

## Sports Grounds Safety Authority (SGSA) Board Minutes 2021

This document provides the minutes of the SGSA Board meetings in 2021. The dates for the meetings were as follows:

- [25 January 2021](#)
  - [26 March 2021](#)
  - [27 May 2021](#)
  - [9 July 2021](#)
  - [20 September 2021](#)
  - [22 November 2021](#)
-

## Board Meeting Minutes – 25 January 2021

Minutes of the fiftieth meeting of the Sports Grounds Safety Authority Board, held on 25 January 2021 via video conference

### Present

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

### 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  
Alain Clapham – Observer  
Martin Girvan – Inspector [SGSA21(05)]

### 1. Welcome, apologies and declarations of interest

- 1.1 Alan Coppin welcomed Alain Clapham to the meeting. Alan is mentoring Alain as part of a Cabinet Office led diversity mentoring scheme.
- 1.2 There were no apologies for absence.
- 1.3 Philip Kolvin declared that his is acting for a client who is holding an event at Stevenage FC's ground.
- 1.4 Alan Coppin is to recuse himself from the discussion on stewarding and education in the sector due to a potential conflict of interest.

### 2. Minutes of the forty-ninth meeting of the SGSA Board, including matters arising and action log SGSA21(01)

- 2.1 The minutes of the November 2020 meeting were approved. All actions had been completed.



### **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:

- Positive staff morale during this difficult time.
- The effect of COVID restrictions on our work, most notably our in-person visits and the EFL training grounds audits.
- Staff changes at DCMS.
- Upcoming discussions the Secretary of State and the Minister.
- Potential commercial opportunities for the organisation.

### **4. Licensing: Interim Assessment SGSA21(03)**

4.1 Paul McCormack presented his paper on the interim licensing assessments which had been completed.

### **5. Legislative Reform: Next Steps SGSA21(04)**

5.1 Martyn Henderson presented a paper on the next steps towards legislative reform which recommends seeking a tailored review of the organisation as a way of prompting reform.

### **6. Stewarding and Education SGSA21(05)**

6.1 Alan Coppin recused himself from this discussion.

6.2 Darren Whitehouse introduced the paper, welcoming Martin Girvan to the meeting.

6.3 The paper sought the Board's view on whether the SGSA should influence, co-ordinate or work more proactively with the complex pattern of responsibilities in respect of stewarding, which are likely to become more demanding following the Manchester Arena inquiry.

### **7. AOB**

7.1 There was no other business.

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

Gavin Jenkins  
January 2021

## Board Meeting Minutes – 26 March 2021

Minutes of the fifty-first meeting of the Sports Grounds Safety Authority Board, held on 26 March 2021 via video conference

### Present

Janet Johnson  
Susan Johnson  
David Mackinnon  
Jil Matheson  
Rimla Akhtar  
Jane Sawyers  
Philip Kolvin

### In attendance

Derek Wilson – Chair-designate  
Martyn Henderson – Chief Executive  
Ken Scott – Acting Chief Executive  
Gavin Jenkins – Head of Corporate Services  
Paul McCormack – Head of Policy  
Darren Whitehouse – Head of Strategy and Partnerships  
Andrea Jones – Head of Communications and Stakeholder Engagement  
Frankie Broadbent – DCMS

### 1. Welcome, apologies and declarations of interest

- 1.1 As Chair-designate, Derek Wilson welcomed everyone to the meeting and paid tribute to the outgoing Chair.
- 1.2 There were apologies for absence from Alan Coppin, the Chair.
- 1.3 Philip Kolvin declared that he is acting for a client who is holding an event at Stevenage FC's ground, and potentially one at Southend United's ground.
- 1.4 Jil Matheson reconfirmed her role as a Trustee of the National Centre for Social Research (NATCEN).
- 1.5 Derek Wilson declared that he is currently undertaking paid work for the Premier League.

### 2. Minutes of the fiftieth meeting of the SGSA Board, including matters arising and action log SGSA21(10)

- 2.1 The minutes of the January 2021 meeting were approved. All actions had been completed.



