

Sports Grounds Safety Authority (SGSA) Board Minutes 2020

This document provides the minutes of the SGSA Board meetings in 2020. The dates for the meetings were as follows:

- [15 January 2020](#)
 - [26 March 2020](#)
 - [12 May 2020](#)
 - [17 July 2020](#)
 - [21 September 2020](#)
 - [25 November 2020](#)
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Board Meeting Minutes – 15 January 2020

Minutes of the forty-fourth meeting of the Sports Grounds Safety Authority Board, held on 15 January 2020 at Fleetbank House

Present

Alan Coppin – Chair
Janet Johnson
Susan Johnson
Philip Kolvin
David Mackinnon
Jil Matheson
Rimla Akhtar
Jane Sawyers

In attendance

Martyn Henderson – Chief Executive
Ken Scott – Head of Inspectorate
Gavin Jenkins – Head of Corporate Services
Paul McCormack – Head of Policy [Items 1-5]
Wendy Harnan-Kajzer – Inspector
Darren Whitehouse – Head of Strategy and Partnerships [Item 7]

1. Welcome, apologies and declarations of interest

- 1.1 The Chair welcomed all attendees to the meeting, including Wendy Harnan-Kajzer who is the latest Inspector to join the organisation. There were apologies for absence from colleagues from DCMS.
- 1.2 Alan Coppin declared that he had been appointed to a DCMS public appointments panel.

2. Minutes of the forty-third meeting of the SGSA Board, including matters arising and action log SGSA20(01)

- 2.1 The board agreed the minutes of the forty-third meeting, subject to three minor amendments:
 - Clarifying that the risk management policy would come to the Audit and Risk Committee rather than the Board
 - Clarifying a point in relation to the SGSA's relationship with Kick it Out
 - Noting that Martyn Henderson had left the meeting prior to the discussion about his secondment extension



2.2 Under matters arising it was noted that a conference will be held in September at a venue to be decided.

3. Chief Executive's Report SGSA20(02)

3.1 Martyn Henderson presented his CEO report.

3.2 He updated the Board on various matters including:

- A meeting held with Nigel Adams to discuss the manifesto commitment to introduce safe standing
- Changes to the DCMS team
- Changes to staffing within the SGSA,
- New commercial work from the Football Association of Wales
- A review of the terms of reference of the Board which included an update on the liability of Board members. The Board approved the revised terms of reference
- Consideration given to how the SGSA undertakes its responsibilities under the Equality Act
- The publication of Injury data for 2018-19 and actions being undertaken to improve the quality of future data submissions from grounds

4. Licensing 2020-21: Interim Assessment SGSA20(03)

4.1 Paul McCormack outlined the process for licensing grounds for the 2020-21 season. Changes to the process include the pre-populating of licence applications and the timetable for completion by grounds being shortened to allow more time for scrutiny of the applications by the Board.

4.2 The Board approved the process for licensing grounds for the 2020-21 season.

5. Safe Standing SGSA20(04)

5.1 Martyn Henderson updated the Board on the meeting on Safe Standing that he had with the Minister of State for Sport, Media and Creative Industries, and the ensuing stakeholder engagement.

6. Spending Review update SGSA20(05)

6.1 Martyn Henderson outlined our draft bid for the Spending Review 2020 covering the three financial years from 2020-21.

7. 2020-24 Strategy Implementation Update SGSA20(06)

7.1 Darren Whitehouse presented the draft business plan for 2020-21 that supports the implementation of the 2020-24 strategy.

8. Health and Safety SGSA20(07)



8.1 Gavin Jenkins updated the Board on the recent Health and Safety Working Group.

9. AOB

9.1 There were no other items of business. The next meeting will be held on 26th March 2020.

10. Succession Planning

10.1 The Board met *in camera* to discuss succession planning.

Gavin Jenkins
January 2020

Board Meeting Minutes – 26 March 2020

Minutes of the forty-fifth meeting of the Sports Grounds Safety Authority Board, held on 26 March 2020 via video conference

Present

Alan Coppin – Chair
Janet Johnson
Susan Johnson
Philip Kolvin
David Mackinnon
Jil Matheson
Rimla Akhtar
Jane Sawyers

In attendance

Francesca Broadbent - DCMS
Martyn Henderson – Chief Executive
Ken Scott – Head of Inspectorate
Gavin Jenkins – Head of Corporate Services
Paul McCormack – Head of Policy
Darren Whitehouse – Head of Strategy and Partnerships

1. Welcome, apologies and declarations of interest

- 1.1 The Chair welcomed all attendees to the first Board meeting held virtually. There were no apologies for absence.
- 1.2 Rimla Akhtar declared her role on the FA Council.

