

Title	Minutes of the Board Meeting
Description	Minutes of the Board meeting on 25 March 2021
Owner	David Horncastle

Meeting held via Teams**Board members present (via Teams)**

AUTHORITY

David Horncastle, Interim Chair (DHo)**Trevor Reaney (TR)****Kate Bright (KB)****Alec Wood (AW)**

EXECUTIVE

Michelle Russell, Acting Chief Executive (MR)**Stephen McCormick, Director, Licensing & Standards (SMc)****Dianne Tranmer, Director, Corporate Services (DT)****John Montague, Acting Director, Inspections & Enforcement (JM)**

SIA ATTENDEES

Fiona Wilson, Head of Strategy & Governance (FW)**Kevin Barretto, Head of Finance & Procurement (KB)****Alero Harrison, Head of Communications (AH)****Rachael White, Head of Corporate Information (RW) – Item 4****Ronnie Megaughin, Head of Compliance & Inspections (RM) – Item 5****Pete Easterbrook, Head of Criminal Enforcement (PE) – Item 5****John Neil, Chief Information Officer (JN) – Item 6****External Observer****Shehla Husain, Deputy Director and Head of Public Protection Unit, Home Office (HO) (SH)****Apologies****Jamie Hunt, General Counsel, Legal Services (JH)****Tony Holyland, Head of Individual Standards (TH) – Item 7, 8****Secretariat****Anca Comsa, Executive Assistant CE & Board (ACo)**

Minutes

Topic	Action
<p>Welcome and apologies</p> <ol style="list-style-type: none"> 1. Apologies were received from the General Counsel and the Head of Individual Standards. The meeting was quorate. 2. The Interim Chair welcomed the Deputy Director and Head of Public Protection Unit, Home Office who gave a brief introduction to her role. <p>Declaration of interest</p> <ol style="list-style-type: none"> 3. No declarations were made. <p>Agenda 1: Approval of minutes and matters arising – MB/21-22/03/1a</p> <ol style="list-style-type: none"> 4. The minutes of the previous meeting held on 28 January 2021 were agreed as an accurate record and approved by the Board. 5. The Board noted the action log and matters arising and some were discussed: <ul style="list-style-type: none"> • (October-20-01). The Head of Communications reported good progress against the development of the stakeholder engagement strategy. A paper on the proposed strategy with findings and recommendations from this work would be submitted to the May Board. The action in relation to incorporating information about SIA achievements in signature blocks continued to be looked into for a solution. • (January-21-01). A Version 1 performance section and a short summary of main/key live risks (and mitigation measures) would be included in the ICT report to the May Board. • (January-21-04). Preparation work was underway for a new SIA and the Home Office framework agreement, to be ready for the new Chair. • (January-21-05). Further exploratory work will into the next business year into the consequences and requirements related to the Regulation of Investigatory Powers Act 2000 (RIPA) and Investigatory Powers Act 2016 (IPA). • (Jun-20-05) (HO part of the log). The Home Office reported that the appointment of the new Chair continued to await ministerial approval, following the interviews in February 2021. 	

<p>There were no new updates in relation to the recruitment of three new Members, which would then follow on.</p> <p>6. The following actions were marked as complete:</p> <ul style="list-style-type: none"> • (January-21-03). The Director, Licensing and Standards would continue to engage with Members on the development of the regional network events; this was ongoing and upcoming dates would be communicated to Members once confirmed. • (January-21-07). The executive supported a new option for Door Supervisors (DS) to renew as Security Guards (SG) after taking the top-up refresher training qualification. This was being brought to today's Board for endorsement (item 8). • (January-21-08). The updated SIA Governance framework (and related suite of documents) were signed off on 29/01/21. • (January-21-06) (HO part of the log). A meeting to discuss SIA core functions with HO colleagues took place on 28/01/21. 	
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Matters for report

Topic	Action
<p>Agenda 2: Chair's Report – MB/21-22/03/02</p> <p>7. The Chair's report was noted.</p> <p>8. The Interim Chair noted his thanks on behalf of the Board to the current Home Office Sponsorship Unit members (who were moving on), for all their support over the years and looked forward to working with the new team. In light of these changes to take effect from 1 April 2021, he hoped that there would be a smooth transition, in ensuring continuity of SIA oversight.</p> <p>Agenda 3: Chief Executive's Report – MB/21-12/03/03</p> <p>9. The Acting Chief Executive presented her report.</p> <p>10. She drew Members' attention to the following:</p> <ul style="list-style-type: none"> • Manchester Arena Inquiry – the latest public updates were that the report was more likely to be published now in June 2021. A round table involving the SIA and the Home Office (sponsorship, policy and the part of the Home Office that leads on counter terrorism matters - OSCT) was scheduled 	

