



# Strategy 2016 -2021



## Chair's Foreword

The last year has seen many changes for the Sports Grounds Safety Authority (SGSA), welcoming me as the new Chair and Karen Eyre-White as Chief Executive, and now four new board members who take up appointment in February 2016. There have also been changes at the Department for Culture, Media and Sport, with a new Ministerial team, and a new Sports Strategy following on from the Government's Spending Review. The outcome of the Spending Review was positive for the SGSA, with our financial settlement reflecting our ambitious proposals

for moving the organisation forward and recognising the valuable role we play in ensuring spectator safety.

I am very proud to Chair an organisation with such dedicated people who have a remarkable depth and range of expertise, and to present our own new five year strategy. In it we set out our vision for the SGSA and explain how we will share our expertise for the benefit of more spectators in more sports around the world. Our commitment to our statutory responsibility in football remains as strong as ever, and we will continue to work with the football authorities, clubs and local authorities on this important work.

We will look at ways to reduce our burden on the taxpayer, including exploring alternative funding models to make us more financially independent in the future. We will also seek out opportunities to share our expertise with other sports and countries in a more commercial way, allowing others to benefit from nearly 30 years' experience in promoting best practice in sports grounds safety.

The UK is one of the safest countries in the world to watch live sport, thanks largely to the safety community's commitment to implementing Lord Justice Taylor's recommendations following the tragedy at Hillsborough in 1989. As the Hillsborough Inquests draw to a close, we are again reminded of the importance of the work we do. As Lord Justice Taylor said 'complacency is the enemy of safety' and we must ensure we are never complacent about spectator safety.

The SGSA champions this message and we will strive to keep spectator safety on the agenda in the boardroom of every club and sports ground so that all spectators can be confident that their safety is our priority.

**Alan Coppin**

**Chair**



## Chief Executive's Introduction

I am delighted to introduce the Sport Grounds Safety Authority's new strategy.

We have come a long way in the last five years, widening the scope of our advice from football to other sports, and from England and Wales to the rest of the world. We have brought our world-class expertise to new contexts and developed new partnerships, while continuing to fulfil our important statutory responsibility to oversee spectator safety in football in England and Wales.

Over the next five years we will build on this success. Our vision is ambitious: to be the world's leading authority on sports ground safety. We will do this by sharing our expertise as widely as possible with other sports and countries, continuing our valuable work in football and always putting spectators at the heart of what we do. We will be guided by our simple purpose to ensure all spectators can enjoy watching sport in safety.

For the first time this strategy sets out the values which define us as an organisation – excellence, independence, integrity and partnership. We will keep these front and centre as we seek to reduce our burden on the taxpayer by using our expertise in a more commercial way to generate new sources of income.

As we pursue our strategic goals to regulate, educate, advise, promote and deliver, we will be clear on our objectives and the safety outcomes we want to see. We will give advice of the highest calibre to our partners and to Government and set clear standards whilst enabling innovation. In a new 6<sup>th</sup> edition of the Guide to Safety at Sports Grounds (the "Green Guide") we will set the standard for safety at sports grounds in England and Wales and beyond.

We will provide leadership to respond to new threats, challenges and opportunities. This will include taking on a more formal role in helping sports grounds reach the required standards for accessibility, as set out in the Government's 2015 Sports Strategy.

I am proud to lead a team of world-class experts, each dedicated to working in partnership to ensure all spectators can enjoy watching sport in safety.

Together, we will deliver this ambitious strategy with energy and commitment.

**Karen Eyre-White**

**Chief Executive**

## About the Sports Grounds Safety Authority

We are the UK Government's expert body on safety at sports grounds. We write guidance including the Guide to Safety at Sports Grounds (the "Green Guide") and carry out a range of statutory functions in relation to football in England and Wales and advisory functions in relation to other sports both within the UK and internationally.

Our core statutory functions are set out in the Football Spectators Act 1989 and the Sports Ground Safety Authority Act 2011. We have an important statutory responsibility to regulate local authorities in their oversight of safety at the 92 football clubs in the Premier League and the Football League, and at Wembley and the Principality Stadium. We also issue licences to those 94 stadia to enforce the Government's all-seater policy.

Since 2011 our expanded remit allows us to share our expertise and support not only with football in England and Wales, but with other sports and across the world. We aim to share our expertise as widely as we can, whilst remaining focused on our purpose and keeping our statutory role front and centre.

## The SGSA's Purpose and Values

### Our Purpose

Our purpose is to ensure all spectators can enjoy watching sport in safety. We will do this by sharing knowledge, advice and guidance on safety design and management and by working in partnership to educate and influence.

### Our Values

We pride ourselves on the following values, which set out how we operate and how we work with our partners.

#### **Excellence      Independence      Integrity      Partnership**

We strive for excellence in all we do, from the professional service we deliver to the trusted and independent advice we provide. Our expert guidance is based on our experience and the best available evidence.

