



Strategy 2030

*Promoting safe, secure and
welcoming sports grounds for all.*



Foreword

The Sports Grounds Safety Authority (SGSA) exists to help ensure the safety of people attending live sports. This has been our mission for over 35 years, and continues to be our focus.

The SGSA's Strategy 2030 is a testament to the ambition of the organisation. We will use the next five years to continue driving improvements and innovations in the standards and practices of sports ground safety across the UK and around the world, supporting growth in the live sports sector.

To realise this 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.

Inevitably, the scale of ambition in delivering the strategy is linked to resources. We will evaluate our priorities during each annual business planning cycle, aligning them with the funding received from our licence fees, via grant-in-aid from DCMS and from our cost recovery advisory work.

As with any long-term strategy, it is difficult to plan for the unforeseen – five years ago we, like most others, did not plan for a global pandemic. However, as an agile organisation, the SGSA was, and is, able to meet challenges head on and identify effective ways to address these. And this will continue to be a feature of the SGSA as we move into the next strategic period.

In closing, the SGSA remains unwavering in its commitment to working in partnership to champion the safety of live sports. Through our Strategy 2030, we will leverage our principles of evidence-based regulation and operational excellence. We aim not only to adapt to challenges but also take advantage of opportunities to support growth in the sector and elevate the standards of safety for fans worldwide, paving the way for a secure and enjoyable sporting future.



Derek Wilson
Chair



Giles Smith
Chief Executive

Strategy 2030



SGSA Principles

Underpinning this strategy are the following principles:

- Be a **targeted, proportionate and evidence-based regulator**, using data and analytics to make informed, transparent decisions.
- Deliver our activities **effectively and independently**, using resources appropriately to maximise efficiency.
- Be **agile, adaptable and collaborative**, supporting innovation and growth in the live sports sector and responding quickly to emerging safety risks and leading the sector in how to address these.

SGSA Values

- **Leadership** – We lead the way and shape the future based on our collective experience.
- **Integrity** – We build trust through responsible actions and honest relationships.
- **Collaboration** – We are strongest when we work together.
- **Professionalism** – We set high expectations for ourselves and act on feedback from those with whom we work.
- **Inclusion** – We embrace different ideas, strengths and backgrounds – nobody is left out or left behind.

Modern and effective regulation

Targeted, proportionate and risk-based use of statutory powers to deliver the necessary safety outcomes to sports grounds and fans.

Advance physical infrastructure and safety management practices improving safety at regulated grounds to ensure they are effectively mitigating risk.

Strengthen oversight by local authorities to ensure they continue to meet their statutory responsibilities in increasingly challenging circumstances.

Enhance the collective evidence base and reporting of data to improve the robustness of our regulatory decision making and risk assessment, and that of our partners.

The SGSA's core mission is to ensure the safety of the millions of fans attending football matches in England and Wales each season. For 35 years, we have led the sector in addressing emerging safety issues, including professionalising safety management, managing persistent standing risks, and helping the sector to safely accommodate fans as we emerged from the COVID-19 pandemic.

In the next five years, we will continue to strengthen stadium safety through modern regulation and data-driven decision-making, taking advantage of innovations. We will collaborate with local authorities to enhance safety certification procedures so they continue to be fit for purpose and reflect best practice.

Amid a changing regulatory landscape, we will proactively collaborate with government, industry stakeholders and others to ensure safety continues to be prioritised. The Government's commitment to growing the women's game is another area where the SGSA will continue to contribute.

As the UK, with the Republic of Ireland, prepares for the milestone moment of hosting the Men's European Championships in 2028, the SGSA is dedicated to supporting fan safety and ensuring a secure and enjoyable matchday experience for all.



World leader in sports grounds safety

Be the leading voice of sports ground safety and the strategic partner for the UK government and for the sporting and major events industry both in the UK and internationally.

Develop industry leading guidance, including reviewing and publishing the seventh edition of the Guide to Safety at Sports Grounds (the 'Green Guide').

Deliver training and advisory services to better support the sporting industry and elevate safety standards.

Champion sports grounds safety through our engagement and advisory activities and enhance our role as industry coordinator on key safety topics.

The SGSA's influence extends beyond our regulatory responsibilities as we collaborate with governments, sports grounds, and governing bodies worldwide to enhance safety at sports venues. During the next strategic period, we aim to build on our position as a leading authority in sports ground safety by developing the seventh edition of the Green Guide and delivering essential research to maintain its status as the foremost reference document.

We will further expand our advisory and training services, to champion sports ground safety. As part of this and as a result of funding from DCMS, the SGSA will provide targeted advisory support to the Women's Super League and Championship to support fan safety considerations as women's football continues to grow.

Leveraging our expertise, we will support a broader range of sports and strengthen strategic partnerships, both domestically and internationally. As part of this, the SGSA will continue to assist DCMS with the Government's commitment to promoting the Saint-Denis Convention on Safety, Security and Service.

Our commitment to improving sports ground safety includes fostering an effective safety culture reinforced by the right tools to protect spectators. The SGSA is dedicated to enhancing global sports ground safety through research, engagement, and a robust safety culture, ensuring the well-being of all spectators now and in the future.



Operational excellence

Maximise impact and value for money for licence fee payers and the taxpayer through efficiencies and improvements in our tools, processes, capabilities and skills.

Invest in our workforce ensuring that we have or can access the full range of professional capabilities and competencies through effective recruitment and upskilling of staff.

Strategically develop our research to support our regulatory role, advisory support and guidance development.

To achieve our strategic objectives, the SGSA must maintain a skilled and experienced team that effectively utilises resources and robust processes. The SGSA will continue to focus on enhancing operational effectiveness while providing exceptional value to our licence fee payees, advisory clients, and taxpayers.

We will invest in and support our workforce, ensuring the SGSA team possesses the necessary skills and resources for our regulatory and advisory functions, while identifying future needs over the next five years. Our commitment to evidence-based regulatory decision-making will be reinforced by robust data and research, guiding both immediate decisions and the development of the next edition of the Green Guide.

Strong governance, independent auditing, and robust performance monitoring metrics will underpin our effectiveness. By strategically investing in our team, technology and processes, the SGSA will drive excellence, fostering growth and innovation in the sports grounds safety sector.





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