of IFRS 16 amounted to £22,830 against a capital departmental expenditure limit (CDEL) set by DCMS of £100,000.

CDEL was granted to the SGSA following the approval of a supplementary estimate in March 2020. The COVID-19 pandemic affected the organisation's ability during that month to invest in planned capital expenditure, particularly in relation to information technology.

The Statement of Financial Position at 31 March 2020 shows net assets of £337,908 (£441,255 in 2018-19). We generated £454,680 (£446,186 in 2018-19) of income through activity relating to non-statutory functions which included sales of the *Green Guide*, and advisory work for the England and Wales Cricket Board, Sport Northern Ireland, the Northern Ireland's Executive Department for Communities and overseas for FIFA. Full details of our expenditure, receipts, assets and liabilities are contained in the Accounts.

## Delivering with others

During 2019-20, we contracted external organisations to support the delivery of our work. This has included the NatCen which has supported our research work, including our spectator injury data evaluation and developing the research brief and supporting the tendering process for our ethnographic study on the safe management of standing at football.

We have also been supported by Change Gear, which provides human resource support, particularly through our People Survey and TLT LLP which provides legal support to our policy development work.

## Key performance indicators 2019-20

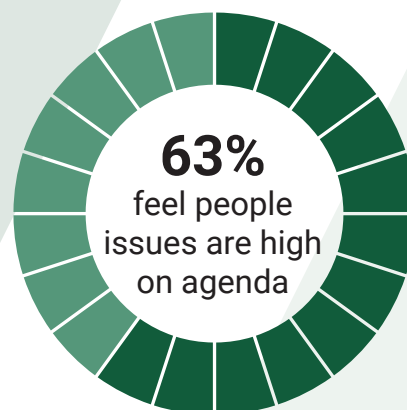
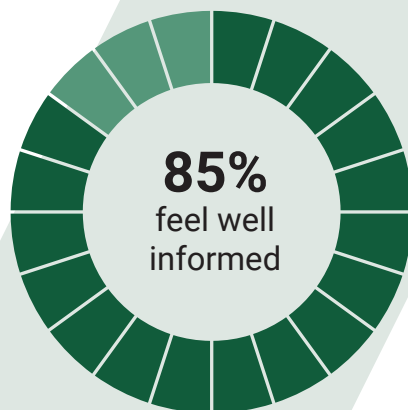
The following table provides details of the key performance indicators for the year along with the achievements against each target.

Category	Indicator	Target	Baseline (18-19)	Achievement (19-20)	Note
Regulate	Proportion of respondents who agree/strongly agree that the SGSA is an effective regulator of football grounds	Year-on-year improvement	85%	85%	Assessed using the 2020 Stakeholder Survey.
	Number of a) spectator and b) non-spectator injuries at grounds we regulate	Year-on-year reduction	a) 2,062 b) 881	a) 2,069 b) 711	Assessed using the spectator injury data for the 2018/19 season.
Advise	Proportion of respondents who agree/strongly agree that the SGSA is the world's leading authority on sports grounds safety.	Year-on-year improvement	71%	66%	Assessed using the 2020 Stakeholder Survey.  Actual numbers from the survey 120 of 181 in 2020 respondents agreed/strongly agreed compared to 100 of 141 in 2019.
	Income generated through our non-statutory functions (advisory work & publication sales).	£350,000	£418,000	£454,680	Breakdown of information provided on page 77.
Educate	Proportion of delegates who agree our training was valuable to their role	N/A	98% (2018-19)	N/A	We do not have sufficient data at this time to assess satisfaction with SGSA's training services.
Promote	Proportion of respondents who agree/ strongly agree that the SGSA sets the standards for sports grounds safety management	Year-on-year improvement	94%	96%	Assessed using the 2020 Stakeholder Survey.
	Proportion of league club Boards that discuss safety at least once per season	Year-on-year improvement	85% (2017-18).	86%	Assessed using responses within the 2020 licence application forms.



Category	Indicator	Target	Baseline (18-19)	Achievement (19-20)	Note
Deliver	Proportion of respondents who rate the overall performance of the organisation as 8 out of 10 or above.	Year-on-year improvement	74%	78%	Assessed using the 2020 Stakeholder Survey.
	Proportion of staff who agree that they would recommend SGSA as a great place to work.	100%	83% (2018-19)	79%	Assessed using the 2019 People Survey.  The 4% percentage point drop relates to one person.

## Listening to our staff



In December 2018, we held the first SGSA People Survey. This allowed us to understand how staff felt about the organisation and where improvements needed to be made. In December 2019 we repeated the survey to find out if the work carried out over the 12 months had a positive impact on the results.

Amongst the significant improvements were:

- 85% understand how their role fits into the bigger picture and SGSA's objectives (18 percentage points increase from 2018).
- 89% find it easy to discuss matters openly with their line manager (12 percentage points increase from 2018).
- 85% feel well informed about matters that affect them (29 percentage points increase from 2018).
- 89% feel open, direct and candid debate of business issues is encouraged (17 percentage points increase from 2018).
- 85% have a good understanding of SGSA's direction and goals (24 percentage points increase from 2018).
- 63% feel that people issues are high on the SGSA's agenda (51 percentage points increase from 2018).



The survey found the following areas have decreased:

- 9 percentage point decrease in staff who feel they have a good work-life balance (from 72% in 2018 to 63% in 2019).
- 5 percentage point decrease in staff feeling they are treated with respect (from 89% in 2018 to 84% in 2019).

These issues are being addressed as part of our business planning.

## **Support staff**

The SGSA participated in the Research Councils UK internship scheme in 2019-20. We hosted Aidan Collins, a PhD student from York University. He led on work to establish the academic forum and undertook research on spectator behaviour, as outlined on page 33. Further to this, we hosted a paid work experience student during the summer of 2019. She supported the office and assisted with the Annual Conference.

In February 2020, Fiona Wood joined the SGSA on a 12-month secondment from the DCMS Sport team. She will support the policy work of the organisation, as we implement the Government's manifesto commitment to introduce 'safe standing' in seated areas.

## **Contract changes**

In 2019-20, the contracts for staff members on fixed-term contracts were changed to permanent. This was to support staff and to improve recruitment. The changes affected five staff members – four from the Inspectorate and one from the Secretariat. The SGSA will only use fixed-term contracts in the future where they clearly relate to a temporary pressure.

## **Freedom of Information requests**

During 2019-20, the SGSA received 13 Freedom of Information requests. All of these were dealt with appropriately and answered within 20 working days.

## **Health and safety**

In January 2020, the Chair approved the corporate Health and Safety Policy for the SGSA. The SGSA regards health and safety as a core management function and will work to ensure the commitment of all staff to the full implementation of this policy, where it should be part of the everyday process of running the organisation, and an integral part of the workplace culture.

## **Sustainability issues**

During the year wastepaper, plastics, cardboard and other materials were recycled under the processes managed by the Government Property Agency at Fleetbank House. Individual environmental performance indicators for the SGSA are therefore not available. As the SGSA occupies fewer than 1,000m<sup>2</sup> and has less than 250 staff we fall within the exemption criteria of the Greening Government Commitment and is not required to produce a sustainability report.

## **Supporting staff during COVID-19**

In line with the Government's advice, the SGSA closed its headquarters office in the middle of March. All staff were supported to work from home during this time of uncertainty. A specific issues register was developed in order to monitor any areas of difficulty and ensure there is an appropriate response, which included overpage:

Issue	Response
Staff welfare, particularly those in higher-risk groups.	Ensure staff are aware of, and are following, government guidance.
Potentially devastating impact on EFL clubs, insolvency and job losses etc. appear likely for clubs already experiencing financial difficulties.	Monitor financial support from leagues and the Government. Identify clubs at highest risk. Consider impact on safe resumption of league football at high risk grounds.
Planning and delivery of annual licensing round affected by uncertainty.	Maintain log of clubs and issues. Review with the Board.
Progressing ethnographic study into safe management of standing could be affected.	Review contingency proposal from researchers.
Loss of momentum on 'safe standing' in seated areas and enforcement approach.	Share work to date with Safety Committee. Use spare capacity to develop proposals for wider reform. Continue engagement with high-risk grounds.
Impact on commercial income with most contracts being affected and inability to fulfil orders for our guidance. There will be some offsetting savings on travel and subsistence budgets.	Assess likely impact and keep under review. Adjust 20-21 budget to reflect lower revenue. Share assessment with DCMS.
Impact on staff of high levels of remote working, including isolation for staff who live alone.	Daily meetings for Secretariat staff and weekly catch-up sessions for Inspectors via video conference facilities.
Sustainability of headquarters-based staff working from home without further investment in equipment.	Staff to review home workstation risk assessments. Log identified issues and agree resolution.
Difficulties in induction of new Inspector already appointed.	Develop induction plan that can be delivered remotely.
Staff with caring responsibilities are affected by school closures and parents or elderly relatives having to self-isolate.	Monitor workloads and adjust resourcing of key activities as necessary.

