

Title	Minutes of the Board Meeting
Description	Minutes of the previous Board meeting on 15 October 2020
Owner	Elizabeth France

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

## AUTHORITY

**Elizabeth France**, Chair (EF)**David Horncastle** –Deputy Chair, Security Industry Authority (DHo)**Ian McKay** - Authority Member, Security Industry Authority (IMc)**Trevor Reaney** - Authority Member, Security Industry Authority (TR)**Kate Bright** - Authority Member, Security Industry Authority (KB)**Alec Wood** - Authority Member, Security Industry Authority (AW)

## EXECUTIVE

**Ian Todd**, Chief Executive (IT)**Stephen McCormick**, Director, Licencing & Standards (SMc)**Michelle Russell**, Director, Inspections and Enforcement (MR)**Dianne Tranmer**, Director, Corporate Services (DT)

## SIA ATTENDEES

**Jamie Hunt**, General Counsel (JH)**Kevin Barretto**, Head of Finance and Procurement (KBa) - Item 3a**Rachael White**, Head of Corporate Information (RW) – Item 4**John Neil**, Chief Information Officer (JN) – Item 5**Tony Holyland**, Head of Individual Standards (TH) – Item 9**External Attendees****Caroline Shanklyn**, Joint Head of Arm's Length Body Sponsorship, Home Office (HO) (CS)**Observers****Fiona Wilson** - Head of Strategy and Governance (FW)**Caroline Hayward** – Senior Legal Advisor (CH)**Secretariat****Hannah Rose**, Executive Support Operations (HRo)**Apologies**

None

**Minutes**

Topic	Action
<p><b>Welcome and apologies</b></p> <ol style="list-style-type: none"> <li>1. No apologies for absence were received.</li> <li>2. The Chair noted that this was the Chief Executive's last Board meeting before his departure from the organisation. She thanked him on behalf of all Members for his service over the last 20 months. The thanks were echoed by others, the Deputy Chair drawing attention in particular to the handling of the surplus and development of the corporate plan.</li> <li>3. The Chair referred to a letter received from the Home Office (HO) commenting on the Chief Executive's achievements and reflecting the good relationship between the HO and the SIA.</li> </ol> <p><b>Declaration of interest</b></p> <ol style="list-style-type: none"> <li>4. No declarations were made.</li> </ol> <p><b>Approval of minutes and matters arising</b></p> <ol style="list-style-type: none"> <li>5. The minutes of the previous meeting, held on 10 September 2020, were agreed as an accurate record and approved by the Board.</li> <li>6. The Board noted the action log and matters arising. The outcome and progress of a number of actions were discussed: <ul style="list-style-type: none"> <li>❖ (Sept-19-05 &amp; a. May-18-07) Director, Inspections and Enforcement provided an update on the governance manual. The target date had been met and work had begun on the next phase. Ian McKay, who had taken the lead for the Authority would consider any comments received by the end of November with a view to presenting a final version by the end of the calendar year.</li> <li>❖ (June-20-03) The Chief Executive gave a brief update in relation to the Code of Conduct and noted that the analysis of consultation responses was being circulated for information at this stage.</li> <li>❖ (July-20-03) The Director of Corporate Services agreed to report progress on development of the stakeholder engagement strategy at the next meeting. Separately she was asked about progress on incorporating information about SIA achievements in our signature blocks. This would also be followed up. (October-20-01)</li> <li>❖ (July-20-08) The future facilitation of licence integration would be tabled at the November board.</li> <li>❖ (June-20-05) The Chair updated the meeting on the SIA Chair and Member Recruitment.</li> <li>❖ (October-15-08) On information sharing (HO part of the log), the Joint Head of Arm's Length Body Sponsorship, Home Office (HO) reported good practice examples, as well as sharing of information with the Police, as a close-interlink.</li> </ul> </li> </ol>	

<p>7. The following actions were marked as complete:</p> <ul style="list-style-type: none"> <li>❖ (June-20-04) The SIA Board and Committees 2021 dates have been agreed and placeholders have been sent to attendees.</li> <li>❖ (July-20-07) An update on top-up training was an agenda item.</li> <li>❖ (July-20-07) The ICT roadmap was an agenda item.</li> </ul>	
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Matters for report

