

<b>Title</b>	Minutes of the Board Meeting
<b>Description</b>	Minutes of the Board Meeting held on 19 March 2020
<b>Owner</b>	Elizabeth France

## Meeting held via Skype

### Board members present (via Skype)

#### AUTHORITY

**Elizabeth France**, Chair (EF)

**David Horncastle** (DHo) (IJ)

**Ian McKay** (IMc)

**Trevor Reaney** (TR)

**Kate Bright** (KB)

**Alec Wood** (AW)

#### EXECUTIVE

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

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

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

### In attendance:

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

Apologies

N/A

Secretariat

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

## Minutes

Topic	Action
<p><b>Welcome and apologies</b></p> <p>1. No apologies for absence were received and the meeting was quorate.</p> <p><b>Declarations of interest</b></p> <p>2. None.</p> <p><b>Agenda 1: Approval of minutes and matters arising – MB/19-20/03/1a</b></p> <p>3. The minutes of the previous meeting, held on 23 January 2020 were agreed as a correct record by the Board.</p> <p>4. The Board noted the Action log/matters arising and discussed the outcome and progress of a number of actions:</p> <ul style="list-style-type: none"> <li>• Financial Surplus (Jan-18-07 &amp; Jan-19-12) – The Chair stated, for the record, that the outcome of work on the financial surplus resolution had been excellent.</li> </ul> <p>Ian Todd, Chief Executive, explained that all necessary approvals had been received to apply a subsidy to the fee for all applications from 01 April 2020, effectively reducing it to £190. He added that the associated section 102 order had been laid but not yet debated. If Parliament were to rise before the Order had completed its progress that should not present a problem as it only needed to come in to effect during the 2020/21 financial year. Members expressed their congratulations to all involved.</p> <ul style="list-style-type: none"> <li>• Sports Ground Exemption – This action (Sept-19-03) was complete. A second meeting was scheduled for the end of April 2020, but this had now been deferred. The Department for Digital, Culture, Media and Sport (DCMS) had not yet been able to undertake actions set out at the meeting held with the SIA on 27 January 2020. The SIA would continue to engage where relevant, but had escalated the risk so it was now in the hands of others. This was not a risk that needed</li> </ul>	

Topic	Action
<p>early mitigation as sporting fixtures had been suspended due to Covid-19.</p> <ul style="list-style-type: none"> <li>• Welsh Language – The Chair expressed disappointment that it had been necessary for the Board meeting and stakeholder event planned for Cardiff on 19 March 2020 to be postponed. This would have been the Board’s first meeting in Wales. The Chair requested that a letter expressing the Board’s disappointment at having to cancel and undertaking to reschedule be sent to all relevant parties. (March-20-01)</li> </ul>	

## Matters for report

Topic	Action
<p><b>Agenda 2: Chair’s Report – MB/19-20/03/02</b></p> <p>5. The Chair’s report was noted. She welcomed Alec Wood and Kate Bright after their appointment as members was officially confirmed at the beginning of February 2020.</p> <p><b>Agenda 3: Chief Executive’s Report MB/19-20/03/03</b></p> <p>6. Consideration was given to an update report by the Chief Executive, who gave a brief introduction.</p> <p><b>Licence-linked qualifications:</b></p> <p>7. A decision had been made to delay implementation of licence-linked qualifications. Approval from Ministers was expected by the end of March and on that basis a delay of six months had been agreed. In discussion it was agreed that the delay would allow time for trainers to prepare properly and for communications with the private security industry to be put in place. There were questions about why the need for delay had become apparent so late in the process. This was a matter to which the Board would return at a later meeting.</p> <p>8. Members asked if there could be problems with issuing of licences if no training for applicants was available. The Chief Executive responded that it was a concern but there</p>	

Topic	Action
<p>were lots of variables such as the requirement for new people to be licensed falling away as things were closed under Covid-19 restrictions. An anomaly was CCTV licences which had seen a significant increase, the assumption being that there was a move to increase CCTV security measures where people might no longer be available due to social-distancing or self-isolation.</p> <p>9. It was noted that a number of colleges had suspended face-to-face teaching. While the SIA could not suspend the training requirement it could support the closure of training facilities and colleges. (March-20-02)</p> <p><b>Business Continuity Planning</b></p> <p>10. There was discussion around the work of the Crisis Management Team (CMT) on risks and plans relating to Covid-19. It was explained that the team had been proactive and the SIA had successfully moved to remote and flexible working. Head Office had undertaken a continuity session on 13 March 2020 to test the relevant technology and had implemented remote working for parts of the SIA which had not used it before. Issues with Covid-19 were moving quickly so greater changes might occur but the general message was that things were working well, had proven resilient, and that licence applications were still being processed within normal time frames.</p> <p>11. The Chief Executive raised a concern that the situation could change in the coming days, and that the SIA could potentially go from full service to no service very rapidly. He explained that currently SIA staff were not considered key workers and that restrictions on travel and childcare issues would be likely to play a part in functionality. The Identity Document Centre (IDC) was one part of the business that could, with few exceptions, only be performed in the office as it required physical handling of documents and licences could not be issued if identity could not be established. CMT would be looking at ways around this.</p>	