# Strategy development

In May 2019, the SGSA Board tasked the Chief Executive to review and develop a new five-year strategy for the organisation. The aim was to replace the existing strategy which was developed in 2015 and had become outdated.

The project took place between May and December 2019, with the Board formally adopting the Strategic Plan 2020-24 in December 2019. Development of the strategy was steered by a group of SGSA staff, chaired by the Chief Executive.

## Engagement

Critical to the development of the strategy was the engagement with Board Members, staff and external stakeholders.

### Staff and Board engagement

- Two workshops were held with staff during the regular monthly meetings to discuss the strategy and potential objectives.
- A series of bilateral discussions were held with each Board Member to gather and gauge views on the strategy development.
- The annual joint meeting with staff and Board Members, held in October 2019, included discussions on the final objectives and how these can be delivered over the next five years.

### External engagement

- Regular updates to colleagues within the DCMS.
- Sharing the development of the strategy with the Safety Committee for comments, as representatives of our key stakeholders.
- Presenting the initial development as part of a presentation at the 2019 Annual Conference.

## Formalising the strategy

In order to deliver the strategy and ensure its continual monitoring, the following steps have been put in place:

- Development of delivery plans for each of the objectives.
- The delivery plans have been used to help develop the annual business plan for the organisation, which will be monitored on a quarterly basis.
- The creation and monthly monitoring of the corporate plan, which outlines the critical areas of work needed.

## Delivering the strategy

Our overall aim for the next five years is to improve the safety of the sector, both domestically and internationally.

The scale of ambition in delivering the strategy is linked to resources, which will largely be determined by the Government's Spending Review. We will evaluate our strategic priorities relative to our available resources during each business planning cycle. We will also review the strategy annually to ensure we are responding to events and developments that affect our organisation.

## Strategic priorities



# SGSA Strategy 2020-24

To deliver our new five-year strategy, we have developed a set of strategic objectives and goals, outlined in the following pages. Our annual business plans, supported by a new corporate plan, will drive delivery of the strategy.

## Strategic objectives

Objective	How we will do this
Continuously improve our performance as the safety regulator for football grounds in England and Wales.	<ul style="list-style-type: none"><li>Develop and maintain a robust evidence base.</li><li>Make targeted and risk-based use of our statutory powers.</li><li>Identify and promote good practice, including through our suite of world-leading guidance.</li><li>Improve the training and qualifications available to the sector.</li></ul>
Raise the profile and status of sports grounds safety in the UK and internationally.	<ul style="list-style-type: none"><li>Drive a strong partnership approach to sport grounds safety.</li><li>Deepen our engagement with fans.</li><li>Develop long-term campaigns to promote safety at sports grounds.</li><li>Champion the sports grounds safety sector.</li></ul>
Become the strategic safety partner of choice for governments, sports governing bodies and the organisers of major events.	<ul style="list-style-type: none"><li>Support major events, prioritising those taking place in the UK.</li><li>Enhance the range and impact of our training and advisory services.</li><li>Set and drive up standards internationally.</li><li>Promote our work with and through the UK Government.</li></ul>
Improve our efficiency and performance as a non-departmental public body.	<ul style="list-style-type: none"><li>Invest in our workforce.</li><li>Ensure that we have or can access the full range of professional capabilities and competencies.</li><li>Increase our digital capability and skills.</li><li>Secure value for money for the taxpayer.</li></ul>

## Equality objectives

The SGSA's equality objectives for 2020-21 are:	<ul style="list-style-type: none"><li>Promote accessible stadia for disabled people.</li><li>Support the growth of women's football.</li></ul>
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Our rationale is that these are both areas which are not core to our current regulatory role but where, working in partnership with others, we can make a substantial contribution over the course of the year.

While these are our primary objectives, we will seek to use our position to advance other areas of equality, including promoting inclusivity and tackling racism and other discrimination at the sports grounds we regulate, where resources allow.

## Business plan

The strategy is supported by an annual business plan. This explains the activities we will undertake in order to begin achieving the goals set in our new strategy.

The Government has announced that a full multi-year Spending Review will be conducted in 2020 for capital and resource budgets beyond 2020-21. For the financial year ahead, our resources are in line with previous years and we have accordingly identified actions for 2020-21 that are achievable within those constraints.

The ongoing impact of the COVID-19 pandemic on the regulatory and advisory work of the SGSA is difficult to predict at present. However, a working group has been established to monitor the developments and identify any necessary and/or appropriate changes to working practices as the Government's restrictions ease. Future business plans will reflect our new financial settlement with the Government following the forthcoming Spending Review along with any changes to practices as a result of the COVID-19 pandemic.

## Key performance indicators 2020-21

Our key performance indicators will be drawn primarily from our annual staff and stakeholder survey. Individual targets have not been set as a result of the very limited dataset on which we rely. However, we will continue to publish performance information against the indicators, as outlined below.

Indicator	How measured	Baseline (19-20)
Continuously improve our performance as the safety regulator for football grounds in England and Wales	Proportion of respondents who agree/strongly agree that the SGSA is an effective regulator of football grounds	85%
Raise the profile and status of sports grounds safety in the UK and internationally	Proportion of league club Boards that discuss safety at least once per season	86%
Become the strategic safety partner of choice for governments, sport governing bodies and the organisers of major events	Proportion of respondents who agree/strongly agree that the SGSA is the world's leading authority on sports grounds safety.	66%
Improve our efficiency and performance as a non-departmental public body	Proportion of respondents who rate the overall performance of the organisation as 8 out of 10 or above.	78%

**Martyn Henderson**

Chief Executive

9 July 2020

# Accountability Report

# Corporate Governance Report

## Director's Report

## Board Members

The SGSA Board Members during 2019-20 were:



**Alan Coppin**

Chair

Reappointed 1 April 2018



**Janet Johnson**

Chair, Audit and Risk Committee

Appointed 10 October 2017



**Rimla Akhtar MBE**

Appointed 10 October 2017



**Susan Johnson OBE**

Reappointed 8 February 2019



**Philip Kolvin QC**

Reappointed 8 February 2019



**David Mackinnon**

Reappointed 8 February 2019



**Dame Jil Matheson**

Appointed 12 December 2018



**Jane Sawyers QPM**

Appointed 12 December 2018

# Inspectors

As at 30 June 2020



**Ken Scott**

Head of Inspectorate



**Tim Burgin**



**Lou Elliston**



**Geoff Galilee**



**Martin Girvan**



**Wendy Harnan-Kajzer**



**Mark Holland**



**Jil McCracken**



**Ann Ramage**



**Rick Riding**



**Mark Smith**



**Peter Weymes**

# Secretariat



**Martyn Henderson**

Chief Executive and  
Accounting Officer



**Gavin Jenkins**

Head of Corporate  
Services



**Andrea Jones**

Head of Communications and  
Stakeholder Engagement



**Paul McCormack**

Head of Policy



**Darren Whitehouse**

Head of Strategy and  
Partnerships



**Jason Clotworthy**

IT Services Manager



**Stephen Podd**

Deputy Finance and  
Office Manager



**Fiona Wood**

Policy Advisor

## Board Member register of interests

Board Members are appointed for three year terms and are required to declare any company directorships or interests that could conflict with their responsibilities. The copy of the register of interests is available at [www.sgsa.org.uk/board](http://www.sgsa.org.uk/board).

Susan Johnson is a Commissioner and Board Member of the Equality and Human Rights Commission (EHRC). During 2019-20 the SGSA received £4,222 from the EHRC to facilitate a workshop and prepare a subsequent report on accessible stadia. Susan played no part in the decision by EHRC to fund the work.