2. Minutes of the forty-fourth meeting of the SGSA Board, including matters arising and action log SGSA20(09)

- 2.1 The board agreed the minutes of the forty-fourth meeting.



3. ARC Update (Verbal)

- 3.1 Janet Johnson provided the Board with an update from the earlier Audit and Risk Committee.
- 3.2 The Committee had received from Internal Audit a copy of their proposed audit strategy for the next five years and a report on recruitment controls. The report had awarded moderate assurance i.e. Some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control.
- 3.3 The NAO provided an update on their recent interim audit. The audit had raised no issues and had progressed to the extent that the audit team are further forward in their work than they had planned.
- 3.4 Finally, the Committee discussed the financial forecast for the remainder of the year and the proposed budget for 2020-21 noting that there are many inherent uncertainties as a result of the Covid-19 pandemic.

4. Chief Executive's Report SGSA20(10)

- 4.1 Martyn Henderson presented his CEO report.
- 4.2 He updated the Board on various matters including:
 - The impact of Covid-19 on the operation of the organisation and future work plans including the effect on work around safe standing, how the licensing process may be affected, staff being seconded out to other organisations to assist them, and business continuity arrangements for the loss of key staff
 - Changes to Ministerial responsibilities at DCMS
 - The recruitment of a new Inspector to cover the South-West region
 - The date and location of the SGSA annual conference

5. Business Plan 2020-21 SGSA20(11)

- 5.1 Darren Whitehouse presented the 2020-21 Business Plan to the Board for approval.
- 5.2 The Board requested some minor changes to the plan. Pending the requested changes being made, the Board approved the Business Plan.

6. Budget 2020-21 SGSA20(12)

- 6.1 Gavin Jenkins presented the paper on the 2020-21 budget to the Board for approval.
- 6.2 The budget had been prepared prior to the Covid-19 pandemic impacting on business.
- 6.3 DCMS have been kept fully informed of the likely impact on the finances on the organisation, most notably the expected downturn in commercial income and an inability to fulfil our plans for capital investment.



- 6.4 A financial contingency plan is being developed to ensure that the organisation can withstand these impacts.
- 6.5 The Board signed off the budget for 2020-21 with the caveat that Covid-19 will require significant changes to be made as the year progresses.

7. AOB

- 7.1 There were no other items of business. The next meeting will be held on 11th May 2020.

Gavin Jenkins
March 2020

Board Meeting Minutes – 12 May 2020

Minutes of the forty-sixth meeting of the Sports Grounds Safety Authority Board, held on 12 May 2020 via video conference

Present

Alan Coppin – Chair
Janet Johnson
Susan Johnson
Philip Kolvin
David Mackinnon
Jil Matheson
Rimla Akhtar
Jane Sawyers

In attendance

Kevin Miles – Football Supporters Association
Frankie Broadbent – DCMS
Saskia Mukerji – DCMS
Martyn Henderson – Chief Executive
Ken Scott – Head of Inspectorate
Gavin Jenkins – Head of Corporate Services
Paul McCormack – Head of Policy
Andrea Jones – Head of Communications
Tim Burgin – SGSA Inspector

1. Welcome, apologies and declarations of interest

- 1.1 This was the second Board meeting held virtually. There were no apologies for absence.
- 1.2 Kevin Miles from the Football Supporters Association was welcomed to the meeting for a discussion on fan engagement.
- 1.3 In addition, the newly recruited SGSA Inspector Tim Burgin and Saskia Mukerji from DCMS were welcomed to their first Board meeting as observers.
- 1.4 There were no new declarations of interest.

2. Fan Engagement SGSA20(15)

- 2.1 As part of the work that the SGSA is undertaking on fan engagement, an issue which is of high priority for the organisation, Kevin Miles from the FSA gave a presentation.
- 2.2 The presentation included a background of the FSA, the impact of COVID-19 on the FSA and its stakeholders, and what the SGSA can do to help improve fan engagement in the future.



2.3 The board thanked Kevin for his presentation and agreed a mutual sharing of useful documents.

3. Minutes of the forty-fifth meeting of the SGSA Board, including matters arising and action log SGSA20

3.1 The board agreed the minutes of the forty-fifth meeting.

3.2 The updated Health and Safety policy has now been circulated to Board members.

3.3 An update on the 2020-21 budget will come as a paper to the July 2020 board meeting

4. Chief Executive's Report SGSA20(16)

4.1 Martyn Henderson presented his CEO report.

4.2 He updated the Board on various matters including:

- The impact of Covid-19 on the operation of the organisation
- The impact of Covid-19 on the new strategy and our workplan
- Opportunities that the pandemic will potentially create for the organisation

4.3 The Board recommended that the next review of the Corporate Risk Register must include risks around finances post COVID-19 and also the risk of the organisation exceeding its regulatory powers, albeit with the best of intentions, to fill a regulatory vacuum.

