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<b>Title</b>	Minutes of the Board Meeting
<b>Description</b>	Minutes of the Board Meeting held on 23 January 2020
<b>Owner</b>	Elizabeth France

## Board members present:

### AUTHORITY

**Elizabeth France**, Chair (EF)

**David Horncastle** (DHo)

**Sir Ian Johnston** (IJ)

**Ian McKay** (IMc)

**Trevor Reaney** (TR)

### EXECUTIVE

**Ian Todd**, Chief Executive (IT)

**Stephen McCormick**, Director, Operations & Standards (SMc)

**Dianne Tranmer**, Director, Corporate Services (DT)

**Michelle Russell**, Director Partnerships & Interventions (MR)

## In attendance:

**Alero Harrison**, Deputy Director, Communications & Stakeholder Engagement (AH)

**Jamie Hunt**, Deputy Director, Legal (JH)

**Rubel Ali**, Management Accountant, Finance & Business Planning (RA)

**Ed Bateman**, Deputy Director, Partnerships & Interventions (EB) – agenda item 5

**Fiona Wilson**, Deputy Director, Change Implementation (FW) – agenda item 10

## Observing:

### External:

**Sue Young**, Director Public Protection, Home Office (SY)

**Katherine Bright**, Incoming Authority Member (KB)

**Alexander Wood**, Incoming Authority Member (AW)

**Holly Brogden-Knight**, Incoming Board Secretary (HBK)

## Apologies

N/A

## Secretariat

**Anca Comsa**, Executive Assistant CEO & Board (ACo)

## Minutes

Topic	Action
<p><b>Welcome and apologies</b></p> <ol style="list-style-type: none"> <li>1. The quorum requirements for this meeting were met.</li> <li>2. The Chair welcomed Michelle Russell, as the new Director, Partnerships &amp; Interventions; two proposed new Authority Members, Alexander (Alec) Wood and Katherine (Kate) Bright; and the new Board Secretary, Holly Brogden-Knight, as observers.</li> <li>3. No apologies were received.</li> </ol> <p><b>Declarations of interest</b></p> <ol style="list-style-type: none"> <li>4. No declarations of interest were made.</li> </ol> <p><b>Agenda 1: Approval of minutes and matters arising – MB/19-20/01/1a</b></p> <ol style="list-style-type: none"> <li>5. The minutes of the Board meeting held on 21 November 2019 were approved.</li> <li>6. The matters arising were noted and progress discussed.</li> <li>7. A workshop to be attended by Sports Grounds Safety Authority (SGSA), Home Office (HO), Department for Digital, Culture, Media &amp; Sport (DCMS) and led by the SIA, to assist a shared understanding of risk related to the sports grounds exemption was scheduled for 27 January 2020. The SIA remained committed to working with the relevant departments, but there continued to be limitations as to what more it could do at this stage. (Sept-19-03)</li> <li>8. A number of actions had been marked as complete: sharing the documents for the proposed submission with devolved administration in respect to surplus/ fees (Nov-19-01); providing a summary note on STeP commercial matters (Nov-19-03); and sharing the most recent draft of the code of conduct with the devolved administrations (Nov-19-04).</li> </ol>	

Topic	Action
<p>9. The review of the balance between random and intelligence-led licence checks would now be part of the business planning process. (May-19-04)</p> <p>10. It was noted that Members would be kept updated on the website project as the revised project plan would be included in future project updates to the board. (Oct-19-01)</p> <p>11. There were no further updates in relation to the two actions for the Home Office. The Director, Partnerships &amp; Interventions said that she was looking into other options for information sharing from a business planning perspective, with support from both Policy and Legal. (Oct-15-08)</p>	

## Matters for report

Topic	Action
<p><b>Agenda 2: Chair's Report – MB/20-21/01/02</b></p> <p>12. The Chair presented her report which was noted.</p> <p>13. She was pleased to report that the Minister had proposed two candidates for Member appointment, subject to security clearance, both of whom were attending as observers with the agreement of the Home Office. The Chair noted her thanks to the Home Office Sponsorship Team for all their hard work in progressing these appointments.</p> <p>14. The Chair advised that from the beginning of the year David Horncastle had taken on the role of Deputy Chair/SID, Trevor Reaney was now chairing Audit &amp; Risk Committee (ARAC), and Ian McKay would be chairing HR &amp; Remco Committee. One new Member would be assigned to each subcommittee.</p> <p><b>Agenda 3: Chief Executive's Report MB/19-20/10/03</b></p>	

