



Security Industry Authority



# Business Plan 2021-22

# Contents

Chief Executive's foreword	3
Introduction	5
Our core regulatory functions and services	7
Corporate services	11
Key statistics	12
Strategic priorities	14
Resources	18
Measuring our performance	21
Strategic risks	25

# Chief Executive's foreword



**Michelle Russell**  
Chief Executive,  
SIA

I am delighted to present our plans for this year.

As we launch this year's business plan it is with a new senior leadership team and with strong enthusiasm and strategic ambition. We will focus on making progress on the four strategic priorities in our Corporate Plan. We will further improve efficiency and productivity in our core services and functions, and continue to respond quickly to the impact of the pandemic.

We have put into practice what we have learnt in the past 12 months and will push ahead with our plans but remain agile so we can respond to the unexpected and changing circumstances. We recognise that some parts have been hit particularly hard by the COVID-19 pandemic. This places

a particular emphasis on ensuring that we operate wholeheartedly to the principles set out in the Regulators' Code.

We will be alert to the future impact of the COVID-19 pandemic and the effects it may have on our people and on the private security industry and our partners, who we depend upon to achieve some of our aims. During the year, there will continue to be personnel changes to the Authority membership and our senior team as well the team we work most closely with at the Home Office. We recognise both the opportunity these changes afford, as well as the need to safeguard continuity of knowledge and delivery. So we will ensure we keep our plans under regular review to keep on track.

We also anticipate that the Manchester Arena Inquiry will make recommendations that impact on the security industry and/or the regulatory framework when it reports its first chapter in 2021. We will need to liaise closely with the Home Office on the implications of this and on the Protect Duty consultation, which was launched on 26 February.

As we start this year, we are mindful of the national conversation on violence and inappropriate behaviour against women. Also, it is clear, more than ever, that there is heavy reliance by the public and businesses on private security to protect them. These issues make public confidence in private security and our role and work as the regulator even more important.

I am grateful to all the teams for helping shape our plans which, ultimately, they will lead delivery on. I, and the Executive Directors, and Authority Members, have every confidence in them and in delivering our ambitions.

# Introduction

The SIA set out its strategic direction and vision in its published Corporate Plan for 2020-23. This business plan sets out what we plan to do in 2021-22 to progress that vision and strategy, the resources that will be deployed to do that, the performance indicators and measures we will use to monitor progress and the key strategic risks we need to manage. It covers the second of the three financial years of the Corporate Plan. The Business Plan stretches across our people strategy, digital and data activity, standards work, stakeholder engagement, licensing, compliance and inspections functions.

Underpinning all our work is our statutory responsibilities and core functions: licensing individuals, setting standards and ensuring compliance with the regulatory regime set out in the Private Security Industry Act 2001.

Our aim is to ensure that we

- deliver high quality, timely, core services;
- keep challenging our efficiency – minimising avoidable costs and maintaining the licence application fee at the current subsidised levels over the six-year cycle;

- optimise and capitalise on technology and the use of data to make smarter decisions;
- deliver on things only we as the regulator can do, while strengthening partnership with the industry and law enforcement partners;
- keep protection of the public and licence holders at the front of everything we do;
- continue to test and ensure our governance, systems and processes support the effective operation, efficiency and economy of the SIA; and
- help everyone at the SIA to reach their full potential.

We will continue to deploy our resources as flexibly as possible across the organisation to meet changing demands and, crucially, to maintain service and responsiveness to applicants, stakeholders and partners. Our values, developed by our staff, are our guiding force in how we deliver our work.

### **Courageous**

We are confident in our approach, integrity and independence. We enforce proportionately without fear or favour. We are not afraid to challenge.

### **Responsive**

We listen and we continually strive to improve.

### **Efficient and Professional**

We deliver increasing value for money every year. We recognise and enjoy success; we are brave by recognising poor performance or failure. We put it right, share the learning and move on to the next success.

### **Together, United**

We are one team working with a common purpose. Everyone has value.

Achievement of the plan and deliverables against the three-year Corporate Plan is the collective responsibility of the Senior Leadership Team, made up of the Chief Executive, the Executive Directors and Heads of thirteen functional areas. Progress of specific deliverables will be monitored by the relevant Heads of function and individual Directors. The Executive Directors Meetings (EDM), chaired by the Chief Executive, will scrutinise, monitor and track collective progress quarterly. Performance against the plan will also be reported quarterly at Board meetings.

In addition, we will be held to account on this Business Plan and our performance by the Home Office, our sponsoring department, through regular engagement with the Senior Policy Sponsor (Director level), and the Home Office Sponsorship Unit. Our performance is reported to Parliament by the Minister responsible for the SIA, the Minister for Safeguarding.

# Our core regulatory functions and services

## Licensing and Service Delivery

One of our primary functions is to license individuals. The cohort of active licences is higher than it has ever been at over 430,000 and last year surpassed our expectations. This has led us to base our plans on the number of licence applications and associated demands on us and our services as being high: we are predicting 150,000 applications for individual licences will be received in 2021-22, and we will need to support over 250,000 individual service requests and 50,000 telephone calls.

