

Title	Minutes of the Board Meeting
Description	Minutes of the previous Board meeting on 23 July 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)**Stephen McCormick**, Director, Operations & Standards (SMc)**Michelle Russell**, Director, Partnerships & Interventions (MR)**In attendance****Jamie Hunt**, Deputy Director, Legal Services (JH)**Alero Harrison**, Deputy Director, Communications & Stakeholder Engagement (AH)**Kevin Barretto**, Acting Deputy Director, Finance & Business Planning (KB)**Rachael White**, Senior Manager, Operations Support (RW), agenda item 8**Tony Holyland**, Head of Quality & Standards, Quality & Standards (TH), agenda item 9 & 10**External Attendees****Caroline Shanklyn**, Joint Head of Arm's Length Body Sponsorship, Home Office (HO) (CS)**Apologies****Dianne Tranmer**, Director, Corporate Services (DT)**Secretariat****Holly Brogden-Knight**, Board Secretary (HBK)**Anca Comsa**, Executive Assistant CE & Board (ACo)

Minutes

Topic	Action
<p>Welcome and apologies</p> <p>1. Apologies were received from the Director, Corporate Services. The meeting was quorate.</p> <p>Declaration of interest</p> <p>2. No supplementary declarations were made.</p> <p>Agenda 1: Approval of minutes and matters arising – MB/20-21/07/1a</p> <p>3. The minutes of the previous meeting, held on 18 June 2020, were agreed as an accurate record and approved by the Board.</p> <p>4. The Board noted the action log and matters arising. The outcome and progress of a number of actions were discussed:</p> <ul style="list-style-type: none"> • (Sept-19-05 & a. May-18-07) in relation to the governance manual; this was ongoing work, continuing to aim for completion in September; • (June-20-03) in relation to the code of conduct; work continued , with a view to completion by September, with an earlier update on progress; • (June-20-04) in relation to the SIA Board and Committees 2021 dates; no further updates (the agreed tentative dates remained subject to the governance review and potential re-sequencing); • (June-20-06) in relation to briefing on diversity and inclusion (D&I) matters to the Cabinet Office (HO part of the log); this document was awaiting clearance and would be shared with Members as soon as it became available; • (October-15-08) in relation to information sharing (HO part of the log); there were no further updates. <p>5. The following actions were marked as complete:</p> <ul style="list-style-type: none"> • (May-20-01) in relation to customer service excellence status; staff would be encouraged to include the CSE accreditation logo in their signature block; related guidance would be provided. 	

<ul style="list-style-type: none"> • (June-20-02) in relation to demographic data on licence applicants - a project had been set up, reporting progress would now follow the normal process. 	
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Matters for report

Topic	Action
<p>Agenda 2: Chair's Report – MB/20-21/07/02</p> <p>6. The Chair's report was noted.</p> <p>7. The Chair reported on the provisional timetable for the SIA Chair and Member recruitment. An advertisement for the Chair role was expected to go out by the end of July 2020 with an appointment in the week commencing 30 November 2020. The Home Office had decided to run the competition for the Member role slightly later so that the new Chair could be involved in the recommendation to Ministers.</p> <p>8. The Joint Head of Arm's Length Body Sponsorship, Home Office (HO) confirmed that the recruitment pack was awaiting ministerial approval and would be circulated to Members before publication.</p> <p>9. The Chair also made reference to a virtual walkthrough of SIA processes being planned for Dan Greaves, new Director, Crime, Policing and Fire Group, Home Office, to take place in early September. This followed introductory meetings with both the Chair and the Chief Executive in late June and early July 2020. The Secretariat would provide full details once planning was complete, and Members would be welcome to join. (July-20-01)</p> <p>Agenda 3: Chief Executive's Report – MB1/07/03</p> <p>10. The Chief Executive presented his report</p> <p>11. He said that the last period continued to be dominated by Covid-19, and that this was likely to be the case for the foreseeable future. He reported that performance continued to be strong.</p> <p>12. Considerable work had been done around the redeployment of field workers, with detailed risk assessments being carried out, in line with health and safety requirements and government guidelines. The Chief Executive was particularly grateful for the work undertaken by the Director, Corporate Services and Director, Partnerships & Interventions in this area. The Chief</p>	

