

Title	Minutes of the Board Meeting
Description	Minutes of the previous Board meeting on 07 May 2020
Owner	Elizabeth France

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

AUTHORITY

Elizabeth France, Chair (EF)**David Horncastle** (DHo)**Ian McKay** (IMc)**Trevor Reaney** (TR)**Kate Bright** (KB)**Alec Wood** (AW)

EXECUTIVE

Ian Todd, Chief Executive (IT)**Dianne Tranmer**, Director, Corporate Services (DT)**Stephen McCormick**, Director, Operations & Standards (SMc)**Michelle Russell**, Director, Partnerships & Interventions (MR)**In attendance****Alero Harrison**, Deputy Director, Communications & Stakeholder Engagement (AH)**Jamie Hunt**, Deputy Director, Legal Services (JH)**Kevin Barretto**, Acting Deputy Director, Finance & Business Planning (KB)**Fiona Wilson**, Deputy Director, Change Implementation (FW) – agenda item 9**External Attendees****Caroline Shanklyn**, Joint Head of Arm's Length Body Sponsorship, Home Office (HO) (CS)**Apologies**

N/A

Secretariat**Holly Brogden-Knight**, Board Secretary (HBK)**Anca Comsa**, Executive Assistant CE & Board (ACo)

Minutes

Topic	Action
<p>Welcome and apologies</p> <p>1. No apologies for absence were received and the meeting was quorate.</p> <p>Declaration of interest</p> <p>2. None.</p> <p>Agenda 1: Approval of minutes and matters arising – MB/20-21/05/1a</p> <p>3. The minutes of the previous meeting, held on 19 March 2020, were agreed as a correct record and approved 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. The following actions were marked as complete:</p> <ul style="list-style-type: none"> • (Jan-18-07 & Jan-19-12) and (Jan-20-02), in relation to surplus resolution funding and fees; • (March-20-01), in relation to the Board meeting and stakeholder event planned for Cardiff on 19 March 2020; • (March 20-04), in relation to business continuity in light of Covid-19; • (Jan-20-04), in relation to licence checks was marked as complete, with related metrics to be reflected in 2020-2021 quarterly performance reporting. <p>It was noted that work continued on the development of the governance manual (Sept-19-05 & a. May-18-07), which had been held up due to Covid-19 affecting the original timetable; now aiming for July 2020.</p> <p>5. On behalf of Members the Chair thanked all involved for their efforts and collaborative work on the surplus resolution, which saw the licence application fee payable by individuals reduced from £210 to £190 on 1 April 2020, as planned. The Home Office had also been successful in securing the s102 Order, allowing for accounting over the three year cycle, with effect from 1 April 2020.</p>	

<p>6. The Home Office action in relation to information sharing (October-15-08) remained open. It was hoped there would be more scope to address this matter in the coming year.</p>	
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Matters for report

Topic	Action
<p>Agenda 2: Chair's Report – MB/20-21/05/02</p> <p>7. The Chair's report was noted.</p> <p>8. Our senior Home Office Sponsor, Sue Young, has been seconded to deal with Covid-19 matters. As part of the re-assignment of her duties the Chair reported that she had an introductory telephone meeting with the new Director General, Policing and Fire, Tricia Hayes, who would conduct her appraisal on 10 June.</p> <p>9. The Chair expressed huge thanks on behalf of Members to the Senior Management team for their leadership in response to the Covid-19 crisis and for the positive response of all members of staff. Members commended the excellent communication from the Chief Executive which kept staff, Members and stakeholders informed and reassured during this difficult time. It was noted that a message would be sent out from the Chair on behalf of Members to this effect.</p> <p>Agenda 3: Chief Executive's Report – MB/20-21/05/03</p> <p>10. The Chief Executive gave a brief update on a number of strategic issues:</p> <p>COVID-19</p> <ul style="list-style-type: none"> • <i>The impact on the SIA and the sector as a whole</i> – The Chief Executive recorded his thanks to all members of staff, who had risen to the challenge in the most impressive way, and continued to deliver an excellent service in challenging circumstances. He underlined the robust business continuity plans in place and work on ICT resilience, which enabled the Crisis Management Team (CMT) to be set up at short notice and to make a number of rapid decisions, including the complete closure of the SIA office space from the end of business on 19 March. 	