Dame Jil Matheson is a Trustee of NatCen Social Research (NatCen). During 2019-20 the SGSA paid £24,019 to NatCen for work on the analysis of injury data and facilitation of two workshops. Jil played no part in the decision to award the work to NatCen.

## Personnel changes

SGSA Chief Executive Karen Eyre-White was on maternity leave until she left the SGSA on 28 August 2019. Martyn Henderson was Interim Chief Executive from 1 August 2018, before taking over on Karen Eyre-White's departure. All references to Chief Executive include Martyn Henderson's time as Interim Chief Executive.

As at 31 March 2020 our Inspectors included Ray Whitworth.

## Prompt payment

We support the principles of the Prompt Payment Code. In every case during the past year we have paid in full within the previously-agreed period, subject only to satisfactory performance by the supplier and the timely presentation of an accurate invoice. The SGSA dealt with 100% of such invoices within 30 days (2018-19: 100%).

## Data loss disclosure

The SGSA has suffered no protected personal data incident during 2019-20 or prior years and has not reported any such incidents to the Information Commissioner's Office.

## Tax assurance

The SGSA has no off-payroll appointments (compared to no off-payroll payments in 2018-19).

## Monitoring spending on consultancy and temporary staff

During 2019-20 the SGSA spent £28,389 on consultancy services (2018-19: £28,128) and nil on temporary staff (2018-19: £4,056).

### Martyn Henderson

Chief Executive

9 July 2020



# Statement of Accounting Officer's Responsibilities

Under Section 22 of Schedule 1 to the Sports Grounds Safety Authority Act 2011, the Secretary of State for Digital, Culture, Media and Sport, with the consent of HM Treasury, has directed the Sports Grounds Safety Authority (SGSA) to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction.

The Accounts are prepared on an accrual basis and must give a true and fair view of the state of affairs of the SGSA and of its income and expenditure, changes in taxpayers' equity and cash flows for the financial year.

In preparing the Accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

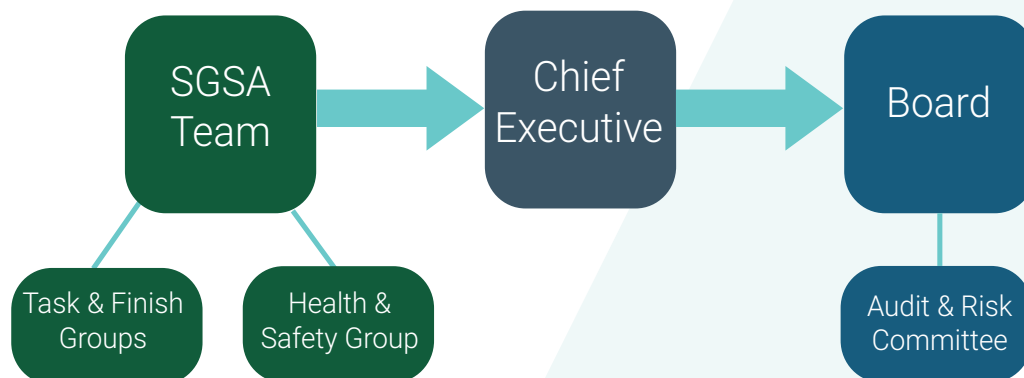
- observe the Accounts Direction issued by the Secretary of State for Digital, Culture, Media and Sport, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgments and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the Accounts;
- prepare the Accounts on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgments required for determining that it is fair, balanced and understandable.

The Accounting Officer of the Department for Digital, Culture, Media and Sport has designated the Chief Executive as Accounting Officer of the SGSA. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding SGSA assets, are set out in 'Managing Public Money' published by HM Treasury.

As the Accounting Officer, I have taken all the steps to make myself aware of any relevant audit information and to establish that the entity's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

# Governance Statement

## SGSA governance structure



## Compliance with the Corporate Governance Code

A review of compliance with the Government's Corporate Governance Code of Good Practice 2017 (the Code) concluded that the SGSA has complied with the areas applicable to the SGSA as a non-departmental public body (NDPB).

## Governance framework

The Accounting Officer of the SGSA is accountable to the Secretary of State for Digital, Culture, Media and Sport and the Permanent Secretary of DCMS, as its Accounting Officer, in his responsibility for maintaining sound systems of governance, risk management and internal control. These systems support the achievement of SGSA policies and strategic objectives, while safeguarding the public funds and assets for which he is personally responsible, in accordance with the responsibilities assigned to him in the HM Treasury guidance 'Managing Public Money'. He is also responsible for using the public funds and assets assigned to the SGSA economically, efficiently and effectively.

The SGSA Board consists of the Chair and seven Members appointed by the Secretary of State for Digital, Culture, Media and Sport in accordance with the requirements of the Sports Grounds Safety Authority Act 2011. The Board receives key reports from management including the management accounts and updates from the Audit and Risk

## Board considerations 2019-20

The Board meets regularly, providing leadership and advice on strategic and operational issues and scrutiny of, and challenge to, the SGSA's policies and performance.

Specifically, during 2019-20 the Board has considered the following:

- Consideration and granting of licences;
- Persistent standing at football;
- Using evidence and data for decision-making;
- Developing the five-year strategy;
- Council of Europe Convention;
- Sport exemption from the Security Industry Act;
- Spectator injury data;
- People issues, including staff changes and the results of the People Survey;
- Health and safety; and
- COVID-19 pandemic.

The Board also received regular updates on the SGSA's regulatory work, business development, finance, accommodation and communications.

During the year the Board reviewed its Terms of Reference to confirm they were still appropriate. One amendment was made to correct an inaccuracy in relation to personal liability. In addition, the Board carried out an annual appraisal, in line with DCMS guidance.

Committee on risk, IT security and the Annual Report and Accounts. The Board has a corporate responsibility for:

- ensuring that the SGSA complies with any statutory and administrative requirements for the use of public funds and does not exceed its statutory powers or delegated authority;
- ensuring that high standards of propriety and corporate governance are observed at all times;
- establishing the overall direction of the SGSA within the policy and resources framework agreed with the Secretary of State; and
- overseeing the delivery of planned results through the monitoring of performance against objectives.

The Board is supported in fulfilling its responsibilities by the Audit and Risk Committee. The Committee has responsibility for oversight of issues of risk, control, health and safety and governance, reviewing the comprehensiveness of assurances in meeting the Board's and the Accounting Officer's assurance needs and reviewing the reliability and integrity of these assurances. Both the Board and Audit and Risk Committee are serviced by the SGSA Secretariat which provides the information to be considered.

In 2019-20 the Board met on seven occasions, the Audit and Risk Committee on three. Details of Board Member attendance are shown in the table below.

Board Member	Board meetings attended	Audit and Risk Committee meetings attended
Alan Coppin	7/7	-
Rimla Akhtar	6/7	3/3
Janet Johnson	7/7	3/3
Susan Johnson	6/7	3/3
Philip Kolvin	4/7	-
David Mackinnon	6/7	3/3
Jil Matheson	7/7	-
Jane Sawyers	5/7	-

## Audit and Risk Committee

The Audit and Risk Committee operates in accordance with the principles and good practice described in the HM Treasury Audit Committee Handbook. In 2019-20 there were the following Members: Janet Johnson (Chair), Rimla Akhtar, Susan Johnson and David Mackinnon, all of whom were Members of the SGSA's Board. The Committee met three times in 2019-20. All meetings were attended by the Chief Executive, Head of Corporate Services and by representatives of internal and external audit.

The Committee reports on its work to the full Board. In 2019-20 the Committee considered a range of issues including the SGSA risk register, anti-fraud policies, health and safety and the reviews provided by the internal auditors, as well as regular financial management issues and the Annual Report and Accounts. The Terms of Reference of the Audit and Risk Committee are available to the public on request.