Topic	Action
<p><b>12.</b> Potential options were discussed including: changing the way renewals worked; considering blanket extension of licences for three to six months; additional licence dispensation or moving to a skeleton service, which would require Ministerial agreement to go outside of the statutory regime. This was acknowledged as a balancing act with the need to offer as good a service as possible while not opening the organisation and the private security industry to greater risk. Reference was made to the Minister's comments around not letting this situation allow opportunity for fraudulent acquiring of licences. CMT would discuss all options and plan for all scenarios.</p> <p><b>13.</b> There was discussion around the need to be pragmatic in the current circumstances. The Chief Executive stated that enforcement would still expect high standards, but would need to be tailored and realistic over the next three to six months.</p> <p><b>14.</b> Members asked if modelling could be done to show the potential effects of a number of scenarios and options, to gain insight as to what implications there might be. Stephen McCormick, Director of Operations and Standards, explained that there had already been, in collaboration with finance colleagues, some modelling around expected application rates and stated that there was enough data to risk assess various change options, for example if extending licences was the chosen way forward, to see what the potential criminality links might be. (March-20-03)</p> <p><b>15.</b> There was brief discussion on the option of closing the SIA entirely. The Chief Executive clarified that closure was on the table as a potential option at CMT, especially regarding processing new licence applications, but he was reluctant to shut completely. The intention was to maintain business as usual for as long as possible and ensure that private security could cope with this emergency but also ensure people were not able to abuse the system.</p> <p><b>16.</b> Members agreed that the Chair and Chief Executive should make decisions regarding business continuity and keep them informed. (March-20-04)</p>	

Topic	Action
<p><b>Operations</b></p> <p><b>17.</b> The Chief Executive highlighted the Vital Signs and Partnerships and Interventions reports.</p> <p><b>18.</b> Members had questions around investigations into training criminality and the need to ensure against complacency. It was clarified that there was a difference between criminal activity within training and training malpractice.</p> <p><b>19.</b> The Director of Operations and Standards, explained that the information on the cases in the report were a result of intelligence received regarding fraud whereas most cases looked at over the long-term were malpractice, and often nothing more than minor administration errors. However a number of fraud cases had arisen over a short space of time showing that this type of criminality did exist and would be monitored closely.</p> <p><b>20.</b> Michelle Russell, Director of Partnerships and Interventions, explained that the investigations mentioned in the report (paragraph 2, appendix 3b) were centred around training that had supposedly been provided, where an individual had reported that he had not been in the places to have been able to provide the training needed for a licence. What this illustrated was that when an issue like this was reported, its impact could spread - in this case a number of people affected were identified. It was added however, that it was a complicated issue and difficult to establish who might be complicit in, as opposed to victims of, such criminal activity.</p> <p><b>Governance</b></p> <p><b>21.</b> Reference was made to planned governance review discussions. Members confirmed that they did not see these as a priority under the current situation with Covid-19, and accepted that they would be likely to happen later in the year.</p> <p><b>Skills Summit</b></p> <p><b>22.</b> The Skills Summit, held on 13 March 2020, was briefly discussed. The event had been planned effectively, had gone very well and been well received by the industry members who attended. It was stated that attendance of the summit had been high and inroads into getting people</p>	

Topic	Action
<p>engaged had been made, with feedback from the day showing that a high number of attendees wanted to engage in working groups and with the agenda going forward.</p> <p><b>Code of Conduct</b></p> <p><b>23.</b> This had received positive feedback but as it required a second round of consultation it would be delayed due to the current situation.</p>	

## Matters for Noting & Decision

Topic	Action
<p><b>Agenda 4: Business Plan &amp; KPIs – MB/19-20/03/04</b></p> <p><b>24.</b> The Director of Partnerships and Interventions, gave a brief introduction to the report and work that had been done on KPIs and described a recent workshop that had been attended by the Senior Management Team (SMT). It was explained that the KPIs complemented the business plan as much as possible and were a mixed matrix that reached across all parts of the SIA; that they looked at outcomes and followed National Audit Office (NAO) guidance; and that there would be dashboards underneath these KPIs that would also be tracked.</p> <p><b>25.</b> Members welcomed the new KPIs and felt the format was good and a significant step forward. They added that for some KPIs, especially newer ones, there was a need to be open to increasing or reducing targets and that there was a need to be prepared to fail.</p> <p><b>26.</b> Concerns with KPI 8 were raised and it was suggested that an aim for 80% successful prosecutions was too high and a target closer to 60-70% more realistic. On KPI 6 the question of whether some estimate of quality of intelligence would be included to support it was raised. Members also noted that one area that had not been picked up was ensuring the quality of training in the private security industry. The points would be further considered by the Director of Partnerships and Interventions.</p>	



Topic	Action
<p><b>27.</b> The Chief Executive then gave a brief overview of the current draft of the business plan and added that due to Covid-19, other than core activities, most of the business plan would shift to the right. He added that due to the ever moving situation, the business plan already needed redrafting and that there was a planning meeting scheduled to discuss this.</p> <p><b>28.</b> Members were satisfied with the work being done on the KPIs and the plan, and looked forward to seeing a further draft in due course.</p>	

## Matters for Information

Topic	Action
<p><b>Agenda 5. Any Other Business– MB/19-20/03/05</b></p> <p><b>29.</b> There was no other business.</p> <p><b>30.</b> Members expressed their support to the Executive and SIA staff over the coming weeks and the potential difficulty ahead regarding Covid-19.</p> <p><b>31.</b> The Chair confirmed, that Members would be kept informed of developments to meet emergency measures which might be imposed by Government, but that the Chief Executive would take urgent decisions, consulting her as necessary.</p>	

**Next meeting: 7 May 2020**

**Via Skype**