Topic	Action
<p><b>15.</b> The Chief Executive gave a brief update on a number of strategic issues:</p> <ul style="list-style-type: none"> <li>• Financial Surplus – the proposed resolution to the historic financial surplus issue had now been approved by the Permanent Secretary of the Home Office (HO), in his capacity as Principal Accounting Officer, and submitted to Her Majesty’s Treasury (HMT) for sign-off. Subsequently, HMT had raised one matter for clarification by the Home Office, relating to the time period over which any scheme should run (with both HO and SIA preferring a six-year option). A further submission to support this position was currently being drafted, the SIA and the Home Office remaining equally hopeful that the proposed resolution would be approved for an April 2020 implementation. The SIA continued to work closely with the National Audit Office to ensure all legal requirements would be met. The Director, Public Protection, HO advised that the section 102 Order to allow for financial accounting over three year cycles (in perpetuity) had currently been allocated a legislative slot for 3 February 2020 for an implementation no later than March 2021.</li> </ul> <p><b>16.</b> The Chief Executive repeated his thanks to the Director, Corporate Services, the Acting Deputy Director Finance, Deputy Director Legal, the Home Office and their extended teams for all their hard work and support in moving this matter forward; it had taken considerable resource over an extended period to reach this point. Members echoed the Chief Executive’s comments, adding their thanks for the part he had played.</p> <ul style="list-style-type: none"> <li>• Code of conduct – the emerging themes and summary of the recently launched public consultation and staff survey, running until 23 February, were being assessed. The Chief Executive highlighted the importance of the assessment being looked at in the context of the likely operational impact of the introduction of a code of conduct. Members would be kept updated on this matter. (Jan-20-01)</li> <li>• Corporate Plan – the next planned step was to present the Corporate Plan to Victoria Atkins, Minister for</li> </ul>	

Topic	Action
<p>Safeguarding, Home Office, at an introductory meeting with the Chief Executive and the Chair, scheduled for 25 February 2020, before seeking formal approval. The final version of the Plan had taken account of a wide range of stakeholder engagement in its development, including dedicated sessions at the SIA national conference in November 2019. No further consultation was proposed before publication.</p> <ul style="list-style-type: none"> <li>• List of relevant offences – following the Board’s approval a formal proposal on updating the list of relevant offences would be made to the Home Office, providing the rationale for the specific changes requested.</li> <li>• SISQR Business Impact Target research – the Policy team continued to support the SISQR work, as well as having instructed research into the impacts of the new qualifications, to be introduced in April 2020. This would provide the data necessary for Home Office economists to conduct a Business Impact Target assessment of the introduction of the new qualifications.</li> </ul> <p><b>Agenda 3a: Vital Signs report – MB/19-20/01/03a</b></p> <p>17. The Vital Signs report for September 2019 was noted.</p> <p>18. Performance remained strong against current KPIs in spite of a temporary adverse impact arising from the STeP transition.</p> <p><b>Agenda 3b: Corporate Risks – MB/19-20/10/03b</b></p> <p>19. The Chief Executive presented the Risk Management Status Update, which was noted.</p> <p>20. There has been one change to the corporate risk register in the reporting period relating to the historic surplus, this was being reviewed in light of recent developments.</p> <p><b>Agenda 3c: Financial report summary – MB/19-20/10/03c</b></p>	

Topic	Action
<p><b>21.</b> The Chair welcomed the Management Accountant, Finance &amp; Business Planning for an update on financial matters during the last period.</p> <p><b>22.</b> The Management Accountant, Finance &amp; Business Planning presented the Financial Report summary which was noted. The full year deficit continued to remain on track to report at -£1.8m, in line with the original budget, reflecting a ‘low year’ of licence applications within the three year cycle.</p> <p><b>23.</b> Members enquired about a recent increase in legal costs (of £156k) asking whether this was expected to be a trend. The Deputy Director, Legal explained that the increase was due to a number of high-level prosecution cases which could not be entirely dealt with ‘in-house’. The Management Accountant, Finance &amp; Business Planning added that these costs remained within budget at this stage.</p> <p><b>24.</b> Other queries related to costs associated with IT. The Director, Corporate Services advised that a bidding process was underway with the Home Office Capital Challenge Board.</p> <p><b>25.</b> Members asked that a mechanism be put in place which would ensure that the surplus resolution funding would be identified separately in the budget for next year. This matter would be overseen by the Chair of ARAC, who would provide an oral update at the next board meeting. (Jan-20-02)</p> <p><b>26.</b> Members noted that salary costs factored in a 3.5% pay increase. They asked for clarification to be sought as to whether the SIA continued to be subject to the full rigours of the public sector pay remit, as an Arms’ Length Body (ALB).</p>	
<p><b>Agenda 3d: Communications activity – MB/19-20/10/03d</b></p>	
<p><b>27.</b> Members noted the communications activity in the last period. Members asked that in future reporting the item describing the most common issues reported in social</p>	