The Committee provides the Board with reports on governance, internal control and risk management issues. The Committee's opinion for 2019-20 is as follows:

Having taken account of:

- its work throughout the year;
- assurances received through the Committee's discussions with the Chief Executive and SGSA staff on risk management;
- the formal opinions of the internal auditors (who identified no significant issues of internal control in 2019-20) on the effectiveness of the SGSA's framework for corporate governance, business continuity and financial systems; and
- the formal opinion on the accounts and the management report of the external auditors following the audit of the accounts.

it is the opinion of the Audit and Risk Committee that the SGSA's arrangements for its own corporate governance, internal control, risk management and financial systems are sound. The Committee is satisfied that the accounts can be relied upon, that the Accounting Officer is entitled to rely on the assurances he has received from the internal auditor and that he can approve the Annual Report and Accounts 2019-20.

## **Risk and control framework**

As part of its oversight of spectator safety at football grounds that host designated matches, the SGSA is required to manage risks which may have an impact upon the public. In this context it ensures that local authorities issue, monitor, review and enforce safety certificates to a reasonable standard. SGSA Inspectors undertake visits to grounds both on matchdays and when they are empty to ensure that responsibility for safety is taken seriously. They also consult with the relevant local authorities as part of their work. The majority of the risks faced by the SGSA are framed within this context.

The SGSA's management of risk is embedded in policy-making, planning and delivery as follows:







- the risk management policy recognises that the SGSA works in a complex multi-stakeholder environment, whereby external events have an impact on our purpose and organisational objectives and create risks which we must manage to the best of our ability. Our role is as a regulator, advisor and facilitator on matters of safety and as such many operational risks are not within our direct control;
- the risk register identifies the risks that might prevent us from achieving strategic priorities and/or the opportunities of which we might take advantage. Our objective must be to bring each risk down to a reasonably acceptable level at which it can be managed or controlled; and
- the SGSA does not hold any confidential personal information other than that relating to staff and applicants for employment. The SGSA suffered no data losses during 2019-20.

## **Approach to risk management**





As the Accounting Officer, I oversee a review of risks on a regular basis. This examines both the risks to the SGSA from its policies and operations and those related to its constitution and internal management. The risk register sets out responsibility within the SGSA for the management of risk, assigning risk managers and identifying measures that have been taken, or are yet to be taken, to mitigate each one. The register is presented to the Audit and Risk Committee at each meeting for consideration and approval.

During 2019-20, the Audit and Risk Committee has overseen a full review of the strategic risk register. This work has included a risk management workshop and regular management team reviews of the register. The risk register documents the top 10 strategic risks and mitigating actions. These risks, mitigating actions and links to the Strategic Plan 2020-24 are outlined overpage:

## Risk register (as at 26 March 2020)

Risk	Strategy link	Mitigation	Rating
Insufficient capacity of staff	Improve our efficiency and performance as a non-departmental public body (NDPB)	<ul style="list-style-type: none"> <li>Utilising call-off arrangements to increase resilience</li> <li>Line management of Inspectorate bolstered</li> <li>Improving HR processes</li> <li>Developing realistic business plans</li> <li>Reviewing of staff workloads</li> </ul>	<p>High (increasing)</p> 
Insufficient capability of staff	<p>Continuously improve our performance as the safety regulator</p> <p>Improve our efficiency and performance as a NDPB</p>	<ul style="list-style-type: none"> <li>Development of a learning and development plan as part of our People Strategy</li> <li>Oversight by Chief Executive and Head of Inspectorate</li> <li>Continuous review of skills matrix</li> </ul>	<p>Medium (decreasing)</p> 
SGSA fails to react to formal or informal changes in safety responsibilities across multiple agencies	<p>Continuously improve our performance as the safety regulator</p> <p>Improve our efficiency and performance as a NDPB</p>	<ul style="list-style-type: none"> <li>Use stakeholder engagement to understand trends and agree interventions</li> </ul>	<p>Medium (neutral)</p> 
Staff working overseas are put at risk as a result of being in an unsafe or dangerous position	Improve our efficiency and performance as a NDPB	<ul style="list-style-type: none"> <li>Risk assessments signed off by Chief Executive and Head of Inspectorate</li> <li>Updating of overseas working policies</li> </ul>	<p>Medium (neutral)</p> 
Inconsistent adoption of policies and procedures	Continuously improve our performance as the safety regulator	<ul style="list-style-type: none"> <li>Regular review of actions and decisions</li> <li>Implementation of standard operating procedures</li> <li>Development of induction training programme</li> </ul>	<p>Medium (neutral)</p> 
Insufficient resilience to cope with events that directly affect the operation of the SGSA	Continuously improve our performance as the safety regulator	<ul style="list-style-type: none"> <li>Reviewing and testing the business continuity plan</li> <li>Running annual tests and audits of IT security</li> </ul>	<p>Medium (Increasing)</p> 



Risk	Strategy link	Mitigation	Rating
A major incident takes place at a sports ground that is subject to SGSA licensing or where the SGSA has provided advice	Continuously improve our performance as the safety regulator  Raise the profile and status of sports grounds safety	<ul style="list-style-type: none"> <li>Resourcing, business planning and policy/operational delivery is geared towards prevention</li> <li>Work on stewarding qualifications</li> </ul>	Medium (Neutral) 
Poor advice given and/or decisions made based on inadequate evidence or knowledge	Continuously improve our performance as the safety regulator	<ul style="list-style-type: none"> <li>Development and use of data and evidence to inform policy and decisions making, along with a risk-based approach to regulatory work</li> <li>Key policy decisions taken using robust governance</li> </ul>	Low (Neutral) 
Lack of effective engagement with our external stakeholders	Continuously improve our performance as the safety regulator  Raise the profile and status of sports grounds safety  Becoming a safety partner of choice	<ul style="list-style-type: none"> <li>Development of stakeholder engagement work and events</li> <li>Use of Safety Committee</li> </ul>	Low (Increasing) 
Lack of clarity over the regulatory responsibilities of the SGSA	Continuously improve our performance as the safety regulator	<ul style="list-style-type: none"> <li>Legal advice sought in advance where there is uncertainty over our legal powers</li> <li>Ongoing discussions with DCMS and Minister on policy areas</li> </ul>	Low (Neutral) 

## COVID-19 pandemic

In March 2020, the SGSA reacted positively to the Government's lockdown requirements in response to the COVID-19 pandemic. As outlined on page 42, the SGSA established an issues log to identify and address issues relating to its people and processes in response to conducting business under lockdown conditions. The Board maintained oversight of this, with regular briefings from the Chief Executive.

As noted previously in this Annual Report and Accounts, the impact of the COVID-19 pandemic will be seen in the 2020-21 financial year and beyond. As the lockdown requirements ease, the full impact on the regulatory and advisory work is difficult to predict. The SGSA has established a working group, made up of members of the Inspectorate and the Secretariat. This group will monitor the developments of the pandemic and identify actions to be addressed in the short, medium and long-terms. The group is looking at three themes which encompass the most critical areas of the business:

- Regulatory, in particular supporting football grounds and local authorities, as well as identifying how the core regulatory functions can be undertaken in the future;

- HR, which considers working practices within the Inspectorate, as well as the requirements for returning to the London headquarters office; and
- Organisational, which covers areas including the financial and business planning impacts as well as identifying opportunities around the SGSA's operational processes.

The Board retains oversight of this group and the work being carried out via regular updates from the Chief Executive.

## Review of effectiveness

As Accounting Officer, I also have responsibility for reviewing the effectiveness of the system of internal control. My review is informed by the work of the internal auditors and the SGSA's management team who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letters and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the SGSA Board and the Audit and Risk Committee.

During 2019-20 the SGSA's internal auditors carried out reviews of governance and risk management, key corporate controls around recruitment and compliance with centralised policies and procedures. Overall, they concluded that whilst some improvements were recommended to enhance the adequacy and effectiveness of the framework of governance, risk management and control, the SGSA's framework of internal control was fundamentally effective.

During the year, we received 13 requests under the Freedom of Information Act 2000, all of which were responded to within the prescribed time limits.

The SGSA has a whistleblowing policy which was reviewed and updated and subsequently approved at the March 2020 meeting of the Audit and Risk Committee.

I have considered the evidence provided with regards to the production of the Annual Governance Statement. The conclusion of the review is that the overall governance and internal control structures have been appropriate for SGSA's business and have worked satisfactorily throughout 2019-20.