Topic	Action
<p><b>Chair’s Report – MB/20-21/10/02</b></p> <p>8. The Chair’s report was noted. She provided an update following a recent meeting with Dan Greaves, Crime Director, Home Office (HO). It was a positive, constructive meeting; although he could not anticipate the Minister’s response to the proposed changes to the corporate plan. Work would now proceed to ensure a finalised revised version was shared with Members and then formally submitted to the Home Office. (October-20-02)</p> <p><b>Chief Executive’s Report – MB1/10/03</b></p> <p>9. The Chief Executive presented his report. He reminded the meeting that the new Senior Leadership Team (SLT) was effective from 12 October 2020. He thanked all staff for their help over the last 20 months.</p> <p>10. The Chair of HR RemCo commented on matters to be completed before the next meeting.</p> <p>11. In relation to Risk &amp; Information Security, attention was drawn to a recent potential data loss which has been reported to the ICO, and which had been discussed in more detail at ARAC.</p> <p><b>Financial summary – MB/20-21/10/03A</b></p> <p>12. The Head of Finance and Procurement joined the meeting to lead the update on finance. He advised that there had been an increase of 9% in estimated surplus between quarter 1 and quarter 2. Expenditure had significantly reduced, notably on travel and subsistence (T&amp;S) and legal expenses due to ongoing restrictions. While licence demand had picked up close monitoring would continue.</p> <p>13. The Chief Executive drew attention to the contribution of vacant posts to the calculation of the surplus. Recruitment was now proceeding and in early 2021 there would need to be consideration by the Board of the appropriate establishment. Members were</p>	

Topic	Action
<p>assured that this was being taken into account in the financial planning.</p> <p>14. Members expressed their thanks for the way the finances had been managed over a difficult first two quarters.</p> <p><b>Communications activity – MB/20-21/10/03B</b></p> <p>15. The report was received; no questions were raised.</p> <p><b>Change Implementation and Project Portfolio Pipeline – MB/20-21/10/03C</b></p> <p>16. The Chief Executive presented the change implementation update, which was noted.</p> <p>17. In response to questions the Director Licensing and Standards gave an update on the work being undertaken to capture demographic data. The policy framework was complete, but there was not yet an agreed implementation date. This would be discussed at the Executive Directors Meeting (EDM) on 19 October 2020. Version 1 were engaged and would provide information to assist in determining a realistic implementation date. Members would be updated when a date was agreed. (October-20-03)</p> <p><b>KPI Dashboard – MB/20-21/10/04</b></p> <p>18. The Head of Corporate Information joined the meeting to lead the update on the KPI dashboard and was thanked by the Chief Executive for the significant amount of work done on the dashboard and related paperwork.</p> <p>19. She gave an update on the following KPIs:</p> <ul style="list-style-type: none"> <li>❖ The difference in KPI 11 was small and in line to be met.</li> <li>❖ KPI 5 may not be met if there are further lockdowns; this was being monitored.</li> </ul> <p>20. In discussion Alec Wood commented that the figures were positive with the office being closed, and noted that ICT were delivering very well during challenging times. Trevor Reaney questioned the reference to network availability and was reassured that these were not in the STeP connection, and had been addressed. On behalf of the Home Office, Caroline Shanklyn asked about KPIs relating to prosecutions and staff sickness. It was explained that this suite of KPIs had been selected as the ones which provided appropriate strategic oversight for Members but that a range of other measures, including those referred were reported to other management meetings.</p>	

**ICT Roadmap and Licencing Review – MB/20-21/10/05**

21. The CIO joined the meeting to lead the update on the ICT Roadmap and licencing review. He reminded the Board that the approach which had been agreed was to: stabilise, improve and transform. SIA was now in the 'transform' phase and he was pleased to report it had been established there was no requirement for major change to STeP, which could be used effectively for the foreseeable future with incremental changes easily reversed if issues were encountered.
22. The Licencing Review had been divided into two stages; the first phase identified some low-level improvements which are worth expediting though not transformative. The second stage had identified some more radical options for change (for example, identity and criminality checking) which would require significant policy and legal input and would need to be pursued with HO to understand the cross-government position. These more transformative options need to be considered as part of business planning for 21/22, in which the Authority would be fully involved.
23. In discussion Members thanked the CIO for ensuring a stable base from which decisions for change identified by the licensing review could now be carefully considered. David Horncastle emphasised the need for appropriate Authority involvement. It was agreed that he would continue to take the lead for the Authority in liaising with the CIO, and additionally Kate Bright's perspective when considering the changes to licensing would be valuable in advance of formal Authority consideration of any proposals. Assurance was also given that there was engagement with Home Office colleagues. The CIO would take the work forward as agreed and would report to the Board every quarter with benchmarking reviews showing what other organisations are spending (and the ITC spend compared with other cost centres). (October-20-04)