### **3. ARC Update (Verbal)**

- 3.1 Janet Johnson provided the Board with an update on the Audit and Risk Committee meeting that had taken place that morning, the highlights of which were:
- the two recently completed reports from Internal Audit on the implementation of Xero and Cyber Security.
  - The NAO presenting their audit plan for the 2020-21 audit of the Annual Report and Accounts.
  - A review of the draft risk management framework.
  - A discussion on the 2021-22 budget. Members of the ARC recommended to the Board that the budget be approved.

### **4. Chair-designate Introduction (Verbal)**

- 4.1 Derek Wilson introduced himself to the Board meeting, thanking his predecessor Alan for his wise counsel.
- 4.2 Derek has been involved in stadium design for over thirty years and feels privileged to take on the role of Chair, having previously served two terms as a Board member up until 2018.

### **5. Chief Executive's Report SGSA21(11)**

- 5.1 Martyn Henderson presented his CEO report.
- 5.2 He updated the Board on various matters including:
- Changes in personnel at DCMS.
  - Staff changes at the SGSA.
  - Issues with the licensing of individual clubs.
  - Correspondence received regarding technical guidance contained within the Green Guide.
- 5.3 Martyn also provided an update on the Events Research Programme. His secondment to the programme is backed up by a secondment agreement with an end date of the end May 2021.

[Martyn left the meeting]

### **6. Business Plan 2021-22 SGSA21(12)**

- 6.1 Darren Whitehouse introduced the draft business plan for 2021-22.

### **7. Licensing 2021-22 SGSA21(13)**

- 7.1 Paul McCormack presented his paper on the proposed assessment arrangements for the 2021-22 licensing round to the Board for information.



## **8. Communications Update SGSA21(14)**

8.1 Andrea Jones presented an update on communications activities to the Board, highlighting the following:

- The 10<sup>th</sup> anniversary celebrations showcasing the impact that the SGSA has had over the ten years since it was created.
- Plans for a 'deconstructed' virtual conference during 2021 with a physical conference returning in 2022.
- The positive results from the stakeholder survey
- The level of engagement that the external newsletter generates.
- Potential opportunities that the return of spectators offers to the organisation.

## **9. Legislative Reform: Next Steps SGSA21(15)**

9.1 Paul McCormack introduced his paper on legislative reform. Building on the Board's previous discussions, the paper recommended the use of existing powers where possible to deliver change, but also highlighted five areas in order of priority where change of legislation is necessary.

## **10. AOB**

10.1 Following the recommendation by the Audit and Risk Committee, the Board approved the budget for 2021-22.

10.2 The Board agreed to consider ways in which time could be made available outside of Board meetings for discussion on ad-hoc topics such as ways of working after the pandemic.

Gavin Jenkins  
March 2021

## Board Meeting Minutes – 27 May 2021

**Minutes of the fifty-second meeting of the Sports Grounds Safety Authority Board, held on 27 May 2021 via video conference**

### **Present**

Derek Wilson  
Janet Johnson  
Susan Johnson  
David Mackinnon  
Jil Matheson  
Rimla Akhtar  
Jane Sawyers  
Philip Kolvin

### **In attendance**

Martyn Henderson – Chief Executive  
Ken Scott – Acting Chief Executive  
Gavin Jenkins – Head of Corporate Services  
Paul McCormack – Head of Policy  
Darren Whitehouse – Head of Strategy and Partnerships  
Andrea Jones – Head of Communications and Stakeholder Engagement  
Frankie Broadbent – DCMS

### **1. Welcome, apologies and declarations of interest**

- 1.1 In his first Board meeting as Chair, Derek Wilson welcomed everyone to the meeting.
- 1.2 There were no apologies for absence.
- 1.3 Philip Kolvin declared an interest in that he represents clients from the licensed industry and is acting for a client who is holding an event at Stevenage FC's ground.

### **2. Minutes of the fifty-first meeting of the SGSA Board, including matters arising and action log SGSA21(19)**

- 2.1 The minutes of the March 2021 meeting were approved. There were no outstanding actions.