## Corporate governance

The Annual Report and Accounts have been prepared in the form directed by the Secretary of State for Digital, Culture, Media and Sport, with the approval of HM Treasury, in accordance with paragraph 22 of Schedule 1 to the Sports Grounds Safety Authority Act 2011. The SGSA can supply a copy of the Accounts Direction on request. The Annual Report and Accounts were approved by DCMS Ministers.

The Comptroller and Auditor General is the appointed auditor of the SGSA. The Annual Report and Accounts are laid before Parliament by the Secretary of State in accordance with paragraph 24(b) of Schedule 1 to the Sports Grounds Safety Authority Act 2011.

As Accounting Officer, as far as I am aware, there is no relevant audit information of which our auditors are unaware. I have taken all reasonable steps as Accounting Officer to make myself aware of any relevant audit information and to establish that our auditors are aware of that information.

No non-audit work was undertaken by our auditors.

**Martyn Henderson**

Chief Executive

9 July 2020

# Remuneration and Staff Report

For the purposes of the Remuneration and Staff Report, the senior managers of the SGSA are the Chair, Board Members and the Chief Executive.

## Chair (audited)

The Chair's salary of £18,130 (full-time equivalent £90,650, unchanged since 2016-17) for the year is based on a commitment of one day a week. Any increases are informed by the recommendations of the Senior Salaries Review Body. During 2019-20 the Chair attended all seven Board meetings and represented the SGSA at a number of other meetings and events. This included strategic meetings with Ministers, officials and stakeholders. He also attended matches at all levels of football. Internally, the Chair engaged with staff and Board Members regularly, including the annual joint meeting.

The Chair receives normal travel expenses as required but does not receive any benefit in kind. The post does not carry any entitlement to a pension.

## Board Members (audited)

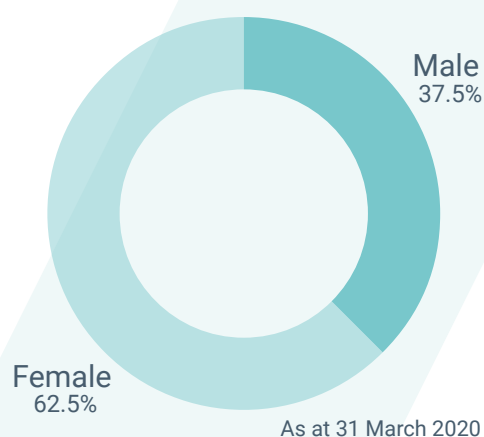
Board Members are appointed by the Secretary of State for terms of no more than three years, and, in line with the Commissioner for Public Appointments' 2012 Code, no individual may serve in any one post for more than 10 years. In 2019-20 Members were paid a daily fee of £265 for attending SGSA meetings (unchanged since 2017-18) and other events at which they represented the Authority. The fee is authorised by DCMS and any increases are informed by the recommendations of the Senior Salaries Review Body.

Board Members receive travel and subsistence payments where appropriate but do not receive any benefit in kind. In 2019-20 Board Members' travel and subsistence totalled £6,672 (£6,532 in 2018-19). Board Members do not have any entitlement to a pension. The following sections have been subject to audit.

Details of the total daily fees paid to Board Members for meeting attendance and other Board duties, including conference attendance, in total for the year are as follows:

Board Member	2019-20 £	2018-19 £
Rimla Akhtar	1,590	2,385
Janet Johnson	2,385	2,120
Susan Johnson	1,855	2,120
Philip Kolvin	1,325	2,385
David Mackinnon	1,855	1,855
Jil Matheson	2,385	530
Jane Sawyers	1,590	530

## Gender breakdown



## Chief Executive (audited)

Karen Eyre-White was the Chief Executive until she left the SGSA on 28 August 2019. Karen was seconded to the SGSA from the Home Office. She received a salary recommended by the Chair of the SGSA. Any pay award and bonus were based on agreed performance indicators. She did not receive any benefit in kind.

Covering for Karen during her maternity leave, Martyn Henderson was Interim Chief Executive until 28 August 2019 when he became Chief Executive. Martyn is seconded to the SGSA from DCMS. He receives a salary set by DCMS. Any pay award and bonus are based on agreed performance indicators. He does not receive any benefit in kind.

Both the Chief Executives are eligible for a pension provided by the Principal Civil Service Pension Scheme. The scheme is an unfunded multi-employer benefit scheme. Employers' contributions are assessed by the Scheme Actuary and are based on a percentage of pensionable pay, according to pay bands. Full details of the Chief Executives' pay and pension costs are as below.

	Salary		Bonus payments		Pension benefits to nearest £1,000		Total remuneration	
	2019-20 £'000	2018-19 £'000	2019-20 £'000	2018-19 £'000	2019-20 £	2018-19 £	2019-20 £'000	2018-19 £'000
Karen Eyre-White*	15-20**	70-75	-	5-10	5,000	28,000	20-25	105-110
Martyn Henderson	70-75	45-50***	5-10	-	33,000	16,000	110-115	60-65

\* Left 28 August 2019.

\*\* Full year salary equivalent £65k-£70k.

\*\*\* Full year salary equivalent £65k-£70k.

## Salary

Total pay includes salary, non-consolidated performance-related pay and payment for untaken annual leave. It does not include employer pension contributions and the cash equivalent transfer value of pensions. The SGSA did not offer any benefits in kind or pay any severance payments to senior managers in the year.

## Bonuses

Bonuses are based on performance levels attained and are made as part of the appraisal process. Bonuses relate to the performance in the year in which they become payable to the individual. The bonuses reported in 2019-20 relate to performance in 2018-19 and the comparative bonuses reported for 2018-19 relate to the performance in 2017-18.

## Pay multiples (audited)

We are required to disclose the relationship between the remuneration of the highest-paid director in the organisation and the median remuneration of the organisation's workforce. During 2019-20 the full-time equivalent banded remuneration of the highest-paid director was £75-80k (£75-£80k in 2018-19).

This was 1.6 times the median remuneration of the workforce which was £49,224 (1.6 times the median remuneration of £49,630 in 2018-19).

In 2019-20, no other SGSA employees received remuneration in excess of the highest-paid director (2018-19, also none). Remuneration in the organisation, not including the highest paid director, ranged from £20-25k to £60-65k (£20-25k to £55-60k in 2018-19). Total remuneration includes salary and non-consolidated performance related pay. It does not include employer pension contributions and the cash equivalent transfer value (CETV) of pensions.

## Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements.

From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: three providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with pensions increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into alpha sometime between 1 June 2015 and 1 February 2022. All members who switch to alpha have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes.) Employee contributions are salary-related and range between 4.6% and 8.05% for members of classic and members of alpha who were members of classic, premium, classic plus, nuvos and alpha. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. Classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on their pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with pensions increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

Further details about the Civil Service pension arrangements can be found at the website: [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk).

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement).



The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes but note that part of that pension may be payable from different ages.)

## Cash equivalent transfer values (CETV)

This is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the pension benefits they have accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total service, not just their current appointment. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

## Real increase in CETV

This is the element of the increase in accrued pension funded by the employer. It excludes increases due to inflation and contributions paid by the individual. It is worked out using common market valuation factors for the start and end of the period.

## Pensions benefits (audited)

	Accrued pension at pension age as at 31 March 2020 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31 March 2020	CETV at 31 March 2019	Real increase in CETV	Employer contribution to partnership pension account
	£'000	£'000	£'000	£'000	£'000	£'000
Karen Eyre-White	15-20 plus a lump sum of 0	0-2.5 plus a lump sum of 0	148	139	2	-
Martyn Henderson	25-30 plus a lump sum of 50-55	0-2.5 plus a lump sum of 0	400	363	17	-

## Staff report

## Average number of persons employed (audited)

The average number of full-time equivalent persons employed during the year was as follows:

	2019-20	2018-19
Directly employed	16.9	16.6
Seconded*	2.6	2.2

\*Included in seconded staff is Fiona Wood who is on a one-year secondment from DCMS. Fiona is retained on the DCMS payroll.

The breakdown by Senior Civil Servant grade and below is as follows:

	2019-20	2018-19
SCS1	1.4	1.7
Below SCS1	18.1	17.1

Details of staff and Board costs are provided in Note 2 of the Notes to the Accounts.