Topic	Action
<ul style="list-style-type: none"> • <i>External issues</i> – there had been active engagement with the Home Office in the early stages of the Government’s response to COVID-19 around the definition of ‘key worker’ to identify those in the sector who met the criteria and to inform the industry accordingly. • <i>Systems and processes</i> – following the initial decision to move the majority of staff to remote working, prior to full closure, the SIA had been able to adapt to the new situation with no significant detrimental impact on performance. System changes included: <ul style="list-style-type: none"> ▪ Transferring the phone system to remote operation; ▪ Criteria changes in decision-making processes in the context of a possible closure of a number of post offices, to ensure this continued to be made in a timely and safe way; ▪ ID verification, specifically Disclosure Scotland, a change in legislation temporarily allowed processing of electronically submitted requests, allowing a faster progress for all disclosure requests sent to Disclosure Scotland, a solution that was hoped to be retained in the longer term; ▪ Reverting to the application criteria in place prior to February 2019 following agreement with the Home Office and Disclosure and Barring Service (DBS), which allowed 35% more applicants to progress quickly through the system, without attending the Post Office. This required a service release to STeP, in partnership with the service provider, Version1, ahead of the two week timescale originally forecast; ▪ LDN specifications allowed approved contractors more flexibility in the deployment of their staff, since LDNs could now be issued at Next Steps as well as Checks in Progress provided the application fee had been paid. ▪ The period in which the upcoming assessments for approved contractors could be undertaken was temporarily extended for an initial three-month period – this approach was to be reviewed at the beginning of June; ▪ The scheme had been closed to new applicants as the process could not be completed without site visits; 	

Topic	Action
<ul style="list-style-type: none"> ▪ Another temporary change allowed approved contractors to sub-contract to companies outside of the Approved Contractor Scheme, a decision to be reviewed in May. • <i>Training:</i> The SIA piloted the virtual delivery of training as well as the remote invigilation of assessments for some licence-linked qualifications (SG, CCTV and CVIT) under carefully controlled conditions and regular review; • <i>Communication:</i> 580,000 broadcast messages were sent to applicants to relay key messages and regular updates; a closed group on LinkedIn was launched specifically for approved contractors for best practice and support. The Intelligence and Risk Management function established an email route for reporting of COVID-19 related matters, widely broadcast around the organisation. • <i>Welfare and Business Recovery</i> – the SIA continued to monitor the potential impact on staff working remotely for a prolonged period of time. Reasonable adjustments had been made taking into account individual circumstances. The Chief Executive noted the development of enhanced Learning and Development (L&D) and social offers put in place to support staff. A bonus of £150 had also been awarded to all staff in recognition of their efforts and the potential for additional incidental expenses being incurred, utilising the remainder of the non-consolidated pay budget from 2019/20. Planning for the re-opening of the office was being done on a phased return basis, in accordance with government guidance and taking into account individual needs. <p>11. The Joint Head of Arm's Length Body Sponsorship, Home Office, noted thanks on behalf of the Home Office Sponsorship Unit to the Chief Executive and everyone at the SIA for the excellent response to the Covid-19 crisis.</p> <p>Customer Service Excellence</p> <p>12. The Chief Executive reported with pride the successful results of the 3 yearly Customer Service Excellence re-accreditation, further detailed in the quarterly Operations report. There was a brief discussion on how to reflect this status, by including reference either in the SIA block-signature or letterhead. The Deputy Director, Communications & Stakeholder Engagement was asked to identify the best option for a consistent approach. (May-20-01)</p>	

Topic	Action
<p>Corporate and Business Plans</p> <p>13. The SIA agreed with Home Office officials to re-present the Corporate Plan to the Minister, at the end of the current COVID-19 situation, after making any necessary changes. Developments during the current crisis may present an opportunity to further discuss options around a strategy for private security. The delivery timelines for the Business Plan have been amended in light of COVID-19. Prior to Ministerial approval Members would consider internal publication. See agenda item no 9.</p> <p>Agenda 3a: Vital Signs report – MB/20-21/05/03a</p> <p>14. The Vital Signs report for March 2020 was noted. Operational performance remained strong, despite more limited field-based activity (Partnerships & Interventions), a decrease in both licence demand and the number of new Approved Contractor Scheme applications, as a direct impact of Covid-19.</p> <p>Agenda 3b: Corporate Risks – MB/20-21/05/03b</p> <p>15. There had been no significant information security incidents in the period.</p> <p>16. There had been two key changes to the corporate risk register in the reporting period - an amendment to one of the risks and a new entry. These referred to a decrease in the RAG rating of an existing risk to public safety caused by the gaps in regulatory oversight; and a new identified risk, that due to the ongoing pandemic, the SIA would not be able carry out its core functions and effectively regulate the security industry.</p> <p>17. There was discussion around the role that the SIA played in supporting the industry during this time and any related risks. It was agreed that the SIA was committed to being a responsible regulator, ensuring the industry's voice was 'heard and understood', within the boundaries of its statutory powers. The SIA had been in constant dialogue with the Home Office on these matters.</p> <p>Agenda 3c: Financial report – MB/20-21/05/03c</p> <p>18. The Acting Deputy Director, Finance & Business Planning presented the financial activity summary. The full year deficit at the end of the financial year (31 March 2020) reported a deficit of</p>	