We work with honesty and integrity.

We believe in developing inclusive and mutually beneficial relationships, utilising the skills, experience and knowledge of every partner to meet our shared goals.

We know we are #Safertogether when we work together.

## The SGSA's Vision and Strategic Goals

### Our Vision

Our long-term vision is 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 spectator safety provider of choice for all major sporting events.

### Our Strategic Goals

We will pursue five strategic goals to achieve our vision.

#### Regulate

To operate as an effective regulator of local authorities in keeping with our duties under the Football Spectators Act 1989, and to help create the conditions for effective safety management in football grounds in England and Wales.

#### Educate

To provide training and support education opportunities to help develop an effective safety culture in sports grounds across the UK and the world, setting the standards for safety management. We will also continue to learn and develop as an organisation.

#### Advise

To provide trusted advice and share our expertise on sports ground safety design and management to national governing bodies, sports authorities, organisers of major sports events and other partners to ensure all spectators can enjoy sport in safety and comfort.

#### Promote

To promote spectator safety and accessible stadia particularly at a strategic level and enhance the reputation of UK plc through our international work, paving the way for UK businesses. We will promote innovative approaches to delivering safety at sports grounds and be the 'thought leaders' for integrated safety management.

#### Deliver

To deliver high-quality customer service and excellent value for money in all that we do, and become more financially independent by generating income which we can reinvest in our purpose.

### Outcomes

We want our work to make a real difference to standards of spectator safety in England and Wales, and across the world. In particular, we want to see an improvement in:

- The number of injuries and fatalities at sports grounds; and
- The perception of safety at sports grounds.

We will work closely with local authorities, governing bodies, sports grounds and other partners to deliver these outcomes.

## The SGSA's Activities

We will undertake a range of activities to achieve our strategic goals.

### **Regulate, support and provide guidance to local authorities in England and Wales in their oversight of safety at the Premier League and Football League grounds under their responsibility.**

- We will seek to educate in order to continue to build local competence and develop a strong and effective safety culture, encouraging innovative approaches to driving improvements in safety management.
- We will promote risk-based certification and encourage its take up at local authorities across England and Wales.

### **Issue licences to admit spectators to the 92 Premier League and Football League clubs, and Wembley and the Principality Stadium, to deliver the Government's all-seater policy.**

- We will make this process more visible at senior levels within football clubs in order to promote strategic awareness of the importance of spectator safety.

### **Undertake during-performance football match visits to aid our regulation of local authorities and gather information about best practice and areas of concern which will help us to educate and promote safety management.**

- We will take a risk-based approach to the number of match visits completed.

### **Re-write the Green Guide to create a new 6th edition.**

- We will consider innovative digital ways of promoting and sharing the advice in the 6<sup>th</sup> edition, in order to educate as wide an audience as possible.

### **Explore alternative funding models which utilise our world-class expertise to make us more financially independent, enabling us to continue to deliver our important purpose whilst retaining our core values of independence and integrity.**

- We will look at ways to reduce our burden on the taxpayer, including identifying potential domestic and international markets and customers for our services.

### **Raise our profile in football by being clear about what we do and engaging more closely at a strategic level, including with club Chief Executives and Board members, to promote the importance of spectator safety.**

- We will ensure all our communications have impact, including at a strategic level.

**Work proactively internationally with a range of partners to advise and share our safety management expertise as widely as we can, whilst looking for opportunities to generate income.**

- We will use this opportunity to promote an integrated safety management approach globally.
- We will aim to become the go-to safety advisor of choice for major sporting events.

**Work with other sports to share our safety management expertise and promote the importance of spectator safety.**

- We will focus on cricket, rugby union and rugby league, building strategic relationships with the governing bodies to promote safety at sports grounds and ensure all spectators can enjoy sport in safety and comfort.
- We will maintain our relationship with other sports, providing advice and support appropriate to their needs.

**Develop strategic and specialist training content on safety at sports grounds and work with partners including academic institutions to deliver it.**

- We will use this approach to extend our education reach, whilst also looking for opportunities to generate income.

**Promote the importance of ensuring sports grounds are accessible for all.**

- We will take on a more formal role in helping sports grounds reach the required standards for accessibility.

**Improve how we communicate what we do and use new media and digital technologies to promote and share best practice.**

- We will ensure our key messages reach the right audience in a way that meets their needs.

**Chair the SGSA's Safety Committee and other discussion groups as needed, bringing partners together and fostering joint working.**

- This will include working with security partners such as the National Counter Terrorism Security Office and the Police, to share messages and ensure that the interactions between safety and security are understood and well managed.

**Organise an annual conference to bring together opinion formers and practitioners and promote effective safety management.**

- We will aim for the conference to become self-funding by 2019/20.