(2018-19 - £1,236,817)

## Equality

Under the Equality Act 2010 we are required to have due regard to the need to eliminate unlawful discrimination in our recruitment and employment policies and to provide equality of opportunity for all staff. The gender breakdown of staff at 31 March 2020 was as follows:

Gender	Chief Executive	Inspectors	HQ staff	Total
Male	1	8	5	14
Female	-	4	2	6

The SGSA is committed to equality and valuing diversity within its workforce. Our goal is to ensure that these commitments, reinforced by our values, are embedded in our day-to-day working practices with all our customers, colleagues and partners. We are committed to equal opportunities for all and will not tolerate discrimination, either directly or indirectly, on the grounds of race, gender, disability, class or social background, religious belief, sexual orientation, ethnic or national origins, marital status, pregnancy, parental status, age, colour or political persuasion.

## Sickness data

The average number of day's sickness per member of staff was 1.0 during 2019-20 (2018-19: 0.5).

**Martyn Henderson**

Chief Executive

9 July 2020

# Parliamentary Accountability and Audit Report

## THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT

### Opinion on financial statements

I certify that I have audited the financial statements of the Sports Grounds Safety Authority for the year ended 31 March 2020 under the Sports Grounds Safety Authority Act 2011. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including the significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion:

- the financial statements give a true and fair view of the state of the Sports Grounds Safety Authority's affairs as at 31 March 2020 and of the Authority's net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Sports Grounds Safety Authority Act 2011 and Secretary of State directions issued thereunder.

### Opinion on regularity

In my opinion, in all material respects the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

### Basis of opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate. Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2016. I am independent of the Sports Grounds Safety Authority in accordance with the ethical requirements that are relevant to my audit and the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Conclusions relating to going concern

I have nothing to report in respect of the following matters in relation to which the ISAs (UK) require me to report to you where:

- the Sports Grounds Safety Authority's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Sports Grounds Safety Authority have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Sports Grounds Safety Authority's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Responsibilities of the Sports Grounds Safety Authority and Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Authority and the Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

## **Auditor's responsibilities for the audit of the financial statements**

My responsibility is to audit, certify and report on the financial statements in accordance with the Sports Grounds Safety Authority Act 2011.

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Sports Grounds Safety Authority's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- conclude on the appropriateness of the Sports Grounds Safety Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Sports Grounds Safety Authority's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However,

future events or conditions may cause the Sports Grounds Safety Authority to cease to continue as a going concern.

- I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the income and expenditure reported in the financial statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

## Other information

The Authority and the Accounting Officer are responsible for the other information. The other information comprises information included in the Annual Report, but does not include the parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

## Opinion on other matters

In my opinion:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Secretary of State directions made under the Sports Grounds Safety Authority Act 2011;
- in the light of the knowledge and understanding of the Authority and its environment obtained in the course of the audit, I have not identified any material misstatements in the Performance Report or the Accountability Report; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records and returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.



## Report

I have no observations to make on these financial statements.

### **Gareth Davies**

Comptroller and Auditor General  
National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP

13 July 2020

# Accounts

## Statement of Comprehensive Net Expenditure

### For the year ended 31 March 2020

	Note	2019-20 £	2018-19 £
<b>Expenditure</b>			
Staff and Board costs	2	1,389,023	1,270,111
Purchases of goods and services	3	708,130	697,277
Depreciation and amortisation	3, 6 & 7	95,352	26,811
Loss on disposal of fixed assets	3, 6 & 7	661	-
		<b>2,193,166</b>	<b>1,994,199</b>
<b>Income</b>			
Income from activities	4	382,083	332,168
Income from sales of publications	4	72,597	114,018
		<b>454,680</b>	<b>446,186</b>
<b>Net expenditure for the financial year</b>		<b>1,738,486</b>	<b>1,548,013</b>

All income and expenditure relates to continuing activities.

The notes on pages 73 to 83 form part of these Accounts.

# Statement of Financial Position

As at 31 March 2020

	Note	2019-20 £	2018-19 £
<b>Non-current assets</b>			
Plant and equipment	6	51,282	49,432
Intangible assets	7	-	983
Right-of-use assets	6	104,928	-
<b>Total non-current assets</b>		<b>156,210</b>	<b>50,415</b>
<b>Current assets</b>			
Trade receivables and other current assets	8	81,385	95,077
Cash and cash equivalents	9	548,191	519,459
<b>Total current assets</b>		<b>629,576</b>	<b>614,536</b>
<b>Current liabilities</b>			
Trade payables and other current liabilities	10	(312,312)	(190,466)
Lease liability	12	(77,154)	-
<b>Total current liabilities</b>		<b>(389,466)</b>	<b>(190,466)</b>
<b>Non-current liabilities</b>			
Deferred income	11	(28,483)	(33,230)
Lease liability	12	(29,929)	-
<b>Total non-current liabilities</b>		<b>(58,412)</b>	<b>(33,230)</b>
<b>Total assets less liabilities</b>		<b>337,908</b>	<b>441,255</b>
<b>Taxpayers' equity</b>			
General reserve		337,908	441,255

**Martyn Henderson**

Chief Executive

9 July 2020

The notes on pages 73 to 83 form part of these Accounts.

## Statement of Cash Flows

### For the year ended 31 March 2020

	Note	2019-20 £	2018-19 £
<b>Cash flows from operating activities</b>			
Net expenditure for the financial year		(1,738,486)	(1,548,013)
Depreciation and amortisation	3, 6 & 7	95,352	26,811
Loss on disposal of fixed assets	3, 7	661	-
Decrease in trade receivables and other current assets	8	13,692	18,275
Increase in trade payables and other current liabilities	10	121,846	22,198
Decrease in non-current liabilities	11	(4,747)	(4,747)
<b>Net cash outflow from operating activities</b>		<b>(1,511,682)</b>	<b>(1,485,476)</b>
<b>Cash flows from investing activities</b>			
Purchase of plant and equipment	6	(22,830)	(678)
Increase in intangible assets	7	-	-
<b>Net cash outflow from investing activities</b>		<b>(22,830)</b>	<b>(678)</b>
<b>Cash flows from financing activities</b>			
Grants from parent Department		1,635,139	1,601,000
Payment of principal on lease		(75,457)	-
Payment of interest on lease		3,562	-
<b>Net cash inflow from financing activities</b>		<b>1,563,244</b>	<b>1,601,000</b>
<b>Net financing</b>			
<b>Net increase in cash and cash equivalents in the period</b>		<b>28,732</b>	<b>114,846</b>
<b>Cash and cash equivalents at the beginning of the period</b>	<b>9</b>	<b>519,459</b>	<b>404,613</b>
<b>Cash and cash equivalents at the end of the period</b>	<b>9</b>	<b>548,191</b>	<b>519,459</b>

The notes on pages 73 to 83 form part of these Accounts.

## Statement of Changes in Taxpayers' Equity

### For the year ended 31 March 2020

	General Reserve £
<b>Balance at 31 March 2018</b>	<b>388,268</b>
Net expenditure for 2018-19	(1,548,013)
Grant-in-aid	1,601,000
<b>Balance at 31 March 2019</b>	<b>441,255</b>
Adjustment on the adoption of IFRS16	-
Net expenditure for 2019-20	(1,738,486)
Grant-in-aid	1,635,139
<b>Balance at 31 March 2020</b>	<b>337,908</b>

The notes on pages 73 to 83 form part of these Accounts.



# Notes to the Accounts

## 1. Statement of accounting policies

These financial statements have been prepared in accordance with the 2019-20 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. They are also prepared in accordance with the Sports Grounds Safety Authority Act 2011 and directions issued by the Secretary of State for Digital, Culture, Media and Sport. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the SGSA for the purposes of giving a true and fair view has been selected. The particular policies adopted by the SGSA are described below. They have been applied consistently in dealing with items that are considered material to the Accounts, except for the adoption of a new and amended standard relating to leases (IFRS16) set out below. No statement of other comprehensive expenditure has been prepared as all income and expenditure is reported in the Statement of Comprehensive Net Expenditure.

### Going concern

There are no material uncertainties related to events or conditions that cast significant doubt over the SGSA's ability to continue as a going concern. The SGSA has received a funding settlement covering the financial year 2020-21. Therefore the Annual Report and Accounts have been produced and presented on a going concern basis.

### Accounting convention

These Accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment and intangible assets.