Topic	Action
<p>£2.1m (subject to audit), against an original forecast deficit of £1.8m. This was primarily due to a decrease in licence demand in March as a result of Covid-19. It was hoped this could be balanced throughout the course of the three year licensing cycle.</p> <p>19. He said that the effect of COVID-19 on both income and cost base was being kept under constant review, in order to identify underlying trends and patterns, to further assess impact on the 2020/21 budget. Further modelling on licence demand was ongoing. Members asked to be kept sighted on this and for related information to be included in future financial reports to the board. (May-20-02)</p> <p>20. The National Audit Office was planning to carry out their final audit as originally scheduled in June 2020 and the SIA Finance and Business Planning function was working on the basis that the Annual reports and accounts (ARA) would be laid before the summer parliamentary recess.</p> <p>21. It was noted that the Finance and Business Planning function continued to work with the National Audit Office (NAO) on the accounting treatment of the historic surplus and the year-end figures were subject to final audit.</p> <p>Agenda 3d: Communications activity – MB/20-21/05/03d</p> <p>22. Members noted the communications activity in the last period.</p> <p>Agenda 3e: Change Implementation and project portfolio pipeline – MB/19-20/05/03e</p> <p>23. The Chief Executive presented the change implementation update and analysis which were noted.</p> <p>24. In light of the new Business Plan and revised financial position for 2020/21, resulting in a smaller central fund, the efficiency of the Quickcase process was being reviewed.</p> <p>25. There was brief discussion on the need to ‘pause’ the development of a number of ICT related projects. The Director, Corporate Services advised that the SIA was currently re-thinking its ‘technology change journey’, and continued to assess the way licensing could operate going forward, with a number of changes already made in this respect. The Chief Executive emphasised the importance of developing an ICT roadmap so that there was</p>	

Topic	Action
<p>compatibility across and alignment with all SIA business areas; he was confident this could be achieved but it was necessary to 'pause' some of the projects to complete the work. Account would also be taken of the impact on budget and resources in the changed situation.</p> <p>Agenda 3f: Chief Executive engagements – MB/19-20/05/03f</p> <p>26. The appendix setting out the Chief Executive's meetings during the period was noted.</p> <p>Agenda 4: Operations Quarterly Report & SIA Annual Report Complaints 2019-20 – MB/20-21/05/04</p> <p>27. The Director, Operations & Standards presented the Quarterly Operations which was noted.</p> <p>28. The Director, Operations & Standards reported that while Covid-19 had had an impact on some of the ways the SIA operated, performance remained strong, with the majority of KPIs either met or exceeded for the year.</p> <p>29. He was pleased to note the excellent results of the recent remote Customer Service Excellence (CSE) assessment, with the SIA successfully achieving the accreditation with 12 compliance-plus areas awarded (the highest number to date) and being described as an exemplar organisation. Customer insight, internal quality monitoring framework, consultation with customers, corporate commitment, information access and continuous improvement were some of the strength areas highlighted in the report. This was a joint effort across all directorates.</p> <p>30. The SIA had hosted a private security industry skills summit on the 12th of March, which outlined a vision of how the industry could address the skills agenda in the private security industry, and was led by industry experts who gave presentations on skills related topics. This was a well-attended event with more than 120 delegates present and 66 attendees signed up to be part of a refreshed Strategy and Standards Group.</p> <p>31. The Director, Operations & Standards reminded Members of the new licence-linked qualification launch target date of 1 April 2021; but said this might need future review, depending on Covid-19 developments.</p> <p>32. Members asked a number of questions in relation to the virtual training delivery pilot. They noted, in particular, that steps would</p>	