Topic	Action
<p>for 12 April 2021 for a strategic discussion on matters related to potential recommendations/ responses to both the Inquiry and the Protect Duty consultation. The latter was launched on 26 February 2021, running for 16 weeks, with the SIA already considering the impact on the industry and how to respond.</p> <p>It was also noted that alongside other safeguarding strands of work, the SIA's Violence Advisory Group was considering potential future actions and initiatives around gender-based violence in light of the recent tragic death of Sarah Everard.</p> <p>The Interim Chair also reported that he had had recent useful discussion on the history on business licensing with the Director, Licensing and Standards. It was agreed this would be repeated in a session for other Members in April. (March-21-01)</p> <ul style="list-style-type: none"> • Allocation of Asset Recovery Incentive Scheme (ARIS), Proceeds of Crime (POCA) funds for 2020/21; It was noted that the SIA Bursary Committee awarded the remaining funds from this year (£9,372.23) to the Worshipful Company of Security Professionals Charitable Trust Covid-19 Crisis Fund, in support of security personnel and their families, adversely impacted by the crisis. The Members asked that we communicate widely the way in which we were able to use these POCA funds to support those in need in the industry. • Licence application volumes – licence demand and our processing continued to be high, with overall numbers exceeding normal and re-forecasting expectations. In January alone, there was a record number of 14,870 decisions made and a further 13,900 in February, despite it being a short month. This trend was continuing in March and was expected over the coming months. The normal capacity for handling was an average of 12-13,000 decisions per month. Members commended the tireless efforts from staff in keeping up with demand, whilst remarking on the need to consider how this this could be managed in a sustainable way, and looking at impact on resources going forward. The Acting Chief Executive gave reassurances that the situation was being kept under regular review and that the SIA had already been taking steps to manage this, now vacancies could be recruited to. Looking ahead it will also be easier to use the 'waiting list' of successful candidates, for additional posts or to fill new vacancies where necessary. 	

Topic	Action
<ul style="list-style-type: none"> The Race Disparity Unit, Cabinet Office had contacted the SIA. They were leading on a Covid Disparities Project, focussing on the impact of the pandemic on people from Black, Asian and minority (BAME) backgrounds. The SIA was helping to facilitate a (now ministerial) roundtable discussion to be led by the Cabinet Office, scheduled for 21 April 2021, with various industry stakeholders and SIA in attendance. <p>Members also welcomed the recent launch of the SIA BAME network, alongside a number of diversity and inclusion groups (Gender, LGBT+, Disability, Parents & Carers, Mental Health & Wellbeing).</p> <p>Agenda 3: Corporate Risks – MB/21-22/03/03</p> <p>11. There had been an information security incident in the last reporting period, resulting in a self-referral to the Information Commissioner’s Office (ICO). This would continue to be investigated as part of standard procedures, followed by a ‘lessons learned’ exercise. The Director, Corporate Services highlighted the SIA’s commitment to maintaining an honest and open approach in all of these matters.</p> <p>12. Members noted the escalation of risks arising from the impact of changes being made by the Post Office to processes which will affect licensing applications. The Director, Licensing and Standards was leading on this, supported by Licensing, IT and Procurement colleagues. He explained that as a consequence, the SIA needed to make its own changes to support the technical changes within the required timeframe (by November 2021) arising from the Post Office’s decision to move away from booths in their branches to Ipad and other technology for applicants completing SIA licence applications. The SIA had appointed a project manager and the licensing system supplier had begun to assess the complexity of the project.</p> <p>13. On a wider note, Members agreed with the executive that it should consider a wider corporate risk on the impact of various key third party dependencies on the SIA’s licensing processes and key performance. (March-21-02)</p>	