### **3. Acting Chief Executive's Report SGSA21(20)**

3.1 Ken Scott presented his Acting CEO report.

3.2 He updated the Board on various matters including:

- A meeting with Adam Conant, Head of Sport at DCMS
- Staff changes at the SGSA
- Licensing issues
- Ongoing advisory work in Scotland, Wales and Northern Ireland
- The potential for the development of an American version of the Green Guide
- The forthcoming SGSA consultation on SG03, and SGSA's planned response on the Home Office's Protect Duty consultation
- Work being done in the form of training sessions to support Local Authorities

3.3 On the Protect Duty consultation, Board members outlined a number of comments on the suggested response.

3.4 Martyn Henderson provided an update on the Events Research Programme.

[Martyn left the meeting]

### **4. Workforce Planning Update (verbal)**

4.1 Lyndsey Jones from Choices HR gave a presentation to the Board on the workforce planning project that she has been working with the organisation on.

### **5. Licensing 2021/22 SGSA21(21)**

5.1 Paul McCormack presented our approach to the licensing of the grounds for the 2021-22 season.

5.2 The Board confirmed that they had made decisions in relation to the licensing applications allocated to each of them.

5.3 They noted the progress of implementing the persistent standing enforcement approach, and the proposed approach to refreshing it and improvements to the licensing process planned for 2021-22.

5.4 The Board noted the arrangements for the two newly promoted clubs from the National League and agreed that the Chair should lead on behalf of the Board when making licensing for both those grounds by correspondence in June/July.

### **6. Annual Report and Accounts SGSA21(22)**

6.1 Andrea Jones presented the first draft of the Annual Report and Accounts and requested that Board members feed back to her via email any comments or suggested amendments.





6.2 Gavin Jenkins provided a summary of the accounts section of the Annual Report and Accounts.

**7. Business Plan 2021-22 SGSA21(23)**

7.1 The Board discussed the latest iteration of the Business plan. It was agreed that further work was needed to enhance the key performance indicators, and that the flow of the document needed to be revisited.

7.2 The development of new KPIs will be a topic for the next joint meeting.

**8. AOB**

8.1 The Board agreed to set a date for a Board-only session on diversity and inclusion.

Gavin Jenkins  
May 2021

## Board Meeting Minutes – 9 July 2021

**Minutes of the fifty-third meeting of the Sports Grounds Safety Authority Board, held on 9 July 2021 via video conference**

### **Present**

Derek Wilson  
Janet Johnson  
Susan Johnson  
David Mackinnon  
Jil Matheson  
Rimla Akhtar  
Jane Sawyers  
Philip Kolvin

### **In attendance**

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 and Stakeholder Engagement  
Frankie Broadbent – DCMS

### **1. Welcome, apologies and declarations of interest**

- 1.1 The Chair welcomed everyone to the meeting and welcomed back Martyn from secondment and thanked Ken for standing in during that time.
- 1.2 There were no apologies for absence.
- 1.3 Derek Wilson declared an interest in that he is providing some advice to Aston Villa on accessibility and providing advice to the Premier League.
- 1.4 Philip Kolvin declared an interest in that he is representing the owners of the MEN arena in relation to licensing issues.

### **2. Minutes of the fifty-second meeting of the SGSA Board, including matters arising and action log SGSA21(17)**

- 2.1 The Board agreed the minutes.
- 2.2 Under matters arising Ken Scott provided the Board with an update on the potential Green Guide for North America through a joint venture with NCS4, and work in Qatar for the Supreme Committee.

**[Frankie Broadbent joined the meeting]**



### **3. Audit and Risk Committee update (verbal)**

- 3.1 Janet Johnson provided the Board with an update from the ARC held earlier that day.
- 3.2 She reported to the Board on the issuing of an annual internal audit opinion of moderate assurance, and the confirmation from our external auditors of a clean audit opinion for the annual report and accounts.
- 3.3 Given these assurances, Janet recommended that the Board authorise Martyn in his role of accounting officer to sign the governance statement, the letter of representation and the annual report and accounts.