Topic	Action
<p>Executive reported that as a next stage, Executives would be looking at appropriate occupation of office space in the medium to longer term. Any plans were unlikely to lead to more than a minimal return to the Office during 2020. The SIA would continue to develop and deliver appropriate supporting packages at both organisational and individual levels. The health and welfare of staff remained the main priority.</p> <p>13. The Chief Executive reported that corporate and business plans were being kept under review, with an increased focus on internal matters. This would be further discussed at the Board strategy days in September.</p> <p>14. Another major piece of work was the ongoing review of organisational design, with the first stage of this process now complete. Staff continued to be regularly updated and reassured on this and a final update would be provided at the end of the consultation.</p> <p>15. Members noted the complexity and range of initiatives in hand and made clear that these should be closely monitored to ensure coherence and capacity to move forward in parallel with other strands of SIA work. (Jul-20-02)</p> <p>Agenda 3a: Financial summary – MB/20-21/07/03a</p> <p>16. The Acting Director Finance & Business Planning presented the financial summary for the last period, which was noted. He reported that the year to date results continued to be below the original expectations as a direct result of Covid-19, however the number of applications was now increasing giving an overall rate 5% lower than expected for the time of the year. Demand was expected to remain below originally budgeted levels, before gradually increasing from September, with a return to near expected levels from December. It was premature to predict any major changes in financial surplus or licence fees at this stage; this was part of an ongoing review.</p> <p>17. Members noted the importance of continually seeking to improve and refresh the modelling base for strategic purposes.</p> <p>Agenda 3b: Communications activity – MB/20-21/06/03b</p>	

Topic	Action
<p>18. Members noted the communications activity in the last period, welcoming the latest positive feedback on social media.</p> <p>19. The importance of keeping messages relevant to matters of current interest, paying particular attention to training needs as well as identifying more proactive ways to promote the industry, as part of the wider stakeholder engagement strategy, was noted. The Deputy Director, Communications & Stakeholder Engagement confirmed that a number of options to ensure relevance were being considered. (July-20-03)</p> <p>Agenda 3c: Corporate Risks – MB/20-21/07/03c</p> <p>20. There had been no significant information security incidents nor changes to the risk register in the reporting period, however a full review of the risks had recently taken place, including consideration of new risks. The output was being consolidated and the updated register would be presented at the September Board meeting.</p> <p>Agenda 3d: Change Implementation and project portfolio pipeline – MB/20-21/07/03d</p> <p>21. The Chief Executive presented the change implementation update, which was noted. He confirmed that reporting on the progress of projects would continue as a key element of reports to Members.</p> <p>22. There was a brief discussion on access to the Police National Database (PND). The Chief Executive confirmed that the present challenges referred to a higher level of security clearance required for auditing and oversight purposes (enabling the SIA to audit its use of the system), not affecting the SIA standard intelligence access for licensing purposes.</p> <p>Agenda 3e: Chief Executive engagements – MB/20-21/06/03</p> <p>23. The appendix setting out the Chief Executive’s meetings during the period was noted.</p> <p>Agenda 4: Operations & Standards Quarterly Report – MB/20-21/07/04</p> <p>24. The Director, Operations & Standards presented the quarterly report which was noted. He reported a reduction in application volumes over the last quarter, as a direct impact of Covid-19, but</p>	