**Ops Quarterly Report – MB/20-21/10/06**

24. The Director Licensing and Standards introduced the Ops quarterly report which was noted. He highlighted the success of remote training; Kate Bright had attended the Strategic Standards Group (SSG) and confirmed constructive feedback from the industry.
25. Trevor Reaney asked whether any representatives from Northern Ireland (NI) were at the SSG and was assured that there was at least one company there.
26. Alec Wood noted with concern reference to failure of police to share information and offered to assist in discussions if that would be helpful. The Director Licensing and Standards said progress was

Topic	Action
<p>being made and problems were largely due to changing police personnel. If escalation was needed Alec Wood would be involved. It was agreed that the incoming (Acting) Director, Inspections and Enforcement and the Head of Intelligence, Intelligence &amp; Risk Management should be asked to provide an update to the Board. (October-20-05)</p> <p><b>Partnerships &amp; Interventions Quarterly Report – MB/20-21/10/07</b></p> <p>27. The Director, Inspections and Enforcement introduced her quarterly report which was noted. General Counsel added a detailed update on a number of legal cases, and reported that everything possible was being done to bring hearings forward. Alec Wood congratulated the team on bringing six cases to conclusion and suggested that where there were delays and a lack of response from the Court Service contact with the relevant resident judge might be helpful.</p> <p><b>Audit &amp; Risk Assurance Committee update – MB/20-21/10/08</b></p> <p>28. Trevor Reaney, as Chair ARAC, gave an oral update to the Board on the meeting held the previous day. He confirmed there were no issues of concern to bring to the meeting. The Committee had considered a risk deep dive on the CMT response to Covid-19 and he referred to discussion of contingency plans for any further disruption of business due to Covid-19.</p> <p>29. Government Internal Audit Agency (GIAA) reports on procurement and IDC were discussed at ARAC; both had received a moderate rating.</p> <p><b>Top-up Training – MB/20-21/10/09</b></p> <p>30. The Head of Individual Standards joined the meeting to lead discussion of the recommendations on Top-up Training. A decision was sought from Members on the way in which licence holders who need top-up training to bridge the gap between existing and revised standards should be treated. Whatever the decision, Kate Bright made clear the importance of clear and high profile communication to the industry.</p> <p>31. In discussion the implementation date for the revised qualifications was confirmed as October 2021. Ian McKay noted the concern about capacity to train but thought some of the gap would be met by a market response. All Members were clear that the additional training was justified, that costs would generate concern, but could be explained, and that the proposed changes were aligned with government standards on training.</p> <p>32. It was decided that the SIA should require top-up training over three years as part of a licence renewal requirement, and that the SIA</p>	

Topic	Action
<p>should set out a communications plan to promote the benefits of further training to help mitigate the risks identified.</p> <p><b>33.</b> There were some questions about the cost of training to achieve the Emergency First Aid at Work Certificate (EFAW) from Trevor Reaney and it was agreed that more details would be provided after the meeting. Following further discussion, it was agreed that the SIA should require continued renewal of the EFAW certificate, as a requirement for renewal of a licence. (October-20-06)</p> <p><b>Code of Conduct – MB/20-21/10/10</b></p> <p><b>34.</b> The analysis of the responses to the Code of Conduct consultation was circulated on behalf of Senior Policy Advisor, Communications &amp; Stakeholder Engagement. This was for information at this stage. Comments from Board members and from the Home Office would be welcome while a paper for the Board was being prepared.</p> <p><b>Any other business – MB/20-21/10/11</b></p> <p><b>35.</b> The Chair noted for the record her regret that it had not been possible to hold meetings in Wales, Northern Ireland or Scotland during 2020 in the light of Covid-19 restrictions. Should the situation continue in 2021, arrangements should be made for virtual meetings involving stakeholders in the devolved administrations.</p> <p><b>36.</b> The meeting reiterated its thanks to Ian Todd, outgoing Chief Executive and wished him all the best. He responded with thanks to Members and to the senior leadership team for their support and wished Michelle Russell well as Acting Chief Executive.</p>	

**Next meeting: 12 November 2020**

**Venue: Via Teams**