### **4. Chief Executive's update SGSA21(28)**

- 4.1 Martyn Henderson updated the Board on developments since the last Board meeting:
  - Himself and Ken Scott giving evidence to the review of football governance, prompting a discussion from the Board on their personal views regarding alcohol being consumed in view of the playing area at football matches.
  - Confirmation from DCMS that the SGSA will be subject to a 'tailored review' most likely in the summer.
  - Staffing matters within the SGSA.
  - Phase 3 of the Events Research Programme, which the SGSA is assisting.
  - Research on the needs of neurodiverse spectators and stewarding.

### **5. Implementing 'Safe Standing' SGSA21(29)**

- 5.1 Following on from research originally done immediately prior to the pandemic, a proposal on safe standing will be going out for consultation in August with a view to implementing a pilot in November. This is subject to Ministerial agreement.
- 5.2 The writers of the original research, CFE Research, will be invited to evaluate the pilot.

### **6. Review of correspondence (Verbal)**

- 6.1 Following correspondence received, Janet Johnson reviewed how the correspondence was dealt with and the SGSA's responses.
- 6.2 Janet concluded that there was nothing in the process that could be challenged.
- 6.3 It was agreed that the Chair should respond setting out how the Board have independently reviewed the process.



## **7. Licensing 2021/22: Matters Arising SGSA21(30)**

- 7.1 Following assurances received from certain grounds the Board were content to issue all licences for the 2021-22 season. However, the licence letter will reinforce the point that making grounds safe is a process of continuous improvement.

## **8. Enforcement Approach 2021/22 SGSA21(31)**

- 8.1 Paul McCormack highlighted the minor amendments proposed to the enforcement approach for the upcoming season.
- 8.2 The Board approved the changes.

## **9. AOB**

- 9.1 The Board were provided with an update on the upcoming Spending Review.
- 9.2 It was noted that SG03 will be launched at an event on the evening of 20<sup>th</sup> September following a longer than usual Board meeting the same day.

Gavin Jenkins  
July 2021

## Board Meeting Minutes – 20 September 2021

**Minutes of the fifty-fourth meeting of the Sports Grounds Safety Authority Board, held on 20 September 2021 at Church House, Westminster and via video conference**

### **Present**

Derek Wilson  
Janet Johnson  
Susan Johnson  
David Mackinnon  
Jil Matheson  
Jane Sawyers  
Rimla Akhtar (by Videoconference)  
Philip Kolvin (by Videoconference)

### **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  
Monica Gameiro – Communications Assistant  
Charlotte Kenealy – DCMS  
Frankie Broadbent – DCMS (by Videoconference)

### **1. Welcome, apologies and declarations of interest**

- 1.1 The Chair welcomed everyone to the meeting.
- 1.2 There were no apologies for absence.

### **2. Minutes of the fifty-third meeting of the SGSA Board, including matters arising and action log SGSA21(34)**

- 2.1 The Board agreed the minutes.
- 2.2 Under matters arising there was confirmation that no further correspondence had been received in respect of recent Freedom of Information requests.

### **3. Chief Executive's update SGSA21(35)**

- 3.1 Martyn Henderson updated the Board on developments since the last Board meeting:
  - The return of spectators to football matches which went well albeit with anecdotal reports of worsening fan behaviour.



- Issues over the supply of stewards.
- Changes within the DCMS ministerial team following the recent reshuffle.
- Safe standing and changes to the oversight and licensing policy.
- Covid status certification, which is currently being trialled at Premier League grounds but will shortly be mandated in Wales.
- Reflections on the risk appetite workshop held with members of the Board and executive that morning.
- The joint meeting to be held in York in November.

#### **4. Safe Standing in Seated Areas: Next steps SGSA21(36)**

- 4.1 Paul McCormack updated the Board on the results of the recent consultation and the timetable for announcements.
- 4.2 The Board discussed the criteria for enforcement action on non-compliance and how the early adopters will be evaluated.

#### **5. Data and Evidence Strategy: Update SGSA21(37)**

- 5.1 Darren Whitehouse provided the Board with an update on the Data and Evidence Strategy including:
- Our workshop with NatCen on the sustainability of stewarding.
  - The published research by CFE on the safe management of standing. We will use the same agency to evaluate early adopters of licensed standing in seated areas.
  - Working with local authorities and using our powers to gather data on stewarding.
- 5.2 The Board were encouraged with the work that the SGSA is doing to engage with academics where input from the SGSA helps to increase the profile of research.