4.4 It was suggested that a test of emergency procedures involving the Board would be desirable.

[Frankie Broadbent left the meeting]

4.5 A discussion ensued on 'Behind Closed Doors', a scenario which the SGSA has been involved in the planning of. There will also be a role for the SGSA when grounds do reopen, most likely in preparing guidance and supporting local authorities.

5. Licensing 2020-21 SGSA20(17)

5.1 Paul McCormack presented a paper on the 2020-21 licensing round. Although we are still planning to issue licences to grounds to admit spectators after 1 August, there will be earlier communications making clear that government advice on spectator sports overrides our licence.

5.2 Should a large part of the 2020-21 season be played behind closed doors there may need to be a change to our approach to licensing the 2021-22 season.

5.3 Reassurance was provided to the Board that, where a licence contains a condition relating to a maintenance requirement, the satisfying of this requirement will be picked up before the issuing of a General Safety Certificate by the Local Authority.



- 5.4 The Board asked to be kept informed of any communications with poorly performing local authorities.
- 5.5 The Board approved all licence applications and agreed the proposed approach to issuing licences and the covering letter, that Martyn should write to licensees explaining what the licence means whilst COVID-19 restrictions are still in place, the proposed engagement with the English Football League and National League and the approach to refreshing the Persistent Standing Enforcement Approach.

Action: Martyn Henderson to write to licensees explaining what the licence means whilst COVID-19 restrictions are still in place

6. Annual Report and Accounts 2019-20 SGSA20(18)

- 6.1 Andrea Jones presented the draft version of the annual report to the Board.
- 6.2 The Board were impressed with the first draft, expressing their desire for the published version to reach as many of our stakeholders as possible, and ensuring that the organisation's achievements, most notably on the commercial side are highlighted up front in the Chair and Chief Executive's reports.
- 6.3 Board members were asked to email other comments to Andrea for consideration.
- 6.4 Gavin Jenkins presented the draft set of accounts to the Board. The accounts are still subject to audit by the NAO.
- 6.5 Key points of interest include an overall underspend against budget of 3%; increased income as a result of significant commercial activity; higher staff costs due to a significant increase in the level of employer pension contributions; and increased spending to support our data and evidence strategy.
- 6.6 Capital expenditure was significantly lower than planned due COVID-19 interrupting the supply chain for laptops in quarter 4.

7. AOB

- 7.1 There were no other items of business. The next meeting will be held on 17th July 2020.

8. Succession Planning

- 8.1 The Board met *in camera* to discuss succession planning.

Gavin Jenkins
May 2020

Board Meeting Minutes – 17 July 2020

Minutes of the forty-seventh meeting of the Sports Grounds Safety Authority Board, held on 17 July 2020 via video conference

Present

Alan Coppin – Chair
Janet Johnson
Susan Johnson
Philip Kolvin
David Mackinnon
Jil Matheson
Rimla Akhtar
Jane Sawyers

In attendance

Ben Dean – DCMS
Frankie Broadbent – DCMS
Martyn Henderson – Chief Executive
Ken Scott – Head of Inspectorate
Gavin Jenkins – Head of Corporate Services
Paul McCormack – Head of Policy
Darren Whitehouse – Head of Strategy and Partnerships
Fiona Wood – Policy Advisor

1. Welcome, apologies and declarations of interest

- 1.1 This was the third Board meeting held virtually. There were no apologies for absence.
- 1.2 There were no new declarations of interest

2. Minutes of the forty-sixth meeting of the SGSA Board, including matters arising and action log SGSA20(20)

- 2.1 The minutes of the May 2020 meeting were approved.

3. ARC update

- 3.1 Janet Johnson provided an update to the Board on the ARC meeting held in June.
- 3.2 She highlighted the annual report from Internal Audit which had given the organisation a moderate opinion, the same as in 2018-19, and the results of the 2019-20 external audit for which the C&AG had provided an unqualified audit opinion.



3.3 The draft fraud strategy and conflicts of interest policy had been discussed at the meeting. The former was approved by the meeting, and some clarification of responsibilities in the latter were requested prior to this being approved at the next ARC meeting.