Topic	Action
<p>be taken to ensure systems of assessment remained robust and did not compromise the integrity of the licence-linked qualification.</p> <p>33. The SIA Annual Complaints report was noted. There was a brief reminder from the Chair that this should also identify complaints from the devolved administrations. Members requested more detail on the nature of complaints, particularly those attributed directly to errors in SIA systems. The Chair also noted the rise in Freedom of Information requests and asked if opportunities to anticipate these by publication of more information were being considered.</p> <p>Agenda 5: Partnerships & Interventions Quarterly Report – MB/20-21/05/05</p> <p>34. The Director, Partnerships & Interventions presented her report which was noted.</p> <p>35. She reported on the significant impact that Covid-19 had had on operational activity and enforcement functions since mid-March. The Partnerships & Interventions function had adapted to alternative methods and re-prioritised cases that could be completed.</p> <p>36. While operational activity had been limited, work had continued on interventions, as well as on identifying and tackling non-compliance and non-conformance in relation to non-front line activities and risks in relation to criminal offences. Other activities included desk-based research conducted by phone and e-mail and further engagement with the industry in gathering information and intelligence, including around the impact of the lockdown on their business and future prospects. Plans were also being made for a number of Partnerships & Interventions staff to support the Quality & Standards function in monitoring the remote training pilot</p> <p>37. Members enquired about the impact of Covid-19 on prosecution work. The Deputy Director, Legal Services said that the SIA had liaised with the courts, to ascertain the possibility of any of the pending cases being dealt with remotely or via alternative means. The SIA continued to follow the latest government advice on attending courts, with the Legal Services and Partnerships & Interventions functions working closely on proposals being made to the courts. Members would be kept updated on progress.</p>	

Topic	Action
<p>38. The Director, Partnerships & Interventions assured Members that the impact of Covid-19 was under constant review with planning for the short, medium and long term, including assessing what a phased return to 'normal' would entail.</p> <p>Agenda 6: Audit & Risk Assurance Committee Update – MB/20-21/05/06</p> <p>39. The Chair of the Audit & Risk Assurance Committee provided a brief update which was noted.</p> <p>40. He expressed the committee's satisfaction with the SIA response to the Covid-19 crisis having looked at the identified risks and the assurances provided.</p> <p>41. Matters had been progressing well, with no concerns to raise; work was ongoing on the internal audit and the National Audit Office (NAO) annual work, to include payroll procedures; the Annual reports and accounts (ARA) were expected to be completed before the summer parliamentary recess and would be considered at the June board meeting. The Chair of the Audit & Risk Assurance Committee commended the joint efforts of the SIA, the Government Internal Audit Agency (GIAA) and the National Audit Office (NAO).</p> <p>42. The Committee was planning a 'deep dive' session on lessons learned from Covid-19 in October 2020, as well as looking at different options for an effectiveness training session in September 2020, either remotely or face to face.</p> <p>Agenda 7: HR & Remco Committee Update – MB/20-21/05/07</p> <p>43. The Chair of the HR & Remco Committee gave a brief update on HR matters and noted the impressive organisational response to the Covid-19 crisis. He also highlighted ongoing work in relation to staff welfare in light of Covid-19 circumstances, which looked closely at staff engagement, as well as more broadly at any changes that might benefit both staff and the organisation in the longer term. It was hoped these matters might be considered at the next committee meeting</p> <p>44. He said that the Committee would look at the annual pay remit and potential pay uplift, once received.</p>	

Matters for noting and decision

Topic	Action
<p>Agenda 8: SISQR (Qualifications) Project - Close Protection specification – MB/20-21/05/08</p> <p>45. The Director, Operations & Standards gave a brief summary of the project process, and the consultation that took place for the development of the Close Protection specification. Timescales were yet to be mapped out and agreed as part of the SISQR project, with an initial target launch date of April 2021 likely to be rescheduled to September/October 2021, due to Covid-19 and the challenge of developing related techniques and infrastructure during this time.</p> <p>46. Members were content for matters to proceed as planned and report progress to the June board meeting. In the meantime Kate Bright would represent Members' interests on any changes to the close protection specification, continuing to be developed with the expert working group.</p> <p>Agenda 9: SIA Draft Business Plan 2020-21 – MB/20-21/05/09</p> <p>47. Members approved the current draft of the Business Plan for internal publication, subject to minor changes to the forward look, to reflect organisational 'reshaping' work and resourcing implications as a result of Covid-19. This was likely to see more changes throughout the year. External publication would need to wait until the Corporate Plan, within which it sits, had been approved by the Minister. It was however important for this interim version to be available to staff early in the business year so that priorities could be established.</p>	

Any other business

Topic	Action
<p>Agenda 10. Any Other Business – MB/19-20/05/10</p> <p>Next meeting of the SIA Strategic Forum</p> <p>48. There was brief discussion on the continued benefits of engaging with the industry, looking at timing for the next SIA Strategic Forum. A suitable date was to be identified.</p> <p>SIA Board meetings arrangements</p> <p>49. Board meetings were being held via Skype in light of Covid-19. These arrangements continued to be reviewed, in line with social-distancing rules. It was considered prudent to assume that there would not be a physical meeting before September. Additional ‘virtual chats’ to help maintain contact were being considered.</p>	

Next meeting: 18 June 2020

Venue: via Skype