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<p>Agenda 3a: Working arrangements survey – MB/21-22/03/03a</p> <p>14. The Director of Corporate Services was leading on the SIA’s Covid 19 response plans. Members welcomed the working arrangements survey update. They were pleased to hear that the majority of staff felt supported by the SIA during the Covid crisis and noted how the feedback and concerns around travel and costs would need to be considered as part of the return to the office planning. They expressed their thanks to the executive for all the work in this space, encouraging them to maximise any positives in future working ways.</p> <p>15. The Acting Chief Executive confirmed that for the executive the welfare of staff during this time remains their priority. Members noted the decision made by the SIA Crisis Management Group, led by the Director, Corporate Services, which reviewed the implications of the Covid roadmap for England published on 22 February 2021 and changes to Covid restrictions on the SIA working arrangements. It was noted that the government’s cross cutting work on social distancing in light of the vaccine roll out as part of the Roadmap was awaited. Members were in support of the CMT decision that on resumption of activity in the office to maintain social distancing measures, for the foreseeable future and so it was likely the SIA would need to continue to operate in this way at least until the end of the year. Once restrictions ease and the office becomes available again, priority would be given at the earliest opportunity to those employees struggling with mental health problems and those finding it physically difficult to work from home.</p> <p>16. The Director, Corporate Services advised that work would continue in engaging staff with developing a longer term, new ways of working model. The focus remained on balancing both business and individual needs, aiming to have an agreed long term strategy later in the year.</p> <p>Agenda 3b: Financial summary – MB/21-22/03/03b</p> <p>17. The Head of Finance and Procurement presented the financial summary up to the end of February 2021, which was noted. The financial performance and the expected forecast outcome indicated a total expected £6.8m surplus at year end. The current financial year was the initial high year in the three-year licensing cycle in financial terms and a surplus was expected, although not</p>	

Topic	Action
<p>as high as this. It was noted that this was mainly due to reduced expenditure this year due to Covid 19 and the more detailed reasons set out in the accompanying papers, as well as high licence application demand, which had dipped in the first half of the year, but had now caught up.</p> <p>18. The Interim Chair said that it was important to record the full year variance figure (and contributing factors) against the budget. The Head of Finance and Procurement confirmed that this would be reported in the next quarterly finance report to the Board. (March-21-03)</p> <p>19. The Interim Chair agreed that the surplus and application rates for the first quarter needed to be closely monitored once the end of quarter (Q1) data was available, and discussed again, with proposals in relation to use of any then surplus at the July 2021 Board. (March-21-04)</p> <p>Agenda 3c: Communications activity – MB/21-22/03/03c</p> <p>20. Members noted the communications activity in the last period.</p> <p>21. Members asked for the next update to consider how social media can help in identifying recurring patterns, and so providing a more informed approach. (March-21-05)</p> <p>Agenda 3d: Chief Executive engagements – MB/21-22/03/03d</p> <p>22. This was noted.</p>	

Matters for noting, strategic discussion and decision

Topic	Action
<p>Agenda 4: Special focus Business Plan meeting: Formal sign off of the 2021/22 Business Plan, together with budget and KPIs – MB/21-22/03/04</p> <p>23. The Head of Strategy and Governance provided an overview of the 2021/22 business plan process, the extensive work done in collaboration with the Senior Leadership Team, Members and Home Office colleagues, as well as staff (including staff briefing sessions). She was grateful to everyone that contributed to this and welcomed Members' feedback on the process.</p>	

Topic	Action
<p>24. Members agreed to sign off the 2021/22 Business Plan, budget and resources required to deliver the plan, alongside the key performance indicators and key deliverables under each of the strategic priorities. This was subject to suggested minor amendments to the Chief Executive's foreword to include updated references to SIA's consciousness of the need for the industry to recover, in light of Sarah Everard's death, highlighting out plans on gender-based violence (safety of women and girls) and noting the significant changes in governance arrangements and personnel (Chair/Members/Chief Executive/ Directors, and more recently the Home Office sponsorship and policy teams).</p> <p>25. As part of next steps, the SIA 2021/22 Business Plan will be submitted to the Home Office for sharing with the Safeguarding Minister. The Deputy Director and Head of Public Protection Unit at the Home Office confirmed this was for information only. The plan will then be launched at the all-staff SIA briefing on 22 April 2021, led by the Acting Chief Executive.</p> <p>26. Members commended the way the process was led, expressing their thanks to the Acting Chief Executive, the Head of Strategy and Governance, the Head of People Services, the Chief Information Officer, the Head of Finance and Procurement and the Head of Corporate Information and everyone else that helped make this possible.</p> <p>27. On KPIs, there was a discussion about adopting a bolder approach to key performance indicator (KPI) 12, specifically in relation to improving the welfare check target (currently receiving a 65% response). The Head of Corporate Information explained this was set at the staff survey response level (and two years ago was at 48%) but confirmed that improving on this was already a priority for the Director, Corporate Services and the Head of People Services.</p> <p>28. In terms of budget, it was highlighted that there was a risk that if the current demand sustained, both the income and the generated surplus would be higher than originally anticipated. The Interim Chair advised that planning should commence on how surplus funds may be utilised including to benefit the industry, taking into account both constraints and the various uncertainties due to Covid-19 circumstances.</p>	