4. Chief Executive's Report SGSA20(21)

4.1 Martyn Henderson presented his CEO report, thanking DCMS colleagues for their support with recently produced guidance.

4.2 He updated the Board on various matters including:

- The planned test events involving cricket, snooker and horseracing;
- The publication of SG02, which had been well received by most stakeholders;
- The work being undertaken by Movement Strategies which will be a test of the effectiveness of SG02.

4.3 Other items that Martyn highlighted were:

- The successful completion of the 2019-20 audit and publication of the Annual Report and Accounts;
- Changes in SCS responsibilities at DCMS;
- The upcoming Spending Review;
- An update on matches held behind closed doors;
- The CFE report on safe standing which is due to be published in early September. The Board requested a single item agenda meeting prior to the publication of the CFE report in September;
- An update on future HQ accommodation requirements;
- the finance update.

5. Licensing 2020-21 SGSA20(22)

5.1 Paul McCormack presented an update on the 2020-21 licensing round.

5.2 Licences had been issued to 89 grounds. The Board approved the approach to issuing licences for the remaining grounds.

6. Enforcement Approach 2020/21 SGSA20(23)

6.1 Paul McCormack presented his paper on the enforcement approach for next season.

6.2 Where changes are required to our approach these will be in consultation with the Inspectorate and Safety Committee. Paul highlighted the importance of peer review to ensure the consistency of application of the approach by Inspectors.

6.3 The Board approved the enforcement approach for 2020/21.



[Ben Dean left the meeting]

7. Long term impacts of COVID-19 SGSA20(24)

- 7.1 The intention of the paper was to prompt a Board discussion on the long-term considerations for the organisation in respect of COVID-19.

8. Spectator Injury Data SGSA20(25)

- 8.1 Fiona Wood presented the paper on Spectator Injury Data. Jill Matheson reminded the Board that she is a trustee of the National Centre for Social Research (NatCen), who had undertaken the analysis.

- 8.2 Key points noted on the data were:

- No second tranche data for 2019/20 will be included due to the lockdown starting shortly after the data period started
- The number of deliberate injuries (i.e. assaults) is reassuringly low
- Attendances are actual rather than published attendances

- 8.3 The Board agreed to the publication of the injury statistics in late August.

9. Assessment processes review SGSA20(26)

- 9.1 Paul McCormack briefed the Board on the organisation's review of its assessment processes and highlighted the work that is being undertaken to make the evidence collection more digital and therefore more efficient.

- 9.2 The Board commended Paul on how rigorous the assessment process has become.

10. AOB

- 10.1 The Chair congratulated Rimla Akhtar and Janet Johnson on their reappointments to the Board. The reappointments provide stability at a time of great turbulence.

- 10.2 The Board excluding the Chair met *in camera* to discuss succession planning.

Gavin Jenkins
July 2020

Board Meeting Minutes – 21 September 2020

Minutes of the forty-eighth meeting of the Sports Grounds Safety Authority Board, held on 21 September 2020 via video conference

Present

Alan Coppin – Chair
Janet Johnson
Susan Johnson
Philip Kolvin
David Mackinnon
Jil Matheson
Rimla Akhtar
Jane Sawyers

In attendance

Martyn Henderson – Chief Executive
Ken Scott – Head of Inspectorate
Gavin Jenkins – Head of Corporate Services
Paul McCormack – Head of Policy
Darren Whitehouse – Head of Strategy and Partnerships

1. Welcome, apologies and declarations of interest

- 1.1 This was the fourth Board meeting held virtually. There were no apologies for absence.
- 1.2 There were no new declarations of interest

2. Minutes of the forty-seventh meeting of the SGSA Board, including matters arising and action log SGSA20(30)

- 2.1 The minutes of the July 2020 meeting were approved.

3. Chief Executive's Expenses SGSA20(31)

- 3.1 The Board reviewed the Chief Executive's expenses amounting to £1,066.92 for the 2019-20 financial year.

4. Chief Executive's Report SGSA20(32)

- 4.1 Martyn Henderson presented his CEO report.
- 4.2 He updated the Board on various matters including:
 - An update on the Spending Review;



- The publication status of the CFE report into safe standing at football grounds;
- Work undertaken in respect of COVID-19 both externally and within the organisation to protect staff whilst on duty;
- Football pilots;
- The Sports Technology and Innovation Group (STIG), to which the SGSA is providing the secretariat function;
- Publication of injury data for 2019-20;
- Licensing of grounds for 2020-21.