## Government grants

All income and expenditure is accounted for on an accrual basis, net of VAT. HM Treasury has judged that grant-in-aid should be recognised as financing and therefore credited directly to reserves as opposed to income.

## Revenue recognition

Income from contracts for advisory services is recognised according to performance obligations set out in the terms of individual contracts. These performance obligations are either a set monthly retainer fee for the duration of the contract, payments based on certain deliverables being met, or a combination of the two.

Income from the sale of publications is recognised on the dispatch of the order to the customer.

## Pensions

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme and the Civil Servants and Others Pension Scheme. These are unfunded multi-employer defined benefit schemes. The SGSA's share of net assets and liabilities cannot be separately identified. The SGSA accounts for the pension costs as a defined contribution scheme (see the Remuneration and Staff Report and Note 2).

## Property, plant and equipment and intangible assets

Purchases of property, plant, equipment and intangible assets above £500 are capitalised. Items of property, plant, equipment and intangible assets are initially recognised at cost. They are subsequently carried at fair value. Management is of the opinion that the depreciated historical cost of property, plant and equipment provides a suitable proxy for fair value given their low value.

## Depreciation

Depreciation is provided on all plant and equipment so as to write off the cost of each asset in equal instalments over its estimated useful life. Depreciation is applied to new assets pro rata in the year of purchase. The rates used were as follows:

Furniture	– 10%
Fittings	– Length of lease
Plant and machinery	– 25%

## Amortisation

Amortisation is provided on intangible assets so as to write off the cost of each asset in equal instalments over its estimated useful life. Amortisation is applied to new assets pro rata in the year of purchase. The rate used was:

Intangible assets	– 25%
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## IFRS16 Leases and right-of-use assets

IFRS 16 (Leases) has been adopted from 1 April 2019. This standard replaces IAS 17 and sets out the principles for the recognition, measurement, presentation and disclosure of leases. IFRS 16 has been adopted using the modified retrospective approach, which does not require restatement of comparative information. The previous determination pursuant to IAS 17 and IFRIC 4 as to whether a contract is a lease has been maintained for existing contracts. IFRS 16 introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months unless the underlying asset is of low value, requiring the recognition of a right-of-use asset on the Statement of Financial Position representing the right to use the

underlying leased asset together with a corresponding lease liability representing the obligation to make future lease payments. The right-of-use asset on recognition at 1 April 2019 was measured at an amount equal to the lease liability. The right-of-use asset and lease liability recognised in the Statement of Financial Position were initially measured at the present value of future lease payments. Depreciation of right-of-use assets and interest on lease liabilities have been recognised in the Statement of Comprehensive Net Expenditure.

The following reconciliation explains the movements from operating lease commitments disclosed at 31 March 2019 (applying IAS 17) to the opening balance for lease liabilities as at 1 April 2019 (applying IFRS 16).

	<b>1 April 2019 £</b>
<b>Operating lease commitments as at 31 March 2019 under IAS17</b>	<b>275,505</b>
Excluded low value assets	(4,144)
The effect of discounting using the incremental borrowing rate at 1 April 2019	(12,622)
Adjustment to lease length	(79,761)
<b>Lease liability as at 1 April 2019</b>	<b>178,978</b>

Rentals under operating leases were previously charged to the Statement of Comprehensive Net Expenditure on a straight-line basis. Following the adoption of IFRS 16 from 1 April 2019 assets provided under operating leases are now recognised on SGSA's Statement of Financial Position as a right-of-use asset. This asset is written off over the life of the lease.

A lease liability for future payments is recognised as a lease liability, this is discounted at HM Treasury's prescribed rate, currently 1.99% per annum.

## 2. Staff and Board costs

Staff and Board costs consist of:

	<b>2019-20</b>			<b>2018-19</b>		
	<b>Staff £</b>	<b>Chair and Board £</b>	<b>Total £</b>	<b>Staff £</b>	<b>Chair and Board £</b>	<b>Total £</b>
Wages, salaries and fees	987,059	31,115	<b>1,018,174</b>	943,594	31,380	<b>974,974</b>
Social security costs	111,295	1,897	<b>113,192</b>	96,279	1,914	<b>98,193</b>
Other pension costs	257,657	-	<b>257,657</b>	196,944	-	<b>196,944</b>
<b>Total costs</b>	<b>1,356,011</b>	<b>33,012</b>	<b>1,389,023</b>	<b>1,236,817</b>	<b>33,294</b>	<b>1,270,111</b>

### 3. Purchases of goods and services

	2019-20 £	2018-19 £
<b>Running costs</b>		
Travel and subsistence*	180,603	204,549
Training and recruitment	10,118	7,023
Rent and rates	31,912	101,939
Interest on lease liability	3,562	-
Accommodation, cleaning, heating and lighting	33,197	37,606
Postage, telephone and broadband	35,744	37,500
Office supplies, printing and stationery	58,581	54,042
<i>Green Guide</i> editing, printing, launch and briefings	-	82,846
Website development	-	40,320
IT security	-	11,400
SGSA conference	41,483	-
External audit fees	15,750	15,000
Internal audit fees	20,880	27,397
Legal fees	28,389	28,128
Other professional fees	247,880	47,807
Bad debt expense	-	-
Loss on foreign exchange	31	1,720
<b>Total running costs</b>	<b>708,130</b>	<b>697,277</b>
<b>Non-cash items</b>		
Depreciation and amortisation	21,302	26,811
Depreciation – lease	74,050	-
<b>Loss on disposal of fixed assets</b>	<b>661</b>	<b>-</b>
<b>Total</b>	<b>804,143</b>	<b>724,088</b>

\* Includes Board Member travel and subsistence of £6,672 (£6,532 in 2018-19).

## 4. Income

	2019-20 £	2018-19 £
Sale of publications	72,597	114,018
Income from contracts with customers – UK	202,732	207,775
Income from contracts with customers – Overseas	112,440	89,242
Other income	66,911	35,151
<b>Total</b>	<b>454,680</b>	<b>446,186</b>

### Income by geographical area

Area	2019-20 £	2018-19 £
UK	342,240	345,220
Other countries	112,440	100,966
<b>Total</b>	<b>454,680</b>	<b>446,186</b>

Income from contracts derives from activities resulting from the expanded remit of the SGSA. This work is charged for on a cost recovery basis.

The SGSA charges for the issue of licences to admit spectators to watch designated football matches. In the year ended 31 March 2020, 92 licences were issued to grounds for a fee of £100 each. In accordance with the SGSA's Financial Memorandum, these fees have been paid into the Consolidated Fund via DCMS and are therefore not recognised as income in the SGSA's Accounts.

## 5. Leases – the SGSA as a lessee

### Lease activities

The SGSA leases one property (its headquarters office, based at Fleetbank House in London) under a Memorandum of Terms of Occupation (MOTO) with the Government Property Agency.

The original MOTO agreement which commenced on 1 April 2017 had an expiry date of 28 September 2022. During 2019-20 the expiry date of the MOTO was amended to 31 August 2021 to facilitate the planned demolition of the building.

Lease payments are a fixed quarterly amount uplifted by 2.25% on the 29 September each year.

### Low value lease

The lease of the office photocopier is a low value lease and the costs are recognised on a straight-line basis during the reporting period. The total amount of the SGSA's commitment to this low value lease is £2,901.

## 6. Tangible assets

2019-20	Plant and machinery £	Furniture and fittings £	Right-of-use asset £	Total £
<b>Cost or valuation</b>				
At 1 April 2019	107,550	66,399	178,978	352,927
Additions	22,830	-	-	22,830
Disposals	-	-	-	-
<b>At 31 March 2020</b>	<b>130,380</b>	<b>66,399</b>	<b>178,978</b>	<b>375,757</b>
<b>Depreciation</b>				
At 1 April 2019	104,393	20,124	-	124,517
Charged in year	2,987	17,993	74,050	95,030
Disposals	-	-	-	-
<b>At 31 March 2020</b>	<b>107,380</b>	<b>38,117</b>	<b>74,050</b>	<b>219,547</b>
<b>Net book value at 31 March 2019</b>	<b>3,157</b>	<b>46,275</b>	<b>178,978</b>	<b>228,410</b>
<b>Net book value at 31 March 2020</b>	<b>23,000</b>	<b>28,282</b>	<b>104,928</b>	<b>156,210</b>

All assets with the exception of the right-of-use asset are owned by the SGSA.