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<p>29. It was also noted that 2021/22 was the second year of the six-year previous surplus fee rebate scheme; the decrease in the past accumulated surplus was on track.</p> <p>30. Members agreed on the importance of close engagement with the Home Office over the coming months and in monitoring any additional increases in surplus.</p> <p>31. The Authority noted the assumptions on pay costs and that the outcome would be decided through the pay remit and needed careful discussion at Remco. It was noted that if strict pay constraints were imposed, this would reduce spend and may result in an increase to the surplus. The Head of Finance and Procurement advised that a 1% variance in pay amounted to approximately £90,000. It was also noted that this was balanced with other spend assumptions – such as DBS and Post Office costs were vulnerable to increases.</p> <p>32. The Head of Finance and Procurement advised that the Annual Fee review document, already shared with executives and Members for comment, would be submitted to the Home Office Sponsorship Unit by the end of the month. Members agreed in principle it was too early to consider fee changes.</p> <p>33. Other points related to the Skills Board, the SIA working closely with the industry to agree on a set of workable skills model within the sector. Members were keen to continue to engage with these matters (previously overseen by the Member, whose term ended in December 2020). The Director, Licensing and Standards will get in touch with Members to confirm which Member will take the lead now. (March-21-06)</p> <p>Agenda 5: Special focus Business Plan meeting: Compliance, Supervision, Enforcement Strategy update – MB/21-22/03/05</p> <p>34. The Interim Chair welcomed the Head of Compliance and Inspections and the Head of Criminal Enforcement for a presentation on the SIA Compliance, Supervision, Enforcement Strategy, in alignment with the Business and Corporate Plans.</p> <p>35. This was a refreshed approach to the existing strategy, in line with the Regulators' Code, with focus on a more proactive risk-based approach, targeting specifically supervision and compliance elements by building on existing practices for a more</p>	

Topic	Action
<p>balanced, consistent approach. This also included extended engagement with partners.</p> <p>36. Members welcomed the overall direction of travel, remarking on the positives of focussing on the threat, risk and harm theme, in line with other enforcement bodies. The Interim Chair underlined the importance of developing a more mature approach to measuring performance results against harm, which would remain a challenge even in the new model. To this effect, Members noted on the benefits of drawing parallels with other bodies, such as National Crime Agency (NCA's) Regional Serious Organised Crime Units (ROCU's), in tailoring this approach. (March-21-07)</p> <p>37. In addition to this, they asked to include scoping work including around consistency and adequacy of sentencing and possible guidelines. The Head of Criminal Enforcement advised that this was being looked into in collaboration with the Legal function, for a better understanding of any associated risks. (March-21-08)</p> <p>38. Members looked forward to hearing how these matters progressed at the May board. The Member representing the industry, offered to assist with this process.</p> <p>39. The Acting Chief Executive was supportive of this approach, highlighting the importance of setting clear aims, as part of the implementation stage.</p>	
<p>Agenda 6: Special focus Business Plan meeting: Digital and Data Strategy update – MB/21-22/03/06</p>	
<p>40. The Chief Information Officer joined the meeting to provide a taster session on the progress on the data strategy, which was a video. The strategy had been reviewed in alignment with the Business and Corporate Plans, looking at a more focussed, agile, responsive and value for money operating model.</p>	
<p>41. The focus remained on maintaining stability and ensuring deliverables within funds and conformance with Government Digital Strategy (GDS) standards. As such, there were no plans for major changes, any future initiatives would be done incrementally at good pace avoiding disruption, with prior validation from relevant parties (Version 1, the Home Office, Government Digital Service and other third parties). Some elements included a refreshed approach to other Arm's-length</p>	