Topic	Action
<p>media be made more specific by including the number of queries raised, for a better overall picture. (Jan-20-03)</p> <p><b>Agenda 3e: Change Implementation &amp; QuickCase infographic– MB/19-20/10/03e</b></p> <p>28. The Chief Executive presented the change implementation update, which was noted.</p> <p><b>Agenda 3f: Chief Executive engagements – MB/19-20/11/03f</b></p> <p>29. The appendix setting out the Chief Executive’s meetings during the period was noted.</p> <p><b>Agenda 4: Operations Quarterly Report – MB/19-20/10/04</b></p> <p>30. The Director, Operations &amp; Standards reported that performance continued to remain strong and that complex case timeframes continued to improve.</p> <p>31. The Director, Operations &amp; Standards gave a brief update on sector trends for applications for SIA licences, with the CCTV licence currently being the second most popular.</p> <p>32. The Director, Operations &amp; Standards reported that while the number of approved businesses had gradually decreased since the implementation of the review in April 2019, figures remained steady at about 850 over the last year. It was not clear whether the decrease in the number of businesses opting not to join or remain in the Approved Contractor Scheme (ACS) was due to a perceived lack of commercial value or as a possible result of mergers and acquisitions. Members highlighted the need for further promotion of the scheme, in the absence of business licensing.</p> <p>33. The Director, Operations &amp; Standards noted that the SIA continued to raise standards by challenging individual licensing and ACS approval cases through suspension and revocation action; by supporting awarding organisations and focusing on reviewing research feedback in order to identify opportunities to further</p>	



Topic	Action
<p>develop the quality of its service; as well as by monitoring industry activity either via complaints, referrals or visits to training providers.</p> <p><b>34.</b> Members were pleased to note that contacting the SIA had become a more efficient process, particularly through the use of its portal, in comparison to previous years' channels, leading to increased levels of customer satisfaction.</p> <p><b>35.</b> Preparation had also begun for the Customer Service Excellence (CSE) award review in April 2020, with a call to submit in-depth evidence over a full 3 years.</p> <p><b>Agenda 5: Partnerships &amp; Interventions Quarterly Report – MB/19-20/10/05</b></p> <p><b>36.</b> The Chair welcomed the Deputy Director, Partnerships &amp; Interventions for an update on the latest quarterly report.</p> <p><b>37.</b> Members enquired about a 37% drop in licence checks in 2019-20, in comparison to 2018-19. The Deputy Director, Partnerships &amp; Interventions gave a number of possible reasons for this, including reduced capacity due to training and a change in the operational approach, adding that while this was a significant reduction, 2019-20 was already recording the second highest number of checks during inspections in the last five full years (only exceeded by 2018-19 to date). Members said that it would be helpful to see a consolidated dashboard developed, based on target outcomes. (Jan-19-04)</p> <p><b>38.</b> The Deputy Director, Partnerships &amp; Interventions reported further positive results in prosecution cases and criminal proceedings, as well as in tackling serious and organised crime, drawing attention to a recent high-profile operation in the Liverpool area, with the SIA north regional team supporting Merseyside Police.</p> <p><b>39.</b> He also drew attention to violence reduction work, specifically in the day time retail economy, targeted at raising awareness of the importance of reporting violence against security; identifying and addressing training malpractice and training criminality; safeguarding; and</p>	

Topic	Action
<p>ongoing partnership work (e.g. SIA/HMRC partnership and initiatives in collaboration with the Police).</p> <p>40. The Partnerships &amp; Interventions team would be looking at additional partnership initiatives such as: identifying and understanding the scale and detail of any risk of non-conformance with the ACS terms and conditions, and targeting training criminality, with the SIA supporting a national operation on 27 January 2020 interviewing over 200 licence holders. Members underlined the importance of lessons learned/recommendations, ensuring these are appropriately followed up and used as a communications opportunity where appropriate.</p> <p>41. The Deputy Director, Partnerships &amp; Interventions also gave a brief update on the Proceeds of Crime Act (POCA) funds, with the Prince's Trust initiative in Northern Ireland (NI) - a single course focussed on access to the industry and aimed at a wide audience, now awarded a total of £20,000. Members noted the opportunity to explore further ways of allocating these funds, including looking at local police forces (e.g. volunteer cadet schemes). These initiatives were being assessed by the SIA Proceeds of Crime Bursary Group, chaired by the Director, Partnerships &amp; Interventions and supported by industry representatives from the Security Institute and the British Security Industry Association Trade Association (BSIA).</p>	
<p><b>Agenda 6: Audit &amp; Risk Assurance Committee Update – MB/19-20/10/06</b></p> <p>42. The new Chair of the Audit &amp; Risk Assurance Committee, Trevor Reaney gave a brief update for the last period.</p> <p>43. He reported that the sub-committee's business was progressing well and that there were no concerns to be raised at this point. The Committee met earlier in the day looking at key matters such as the 'risk deep dive', risk and assurance and internal audit reports. The Committee was planning training and development in March; a suitable date was being identified.</p>	