The right-of-use asset relates to the remaining lease on our Fleetbank House office.

2018-19	Plant and machinery £	Furniture and fittings £	Total £
<b>Cost or valuation</b>			
At 1 April 2018	115,377	66,399	181,776
Additions	678	-	678
Disposals	(8,505)	-	(8,505)
<b>At 31 March 2019</b>	<b>107,550</b>	<b>66,399</b>	<b>173,949</b>
<b>Depreciation</b>			
At 1 April 2018	92,810	13,991	106,801
Charged in year	20,088	6,133	26,221
Disposals	(8,505)	-	(8,505)
<b>At 31 March 2019</b>	<b>104,393</b>	<b>20,124</b>	<b>124,517</b>
<b>Net book value at 31 March 2018</b>	<b>22,567</b>	<b>52,408</b>	<b>74,975</b>
<b>Net book value at 31 March 2019</b>	<b>3,157</b>	<b>46,275</b>	<b>49,432</b>



## 7. Intangible assets

2019-20	Software licences £	Total £
<b>Cost or valuation</b>		
At 1 April 2019	5,772	5,772
Additions	-	-
Disposals	(5,772)	(5,772)
<b>At 31 March 2020</b>	<b>-</b>	<b>-</b>
<b>Amortisation</b>		
At 1 April 2019	4,789	4,789
Charged in year	322	322
Disposals	(5,111)	(5,111)
<b>At 31 March 2020</b>	<b>-</b>	<b>-</b>
<b>Net book value at 31 March 2019</b>	<b>983</b>	<b>983</b>
<b>Net book value at 31 March 2020</b>	<b>-</b>	<b>-</b>

2018-19	Software licences £	Total £
<b>Cost or valuation</b>		
At 1 April 2018	8,310	8,310
Additions	-	-
Disposals	(2,538)	(2,538)
<b>At 31 March 2019</b>	<b>5,772</b>	<b>5,772</b>
<b>Amortisation</b>		
At 1 April 2018	6,737	6,737
Charged in year	590	590
Disposals	(2,538)	(2,538)
<b>At 31 March 2019</b>	<b>4,789</b>	<b>4,789</b>
<b>Net book value at 31 March 2018</b>	<b>1,573</b>	<b>1,573</b>
<b>Net book value at 31 March 2019</b>	<b>983</b>	<b>983</b>

## 8. Trade receivables and other current assets

Amounts falling due within one year:	2019-20 £	2018-19 £
Prepayments*	34,638	22,008
Receivables due to contracts with customers	39,019	60,060
Other receivables	7,728	13,009
<b>Total</b>	<b>81,385</b>	<b>95,077</b>

\* All of which relates to goods and services.

## 9. Cash and cash equivalents

	2019-20 £	2018-19 £
Balance at 1 April 2019	519,459	404,613
Net change in cash and cash equivalents	28,732	114,846
<b>Balance at 31 March 2020</b>	<b>548,191</b>	<b>519,459</b>
The following balances at 31 March 2020 were held at:		
<b>Commercial banks and cash in hand</b>	<b>548,191</b>	<b>519,459</b>

## 10. Trade payables and other current liabilities

Amounts falling due within one year:	2019-20 £	2018-19 £
Other taxation and social security	27,974	34,482
Trade payables	141,918	81,916
Accruals	45,188	42,357
Accrued annual leave	32,485	26,964
Deferred income	64,747	4,747
<b>Total</b>	<b>312,312</b>	<b>190,466</b>

## 11. Deferred income

Deferred income comprises:	2019-20 £	2018-19 £
Not later than one year	64,747	4,747
Later than one year	28,483	33,230
<b>Total</b>	<b>93,230</b>	<b>37,977</b>

## 12. Lease liabilities

	31/03/20 £	01/04/19 £
Short-term portion	77,154	71,895
Long-term portion	29,929	107,083
<b>Total</b>	<b>107,083</b>	<b>178,978</b>

## 13. Contract balances

	2019-20 £	2018-19 £
Receivables, which are included in trade receivables and other current assets (Note 8)	7,728	13,009
Contract assets	39,019	60,060
Contract liabilities	-	-

Contract assets relate to contracts with clients that the SGSA has to provide advisory services.

Significant changes in the contract assets balances during the period are as follows:

	2019-20 £
<b>Contract asset at the beginning of the period</b>	<b>60,060</b>
Decrease due to cash received	(60,060)
Transfer from contract asset to receivables	39,019
<b>Contract assets at the end of the period</b>	<b>39,019</b>

## Transaction price to remaining performance obligations

Income from contracts for advisory services is recognised according to performance obligations set out in the terms of individual contracts. These performance obligations are either a set monthly retainer fee for the duration of the contract, payments based on certain deliverables being met, or a combination of the two. As at 31 March 2020, the aggregate amount of the transaction price relating to the remaining performance obligations is £177,040 (2018-19: £182,100). The SGSA will recognise this revenue either as time passes or contract deliverables are met.

## 14. Financial instruments

As the vast majority of cash requirements of the SGSA are met through grant-in-aid received from DCMS, financial instruments play a more limited role in creating risk than would apply to a non-public sector body of a similar size. The majority of financial instruments relate to contracts to buy non-financial items in line with the SGSA's expected purchase and usage requirements and the SGSA is therefore exposed to little credit, liquidity or market risk. As the SGSA is able to undertake work for organisations outside of England and Wales there is a small exposure to risk of loss on foreign exchange transactions. In 2019-20 the SGSA suffered a loss on foreign exchange transactions of £31 (2018-19: £1,720).

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. The amounts disclosed above as receivables therefore exclude any assets or liabilities, which do not result from a contractual arrangement.

The SGSA's financial instruments comprise loans and receivables and other financial assets and liabilities including trade receivables and payables, that arise directly from operations, or to partially fund future operations.

We have not reclassified any financial assets within the year. We have no financial instruments that are offset. We have not pledged collateral for these financial liabilities. We have no loans or other borrowings payable.

Credit risk is the risk of financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Credit risk largely arises from loans and receivables, other financial assets and trade and other receivables. The SGSA's maximum exposure to credit risk is limited to the value of these assets. The credit risk management policy in relation to trade receivables involves regularly assessing the financial reliability of customers, taking into account their financial position and historical credit risk.

The SGSA assesses credit risk when setting the expected credit loss forward looking analysis which is expected to include macroeconomic assessments, historical data and fund managers where required for these assets. The SGSA has an immaterial expected credit loss on the assets that it holds and therefore has assessed the level of credit risk as low. We have an immaterial expectation of defaults which we expect to be deemed as a failure to fulfil an obligation. We expect assets to be written off when it is no longer possible to recover the asset.

The changes in amortised cost assets are explained in their respective notes but are not as a result of material changes to credit risk assessments within the year.

Other deposits and cash holdings are held with approved UK banks.

All financial assets and financial liabilities recognised in Notes 8, 10, 11 and 12 are measured at amortised cost.

## **15. Contingent liabilities**

There were no contingent liabilities at 31 March 2020 (none at 31 March 2019).

## **16. Capital commitments**

There were no capital commitments at 31 March 2020 (none at 31 March 2019).

## **17. Related-party transactions**

The SGSA is a non-departmental public body of DCMS which is regarded as a related party with which the SGSA has had various material transactions during the year. In addition, the SGSA had a small number of material transactions with HM Revenue and Customs, the Government Property Agency and the Cabinet Office. These transactions were at arm's length and in the normal course of business.

Board Member Susan Johnson is a Commissioner and Board Member of the Equality and Human Rights Commission (EHRC). During 2019-20 the SGSA received £4,222 of income from the EHRC.

Board Member Dame Jil Matheson is a Trustee of NatCen Social Research (NatCen). During 2019-20 the SGSA paid £24,019 for work undertaken by NatCen.

No Board Members, key manager or other related party has undertaken any material transactions with the SGSA during the year.

## **18. Events after the end of the reporting period**

There were no events that had a material effect on the accounts after the end of the reporting period.

The Accounting Officer authorised the accounts for issue on the date they were certified by the Comptroller and Auditor General.



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