Topic	Action
<p>added that it was encouraging to see a gradual increase in numbers, suggesting an upward trend. Despite applications being lower than predicted, there was a continued demand from the industry, notably for licence renewals.</p> <p>25. The Director, Operations & Standards was pleased to confirm that the Approved Contractor Scheme (ACS) had re-opened for applications from 1 July 2020, following a period of closure due to Covid-19, with applications starting to come in at a steady rate. The SIA continued to assess alternative options for related field-checks, to support assessing bodies. Furthermore, the SIA had decided to offer approved contractors a fees instalments option, for a period of up to three months, in its continued efforts to support the industry at this challenging time. Members welcomed the introduction of an 'ACS visual' chart.</p> <p>26. Members remarked positively on regional working groups and asked the Director, Operations & Standards to provide updates on engagement in both Northern Ireland (NI) and Scotland, to the interested Authority Members. (July- 20-04)</p> <p>27. Other highlights included phase two of the virtual classroom pilot, which continued to be assessed; the Licence Dispensation Notice (LDN) use, which had returned to normal parameters, whilst continuing to honour arrangements made during C-19; and, the approach to the Licence Management (LM) service. A number of tools had also been developed for implementing further improvement measures across the directorate in relation to training and development needs or updates of processes and procedures. Members remarked on the need to ensure that evaluation of operational key achievements was 'object orientated'.</p> <p>28. As part of the forward look, the directorate would continue its ongoing activity to identify and minimise all incoming documentation by shifting it to digital or other processes. (July-20-05)</p> <p>Agenda 5: Partnerships & Interventions Quarterly Report – MB/20-21/07/05</p> <p>29. The Director, Partnerships & Interventions presented the quarterly report which was noted.</p>	

Topic	Action
<p>30. As highlighted in previous board meetings, Covid-19 had a significant impact on enforcement and inspections work during the quarter. The Director, Partnerships & Interventions said that despite the challenges, related work continued, as reflected in recent casework. A phased return to field work had commenced after careful risk assessment; it was voluntary at this stage. It was likely to be some time before field-based activity could resume at the levels originally envisaged in the business plan.</p> <p>31. In addition to this, the directorate had been able to complete further desk-based review work (75% of the available resource), as part of regular work. This had generated a total of 217 new cases, well above the 150 target for the quarter. Members were pleased to note the progress made in this area and the collaborative work with the Compliance function, in Operations.</p> <p>32. The Director, Partnerships & Interventions also noted challenges in prosecutions work. The effect of Covid-19 on the courts service meant a number of trials had been adjourned. The Deputy Director, Legal advised that the SIA continued to work closely with the courts to find alternative solutions. He noted potential changes to the Civil Procedures Rules which might assist, for example, by allowing electronic service of documents.</p> <p>33. Members asked for a brief update on SIA/ National Counter Terrorism Security Office (NaCTSO) engagement. The Director, Partnerships & Interventions confirmed that the intention was for this to continue beyond the expiry of the current arrangement (September 2020), albeit in a slightly different form. This was currently being assessed. There was also a brief reference to the Counter-Terrorism awareness (ACT) e-learning product, delivered via NaCTSO, which the SIA actively helped promote and advised on content. All SIA staff and Members had been encouraged to take this course.</p> <p>34. As part of the forward look, the directorate would look at developing a quality framework for P&I casework, following similar approaches in Operations, to ensure good practice. This would take some months to develop, test and roll out, but was expected to be in place for the start of the next financial year.</p>	

Matters for noting and decision

Topic	Action
<p>Agenda 6: Audit & Risk Assurance Committee Update– MB/20-21/07/06</p> <p>35. The Chair of the Audit & Risk Assurance Committee gave a brief update on recent committee work.</p> <p>36. He was pleased to report that the SIA annual report and accounts (ARA) had been successfully signed and laid before Parliament on 21 July 2020, before the summer recess. He highlighted the exceptional feedback from the National Audit Office (NAO) and the Government Internal Audit Agency (GIAA). He expressed his gratitude and thanks to all those involved in this piece of work.</p> <p>37. The Chair added her thanks and congratulations on behalf of all Members for the excellent results, to the Chief Executive, the Acting Director, Finance & Business Planning, the Director Corporate Services and all SIA functions which had contributed to these results.</p> <p>Agenda 7: HR & Remco Committee Update – MB/20-21/07/07</p> <p>38. The Chair of the HR & Remco Committee gave a brief update on recent HR matters, including work on organisational design and the latest developments on diversity and inclusion (D&I) discussions with SIA staff from black, Asian and minority ethnic backgrounds (BAME). He reported that he was content with how these matters were progressing, with no particular concerns to be raised at this stage.</p> <p>39. The Committee had also considered the pay remit. A bid for a 2.5% increase (the maximum) has been submitted. This included exploring a number of longer term initiatives to try to prioritise and address any pay band inaccuracies. Advice on the applicability of public pay restrictions to the SIA was being sought.</p> <p>Agenda 8: KPIs dashboard – MB/20-21/07/08</p> <p>40. Members welcomed the Senior Manager, Operations Support for a presentation on the Key Performance Indicators (KPIs) dashboard. They commented on the clear format of the paper and gave their thanks for the work to date. They noted the challenge of ensuring data accuracy, as well as in obtaining the</p>	