#### **6. Business and Corporate Plan : Mid-Year Review SGSA21(38)**

- 6.1 Darren Whitehouse provided the Board with an update on progress against the 2021-22 Business and Corporate plans.
- 6.2 Notable achievements so far this year include:
- Announcement on the Safe Standing pilot programme
  - Completion of the 2021-22 licensing round
  - Our work with other government departments and support provided to the fan lead review of football governance



- Work with Local Authority Building Control on developing a level 6 qualification in sports grounds safety
- The publication of SG03: Event Safety Management
- The move of our Headquarters office to a new location in Canary Wharf

#### **7. 2021 Joint Meeting SGSA21(39)**

7.1 The Board agreed with the proposed agenda topics for the upcoming Joint meeting in November.

#### **8. AOB**

8.1 Derek Wilson noted that a submission has been put to DCMS seeking the reappointment for a second terms of Jil Matheson and Jane Sawyers.

8.2 In addition, a request has been made for extensions of appointments for Philip Kolvin, Susan Johnson, and David Mackinnon.

Gavin Jenkins  
September 2021

## Board Meeting Minutes – 22 November 2021

**Minutes of the fifty-fifth meeting of the Sports Grounds Safety Authority Board, held on 22 November 2021 at York Racecourse and via video conference**

### **Present**

Derek Wilson  
Janet Johnson  
Susan Johnson  
David Mackinnon  
Jil Matheson  
Jane Sawyers  
Rimla Akhtar  
Philip Kolvin

### **In attendance**

Martyn Henderson – Chief Executive  
Ken Scott – Head of Inspectorate  
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  
Frankie Broadbent – DCMS (by Videoconference)

### **1. Welcome, apologies and declarations of interest**

- 1.1 The Chair welcomed everyone to the meeting.
- 1.2 There were no apologies for absence.
- 1.3 Derek Wilson declared the work that he is currently doing for Aston Villa and Luton Town.

### **2. Minutes of the fifty-fourth meeting of the SGSA Board, including matters arising and action log SGSA21(42)**

- 2.1 The Board agreed the minutes.
- 2.2 Martyn Henderson highlighted the ongoing work to refresh the corporate risk register.

### **3. Audit and Risk Committee update (Verbal)**

- 3.1 Janet Johnson provided an update on the earlier meeting of the Audit and Risk Committee.
- 3.2 The main topic of discussion was the positive review by Internal Audit of compliance with Standard Operating Procedures. A 'moderate' opinion had been provided with three medium recommendations.





#### **4. Chief Executive's update SGSA21(43)**

4.1 Martyn Henderson updated the Board on developments since the last Board meeting:

- The reappointments of Jane Sawyers and Jil Matheson for a further three years and the reappointments of Susan Johnson, David Mackinnon and Philip Kolvin for a further one year;
- The expected findings from the Tracey Crouch fan-led review into football governance;
- The organisational review being undertaken by David Rossington;
- Research work that the SGSA in coalition with others is likely to be undertaking on stewarding shortages;
- Following the events at Wembley in July, the expected themes coming out of the review undertaken by Baroness Casey;
- Upcoming work with FIFA to develop a safety training programme.

#### **5. Head of Inspectorate's report SGSA21(44)**

5.1 Ken Scott presented the new dashboard report which provides data on 93 grounds represented by 77 local authorities.

#### **6. People Survey 2021 SGSA21(45)**

6.1 Martyn Henderson presented the results of the 2021 people survey.

#### **7. Oversight and Licensing Policy SGSA21(46)**

7.1 Paul McCormack presented the revised Oversight and Licensing Policy that has been updated to take account of safe standing, and lessons learned following the Licensing 'Early Adopter' Grounds SGSA21(47)

7.2 The Board noted the latest progress and agreed the proposed next steps in working towards implementing licensed standing areas for early adopter grounds from 1 January 2022.

#### **8. Committee Terms of Reference SGSA21(48)**

8.1 The Board agreed with the updates to the Audit and Risk Committee terms of reference.

#### **9. AOB**

9.1 There were no other items of business.

Gavin Jenkins  
November 2021