

Title	Minutes of the Board Meeting
Description	Minutes of the previous Board meeting on 10 September 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)

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

**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><b>Welcome and apologies</b></p> <p>1. No apologies for absence were received. The meeting was quorate.</p> <p><b>Declaration of interest</b></p> <p>2. No declarations were made.</p> <p><b>Agenda 1: Approval of minutes and matters arising – MB/20-21/09/1a</b></p> <p>3. The minutes of the previous meeting, held on 23 July 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"> <li>• (Sept-19-05 &amp; a. May-18-07) ongoing work in relation to the governance manual. An update was provided at the board strategy days and related documents would be shared in correspondence with Members for any comments; this work was aimed for completion by the beginning of the new year, ready for review by the new SIA Chair;</li> <li>• (June-20-03) in relation to the code of conduct. Work continued with a 'built-in' transition period between the conclusion of this work and implementation to ensure any risk mitigation (any impact on the operational regime); the interim results had been shared with Members and the final report was expected to be completed by the October board;</li> <li>• (June-20-04) in relation to the SIA Board and Committees 2021 dates. The final draft of the agreed tentative dates would be circulated to Members during the week commencing 14 September, along with the governance manual;</li> <li>• (June-20-06) in relation to briefing on diversity and inclusion (D&amp;I) matters to the Cabinet Office (HO part of the log). No further update was available as to when document would become available;</li> <li>• (July-20-06) in relation to impact arising from right to work checks, as a result of the process of Exiting the European</li> </ul>	

<p>Union. This continued to be assessed in talks with relevant departments, looking at appropriate contingency measures;</p> <ul style="list-style-type: none"> <li>• (July-20-07) in relation to top-up training. Assessment was underway, and the item was tabled for the October board;</li> <li>• (July-20-08) in relation to licence integration. A discussion on how licence integration might work best in the future would be facilitated; the item would be tabled at November board;</li> <li>• (October-15-08) in relation to information sharing (HO part of the log). Good practice examples continued to be identified, as well as sharing of information with the Police, as a close-interlink.</li> </ul> <p>5. The following actions were marked as complete:</p> <ul style="list-style-type: none"> <li>• (July-20-01) in relation to the virtual introduction meeting to Dan Greaves, Director of Crime and Policing, Home Office (HO). The meeting took place on 3 September 2020; the Chair expressed her thanks to all staff involved in the delivery and organisational aspects of the meeting; the Joint Head of Arm's Length Body Sponsorship, Home Office added her thanks on behalf of the Sponsorship Unit, HO, advising this was a well-received opportunity;</li> <li>• (July-20-03) in relation to communication aimed at promoting the industry. It was agreed that this would be addressed as part of the wider stakeholder engagement strategy;</li> <li>• (July-20-04) in relation to regional working groups. The relevant Members had been provided with an update on regional engagement in NI and Scotland. It was recognised that there would be value in Members attending other regional events on an ad hoc basis and so it was agreed that advance information would be provided;</li> <li>• (July-20-05) in relation to identity checking. Work was ongoing with some aspects already being dealt with in collaboration with partners; the analysis/ strategic aspects of this work would be dealt with as part of the wider licensing review;</li> <li>• (July-20-09) in relation to SIA Information and Communications Technology (ICT) roadmap, referred to in board strategy discussions. Members asked for a more detailed update; the item has therefore been tabled for October board, with an update on the licensing review.</li> </ul>	
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## Matters for report

Topic	Action
<p><b>Agenda 2: Chair’s Report – MB/20-21/09/02</b></p> <p>6. The Chair’s report was noted.</p> <p>7. The Chair reported on progress made on Chair recruitment matters. The Joint Head of Arm’s Length Body Sponsorship, Home Office (HO) confirmed that the advertisement for the Chair role had gone out on 18 August, with applications closing on 21 September 2020.</p> <p>8. There were no further updates in relation to the competition for the Member role, this was awaiting ministerial approval. The Chair expressed her concern with timing of this process (prospect of losing half of the Authority in the first quarter of 2021, in the absence of possibility of a term renewal), particularly in light of recent changes (see Chief Executive role update below); this matter would be raised with Dan Greaves Director of Crime and Policing, Home Office in a catch-up meeting on 17 September. The Chair asked for a related briefing to be provided by the Sponsorship Unit ahead of this meeting.</p> <p>9. Following on from the board strategy sessions on 9 and 10 September 2020, the Chair and Chief Executive would also meet with the Director of Crime and Policing on 30 September to discuss the corporate plan.</p> <p><b>Agenda 3: Chief Executive’s Report – MB1/09/03</b></p> <p>10. The Chief Executive presented his report. Notwithstanding the significant impact of Covid-19, the SIA continued to maintain stable performance levels. He reported that the financial position, in light of Covid-19, was better than originally expected, but a prudent approach was needed.</p> <p>11. He drew Members’ attention to a number of current matters of interest:</p> <ul style="list-style-type: none"> <li>• Quality of the security provision, as part of the Manchester Arena inquiry, with the SIA expected to be give evidence in due course; this would see direct engagement and support from Director, Partnerships &amp; Interventions and the Legal and Quality &amp; Standards functions;</li> <li>• The SIA had recently received correspondence challenging published guidance, issued in October 2018 on treatment of the</li> </ul>	