Topic	Action
<p>required data at set reporting intervals. After discussion they agreed that quarterly reporting should be the norm.</p> <p>41. There were queries in relation to specific KPIs, including savings or efficiencies to the overall resource expenditure; prosecution success rates; licence suspension for public safety reasons (within legal compliance); as well as ‘right to work’ checks and the need to further analyse any impact in relation to the process of exiting the European Union, specifically at the end of the transition period. (July-20-06)</p> <p>Agenda 9: Confirmation of content for top-up training – MB/20-21/07/09</p> <p>42. The Director, Operations & Standards gave a brief introduction to the paper setting out the content and timing of implementation for top-up and refresher training and next steps before implementation from 1 April 2021 (the earliest possible date). This was aimed at closing any existing gap in training requirements, allowing the SIA to mitigate any newly identified risks, and ensuring that operatives have up to date training to keep themselves and the public safe.</p> <p>43. Members asked a number of questions in relation to establishing an appropriate time period during which an operative could obtain top-up training (e.g. 12 months). This would be assessed and the results would be presented to the Board. The Head of Quality & Standards confirmed that the assessment would include a legal perspective, to ensure any risk mitigation. (July-20-07)</p> <p>44. Members were content with the recommendations and the direction of travel and looked forward to progress reports and any information on the impact this would have on overall training provision.</p> <p>Agenda 10: Integration of arrangement that allows Close Protection (CP) operatives to conduct activities covered by a Door Supervision (DS) licence– MB/20-21/07/10</p> <p>45. The Head of Quality & Standards gave a brief overview on these matters noting the licence integration that currently allows holders of a Close Protection (CP) licence to perform the activities of a door supervisor (DS) but where training does not cover the same physical intervention and some other skills.</p>	

Topic	Action
<p>46. Members enquired about the additional cost incurred for the training and any other impact that this might have on this specific licence holder category. The Director, Operations & Standards said that on balance, any associated costs would be marginal, in contrast with the real value of this undertaking.</p> <p>47. The Member with responsibility for representing the industry (who is herself a CP licence holder) supported the proposals saying that it would be welcomed by the industry and those operatives concerned. Members approved the recommendation. As next steps, the SIA would work with awarding organisations to develop fully the new qualification for Close Protection operatives.</p> <p>48. More generally Members asked that their interest in licence integration be noted. An opportunity for a broader discussion around generic licence identification including further modelling on transferrable skills would be arranged, for either the September Board strategy days, or soon thereafter. (July-20-08)</p>	

Any other business

Topic	Action
<p>Agenda 11. Any Other Business – MB/20-21/07/11</p> <p>SIA Board Strategy days, 9/10 September 2020</p> <p>49. Planning had commenced for the SIA board strategy discussions in September.</p> <p>50. The Chief Executive gave an outline of the draft programme. He proposed that as well as looking inwardly at SIA matters at a strategic level, there should be external input from a diverse range of industry representatives, including feedback from the August meeting of the SIA Strategic Forum. Planning was being done on the basis that this would take place virtually, via Skype.</p> <p>51. Members suggested that it might be helpful to include an update on Information and Communications Technology (ICT) roadmap for discussion, highlighting the strong link and interdependencies to all areas of SIA work. (July-20-09)</p>	

Next meeting: 10 September 2020

Venue: via Skype