Topic	Action
<p>bodies (ALB) and government stakeholder collaboration, looking particularly at identity checking and smarter use of licence cards.</p> <p>42. The Chief Information Officer confirmed that GDS had raised no concerns with the proposals, were expected to approve it for the 31 March deadline and were content for the SIA to continue with its plans in any event.</p> <p>43. Members were supportive of the outlined approach and looked forward to hearing more details when the strategy was formally presented to the May Board.</p> <p>Agenda 7: Implementation of Licence-Linked Qualifications – Refresher and Top up training update MB/21-22/03/07</p> <p>44. The Director, Licensing and Standards presented a paper summarising the proposal to proceed with the scheduled launch of the new qualifications for all sectors from 1 April 2021, with the exception of Close Protection (CP), to come into effect as planned from 1 October 2021.</p> <p>45. There was a discussion on the impact these changes may have on security resourcing, specifically in response to recent concerns raised in the media by UK Door Security Association (UKDSA) and Night Time Industries Association (NTIA) about their perceived lack of door supervisors supply at the point of the reopening of the night time economy, and their concern that may pose a risk to public safety. As noted in the accompanying paper SIA licence holder levels and the application pipeline was currently very strong. It was agreed that it was not clear that delaying the implementation of these changes would present a solution to the industry’s practical challenge, which could be down to other issues such as pay rates and working conditions.</p> <p>46. The alternative of delaying some or part of the changes was discussed. It was noted that these changes were developed with industry wide engagement and support over a number of years, with public safety at its forefront. Top-up training was being rolled out over three years and with the 1 October changes, applicants could apply 4 months in advance. Feedback was also provided by the Director, Licensing and Standards that some businesses were expecting the changes and calling for certainty they would come in in October.</p>	

Topic	Action
<p>47. However, it was important that the SIA clarifies its position and role as a responsive and responsible regulator and listens and responds to the concerns; a meeting would be organised with representatives of the UK Door Security Association (UKDSA) in the next few days. (March-21-09)</p> <p>48. With this in mind, it was decided that the SIA proceeds with the licence-linked qualification changes subject to a final check on the impact assessment position with Home Office colleagues, to ensure that any related costs did not vary significantly from the initial assessment, as signed off at the time of the ministerial submission. (March-21-10)</p> <p>49. Members agreed on the importance of regular and clear messages to the industry over the immediate period, in readiness for both 1 April 2021 and the October changes. As well as capitalising more on industry representatives who are supportive on going ahead, including those part of the project board, Members also suggested the use of graphics, as an additional way of enhanced messaging. (March-21-11)</p> <p>50. There was a further discussion on how the SIA may be able to assist/partly fund some of the related training costs, by making use of its surplus funds. The Deputy Director and Head of Public Protection Unit at the Home Office suggested further discussion with Home Office officials on exploring the possibility that additional surplus could be used by SIA to support these costs. The Director, Corporate Services and the Head of Finance and Procurement agreed to liaise with Home Office colleagues in finance and sponsorship to explore whether this was possible. (March-21-12)</p>	
<p>Agenda 8: Option for DS to renew as SG after taking the shorter top up training – MB/21-22/03/08</p>	
<p>51. The Director, Licensing and Standards noted the executive's decision to allow the option for door supervisors to renew as security guards after taking the top-up refresher training qualification, both of which require Emergency First Aid at Work or equivalent (1 day) from October 2021. This initiative had been discussed with key stakeholders in the industry who welcomed the approach, thought to alleviate some of the burden of additional safety-critical training and to allow for a better alignment between roles in the industry and licences held.</p>	

Topic	Action
<p>52. The SIA's Senior Home Office Sponsor had formally been informed of the proposed changes and the matter had also been discussed at the latest SIA/HO Senior Sponsorship meeting on 18 March 2021, with no concerns raised, considered to be fully within the SIA's remit. Members endorsed the decision, subject to final formal support from Home Office colleagues, before an announcement could be made. (March-21-13)</p>	

Any other business

Topic	Action
<p>Agenda 9: AOB – MB/21-22/03/09</p> <p>Outgoing Acting Director, Inspections and Enforcement (last day in post, 31 March 2021)</p> <p>53. The Interim Chair and the Acting Chief Executive expressed their thanks on behalf of Members and staff to the Acting Director, Inspections and Enforcement, John Montague, for all his work for the SIA over his 17 years of employment. His extensive expertise, dedicated approach and professionalism will be missed.</p> <p>54. The Acting Director, Inspections and Enforcement thanked the Board for their support during this time and said it had been a pleasure to work with all.</p>	

Next meeting: 6 May 2021

Venue: Via Teams