Topic	Action
<p>44. The Chair advised that Alec Wood, one of the proposed new Authority Members would be invited to join this Committee.</p> <p><b>Agenda 7: HR &amp; Remco Committee Update – MB/19-20/10/07</b></p> <p>45. The Chair of the HR &amp; Remco Committee gave a brief update on key matters during the last period. Some recruitment challenges remained but these were significantly lower in comparison with the year before; and the current turnover was below national comparators.</p> <p>46. The 2019 staff survey results and ‘people strategy’ were being looked at as part of the corporate plan, to ensure alignment. Preparation had also begun for 2020-21 pay remit submission.</p> <p>47. The next HR &amp; Remco Committee was scheduled to take place on 25 March.</p> <p>48. The Chair advised that Kate Bright, one of the proposed new Authority Members would be invited to join this Committee.</p>	

## Matters for Information

Topic	Action
<p><b>Agenda 8: ICT provision – MB/19-20/10/08</b></p> <p>49. The Director, Corporate Services presented the ICT update, which was noted.</p> <p>50. The Director, Corporate Services informed Members of the recent appointment of John Neil, as the Chief Information Officer (CIO), following a successful recruitment exercise.</p> <p>51. The Director, Corporate Services provided a brief contextual update on the ICT strategy for the last 4 years,</p>	

Topic	Action
<p>a period heavily dominated by STeP and the transition to the new supplier (Version 1).</p> <p><b>52.</b> The SIA was now at a stable point with an opportunity to make strategic improvements in the quality of ICT services for both customers and staff. It was also opportune to review the use of data in improving effectiveness and efficiency as a regulator. A ‘technical roadmap’ setting out improvements against timelines would be produced.</p> <p><b>53.</b> The migration of SIA’s desktop to Office 365, new software releases to STeP and the re-implementation of the SIA website on Gov.UK were some of the main projects supporting this work.</p> <p><b>54.</b> Members supported the proposed approach while noting the importance of getting the right balance between ‘live’ service requirements and technical improvements. There were questions about the ICT running expenditure, currently estimated at £6.5m. The Director, Corporate Services advised that these remained constant, in line with business needs and within the benchmark.</p>	

## Matters for Noting & Decision

Topic	Action
<p><b>Agenda 9: Governance material– MB/19-20/10/09</b></p> <p><b>55.</b> The Chief Executive advised that work continued on the Governance Manual, supported by Ian McKay on behalf of Members. A revised and more pragmatic approach was being developed. The involvement of the new Board Secretary would also be key to progress.</p> <p><b>Agenda 10: Draft SIA Corporate Plan(2020-23) – MB/19-20/10/10</b></p> <p><b>56.</b> The Chair welcomed the Deputy Director, Change Implementation for consideration of the latest draft of the corporate plan. Members commended its user friendly and</p>	

Topic	Action
<p>compact format, endorsing this final draft which would now be prepared for submission to ministers.</p> <p><b>Agenda 11: Business Plan – MB/19-20/10/11</b></p> <p>57. The Chief Executive gave a brief update on 2020-21 business planning work focussing on aligning objectives, finances and human resources, as well as key performance indicators (KPIs) for a balanced approach between the corporate plan and its deliverables. An early draft would be shared with Members inviting their views. Comments would be dealt with in correspondence for ratification at the March board meeting. Members were content with the way this work was progressing.</p> <p><b>Agenda 12. Any Other Business</b></p> <p><b>Scheme of Delegation Annual Review 2019</b></p> <p>58. This item was approved in correspondence by Members at the end of 2019.</p> <p><b>March SIA Board and stakeholder event</b></p> <p>59. Preparations were underway for the board stakeholder engagement and board meeting in March in Cardiff. Members asked for a briefing on the way the SIA meets its Welsh language obligations ahead of this regional event. (Jan-20-05)</p> <p><b>Outgoing Authority Member</b></p> <p>60. The Chair noted that this was Sir Ian Johnston’s last board meeting and thanked him on behalf of Members for his invaluable support, insight and good counsel over the last 6 years. His dedication and contribution in his role as the Chair of the HR &amp; Remco Committee was highly valued. Sir Ian Johnston thanked Members in return, adding his best wishes for the future to everyone at the SIA.</p>	

**Next meeting: 19 March 2020**