5. Data and Evidence Strategy SGSA20(33)

- 5.1 Darren Whitehouse presented a paper on the SGSA Data and Evidence strategy thanking Jil Matheson for her time and assistance with the paper.
- 5.2 The strategy aligns to our overall corporate strategy and is a set of ambitions which will change and evolve.

6. Safe Management of Standing at Football

- 6.1 Jo Welford from CFE Research presented to the Board the final version of their report into the Safe Management of Standing at Football.
- 6.2 The report now awaits publication by DCMS. The Board noted the need for all publicly funded research to be published within six months of completion.

7. Social Distancing at Sports Grounds SGSA20(34)

- 7.1 Darren Whitehouse updated the Board on the work by Movement Strategies on Social Distancing at Sports Grounds.
- 7.2 The Board look forward to receiving the final report, supplemented by the findings of Dr Anne Templeton from the University of Edinburgh from her work on the views of fans returning to live sport during the pilot events.

8. AOB

- 8.1 Noting the finance update, the Board congratulated the organisation for maintaining their income levels during this difficult period.
- 8.2 The Board excluding the Chair met *in camera* to discuss succession planning.

Gavin Jenkins
September 2020

Board Meeting Minutes – 25 November 2020

Minutes of the forty-ninth meeting of the Sports Grounds Safety Authority Board, held on 25 November 2020 via video conference

Present

Alan Coppin – Chair
Janet Johnson
Susan Johnson
David Mackinnon
Jil Matheson
Rimla Akhtar
Jane Sawyers

In attendance

Martyn Henderson – Chief Executive
Ken Scott – Head of Inspectorate
Gavin Jenkins – Head of Corporate Services
Paul McCormack – Head of Policy
Darren Whitehouse – Head of Strategy and Partnerships
Fiona Wood – Policy Advisor
Frankie Broadbent – DCMS
Saskia Mukerji - DCMS

1. Welcome, apologies and declarations of interest

- 1.1 This was the fifth Board meeting held virtually. Apologies for absence were received from Philip Kolvin.
- 1.2 There were no new declarations of interest

2. Minutes of the forty-eighth meeting of the SGSA Board, including matters arising and action log SGSA20(36)

- 2.1 The minutes of the September 2020 meeting were approved.

3. ARC Update (Verbal)

- 3.1 Janet Johnson provided the Board with an update on the Audit and Risk Committee meeting that morning.
- 3.2 The results of the recent Internal Audit report on workforce planning had been discussed by the Committee.
- 3.3 The Committee noted the action plan proposed to address all of the findings of the report.



3.4 It was noted that despite the impact of COVID-19 total net spend is forecast to be below budget for the financial year.

4. Chief Executive's Report SGSA20(37)

4.1 Martyn Henderson presented his CEO report.

4.2 He updated the Board on various matters including:

- Changes to staff at DCMS;
- The return of spectators to football and the SGSA's role in supporting it;
- An update on the Sports Technology and Innovation Group (STIG);
- The proposed tightening of accountability lines between DCMS and its Arm's Length Bodies including the replacement for management agreements and Chair evaluation being undertaken by DCMS.

4.3 The Board welcomed the increased accountability as an opportunity for the organisation to demonstrate more to DCMS how much it achieves with such little resource.

5. Legislative Reform Proposals SGSA20(38)

5.1 The Board discussed the paper on SGSA Legislative Reform Proposals.

5.2 The Board agreed that the proposals could be achieved through a streamlining of existing legislation which has expanded in a piecemeal fashion over the years.

6. Business and Corporate Plan Review SGSA20(39/39A)

6.1 Darren Whitehouse provided the Board with an update on progress against the Business and Corporate plans, and Gavin Jenkins presented on what this has meant for the organisation's finances.

6.2 The Board congratulated the team on all its achievements during this very difficult year, and the important role that the SGSA will play in the different stages on the way to some form of normality.

7. People Survey SGSA20(40)

7.1 Martyn Henderson presented the findings of the 2020 people survey. In all but a few areas the results exceeded those of 2019.

7.2 The Board noted the positive improvement in how the Board is perceived although it was accepted that more can be done.

7.3 Regarding poor performance, although it was agreed that this is not a significant issue it is something that requires robust supporting policies and procedures in place for when it does arise.



8. Corporate Risk Register SGSA20(41)

8.1 The Board considered the latest iteration of the Corporate Risk Register.

9. AOB

9.1 The Board discussed the approach to Board evaluation and agreed that the approach should be the same as that used in previous years.

9.2 The Board excluding the Chair met *in camera* to discuss Chair recruitment.

Gavin Jenkins
November 2020