Topic	Action
<p>transgender community. As there is an associated Judicial Review of the Government Equalities Office, a substantive response is on hold;</p> <ul style="list-style-type: none"> <li>• There will be a limited reopening of 10SC from the week commencing 21 September, where there are specific operational requirements and/or personal circumstances; these arrangements follow Public and Commercial Services Union (PCS) approval. The Chief Executive made clear that the health and welfare of staff remained his main priority. The Director, Corporate Services, added that office access continued to be limited by space capacity, in accordance with building access guidance and only possible on an application basis for the aforementioned reasons. Members agreed that this was a sensible approach.</li> </ul> <p>12. In a personal message to staff and Members, on 3 September, the Chief Executive announced his decision to resign from his post at the SIA, for personal reasons. His last day at the SIA would be on 16 October. The implementation of organisational design (OD) changes from 12 October, as well as the second phase of this process would proceed as planned, under the executive team. He was confident that aligning this work with the revised ‘People Plan’ and developing the right culture for the future was key to success, alongside more flexible working opportunities in the context of Covid-19.</p> <p><b>Agenda 3b: Financial summary – MB/20-21/09/03a</b></p> <p>13. The Director, Corporate Services presented the financial summary for the last period, which was noted.</p> <p>14. She reported that licence applications had seen an increase since the last reporting period (as at 31 July 2020 demand in licence applications was 13% above forecast). This was encouraging, but it would not yet be possible to be confident that this would be a sustained trend; the SIA’s approach would remain prudent.</p> <p>15. Members asked whether the recruitment freeze, identified as an area for efficiency saving in the quarter 1 reforecast, would remain in place. The Director, Corporate Services, advised that this was likely to be the case until the end of the year, while allowing some immediate recruitment in relation to organisational redesign, to fill any gaps.</p>	

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<p><b>16.</b> The Joint Head of Arm’s Length Body Sponsorship, Home Office (HO) asked about progress in relation to the Government Banking Service application, as part of the surplus resolution, a requirement in line with Treasury guidelines. The Chief Executive confirmed that the necessary action had been taken to effect this.</p> <p><b>Agenda 3c: Communications activity – MB/20-21/09/03b</b></p> <p><b>17.</b> Members noted the communications activity in the last period.</p> <p><b>18.</b> Members also remarked on an existing ‘Hidden Workforce’ campaign, an attempt to reset the public perception of security officers, an initiative by the British Security Industry Association (BSIA), and Security Commonwealth, that the SIA had helped promote, the impact of which would be followed with interest.</p> <p><b>19.</b> Members commented on the opportunity of enhanced messaging around the benefits of sharing ‘good practice’, a case study around the SIA Approved Contractor Scheme (ACS). The Director, Operations &amp; Standards said that this was something currently being looked into, as part of the business plan and the communications strategy.</p> <p><b>20.</b> Members were pleased to note the continued active engagement on social media platforms; an area which had seen a considerable boost within the last year, for which personal credit was given to the Chief Executive. Other comments referred to wider engagement with the industry, in ensuring ‘thought diversity’, for a strengthened approach. The Chief Executive said that the SIA remained committed to listening to a diverse range of opinions.</p> <p><b>21.</b> As discussed at the board strategy sessions, developments in communications remained a strategic objective and continued to be assessed by the executive team for any changes that might help refocus energy and efforts, to produce a clear influencing strategy. Members acknowledged that this piece of work needed to embrace continued development of a broadened stakeholder engagement and direct dialogue with the industry.</p> <p><b>Agenda 3: Corporate Risks – MB/20-21/09/03</b></p> <p><b>22.</b> There had been no significant security incidents in the last reporting period. A review of the corporate risk register had resulted in a number of changes, which were noted.</p>	

Topic	Action
<p><b>Agenda 3d: Change Implementation and project portfolio pipeline – MB/20-21/09/03d</b></p> <p>23. The Chief Executive presented the change implementation update, which was noted.</p> <p><b>Agenda 3e: Chief Executive engagements – MB/20-21/09/03</b></p> <p>24. The appendix setting out the Chief Executive’s meetings during the period was noted.</p>	

## Any other business

Topic	Action
<p><b>Agenda 11. Any Other Business – MB/20-21/07/11</b></p> <p>25. There was no other business.</p>	

**Next meeting: 15 October 2020**

**Venue: Via Skype**