We will use the first half of the year to continue to review what progressive improvements and efficiencies we can make to our systems and processes to improve the customer journey and experience. This work will sit alongside and complement the strategic level review of the key technology-related aspects of the process as part of the Digital and Data Strategy.

Notwithstanding the increasing volumes year-on-year, we continue to set ourselves challenging objectives to keep improving efficiency and service quality. We will review our approach to and develop a new customer contact strategy to deliver on our KPI of reducing avoidable customer contact by 20% over the three-year cycle.

We will continue to ensure the timeliness of our decision-making and keep our stretching new targets of completing 90% of simple decisions within five working days and 85% of complex decisions within 25 working days. Where there is a threat to public safety, we will address that by making a decision on licence suspension within five working days.

In 2020-21 we made changes to our licensing system to collect better equality, diversity and inclusion data in a lawful and safe way so we know more about who is applying for a licence. In 2021-22 this data will inform whether we need to make changes to ensure

equality of treatment in our regulatory actions and decision making.

Another primary function is running the Approved Contractor Scheme. Our improvement goal in 2021-22 is to process 75% of new applications to acceptance stage within three months and to remove ineligible ACS approved businesses from the scheme within five working days of a decision.

## Business Standards

This will be the first year we will have disaggregated our standards work into two specific teams – one on business standards, the other on individual standards – to ensure specialist focus on each.

We will support businesses within the private security industry to raise their standards, complementing those steps taken in 2020-21 relating to individual licence holders. The ACS regional networks established in 2020-21 will be bolstered by more webinars and the staging of events for buyers of security. We will continue to develop and make improvements to the ACS and we will evaluate and refine the current ACS assessment and quality assurance.

Our key new activity in this area is the development of a broad, creative, business standards strategy, which will be ready to be implemented in 2022. Agreement of the business standards strategy will provide the basis for agreeing our future approach on how we work with the private security industry to raise business standards.

## Individual Standards

Following extensive work with the private security industry and awarding bodies over the past two years, we will launch the changes to new licence-linked qualifications in April 2021. This will be followed by the introduction of top-up training and close protection training in October.

The existing Skills Strategy will be further progressed by the establishment of a Skills Board in 2021. The Board will progress work with the private security industry on mapping career pathways, supporting individuals to make informed choices about training and development. The third key area of activity in 2021-22 is centres of excellence (facilities recognised for delivering high quality vocational education and training) where we aim to take applications from December 2021 and have an established network by March 2022.

This externally-focused activity will be supported by some important research, including the development of a performance measure for licensing operations based on customer feedback. We will also be establishing new contractual arrangements with awarding organisations to cover the delivery of licence-linked qualifications.

## Compliance and Inspections

The priority this year is to roll out the more proactive, risk-based approach to our compliance and enforcement work,



based on the principles set out in our developing Compliance and Supervision Strategy. This will ensure consistency of our approach across the UK and ensure we are deploying our resources to the greatest public protection risks.

We will improve our effectiveness and productivity by increasing our intelligence-led work, including field inspection checks and feeding in detected intelligence for analysis. We will maximise the reach of inspection work through increased partnership with – and uptake of – local authority partner organisations using delegated powers.

The primary focus for our proactive inspection work during 2021-22 will be on higher attendance public venues, and festivals and events (in line with the easing of COVID-19 restrictions). This is on the back of previous work which highlighted sub-contracting and provision of labour at some events as significant issues. These plans may be further influenced by the findings and recommendations of the Manchester Arena Inquiry. We anticipate a rapid increase in demand for door supervisors when the night-time economy re-emerges may create potential risks around compliance and we will respond to this. We will also work with partners to help them manage private security industry-related risks at significant events including the UN Climate Change Conference (COP 26), G7 Summit, Euro 2020-21, the Rugby League World Cup and Commonwealth Games 2022.

We will be working more with law enforcement partners on operational activity and intelligence sharing to

disrupt serious and organised crime in the industry. We will improve our recording of suspected activity, upskill our officers and ensure we measure the disruptive impact of our actions and contributions.

## Intelligence and partner work

We will continue our work to detect, identify and assess emerging and changing regulatory risks. In 2021-22 we will do this by producing more proactively identified intelligence products and increasing our effectiveness in processing intelligence in a timely manner through a range of process improvements. We will refresh our strategic threat assessment and disseminate the findings appropriately.

We will seek to improve our ability to detect and act on information and intelligence by improving our work with law enforcement and other partners, building on our existing membership of the Government Agency Intelligence Network (GAIN). We will be clearer about what information and concerns the public and industry should report and increase the volume and quality of intelligence received within and outside SIA, including from the National Counter Terrorism Security Office, as well as regional and national units for counter terrorism and serious and organised crime and local community networks.

## Criminal Investigations

In 2021-22 we have planned for an increase of 25% to our criminal investigation caseload as a result of improving our detection and proactive field work. We will continue to focus on those individuals and businesses considered to pose a serious risk of harm to the public and/or damage to public confidence in the regulatory regime and private security industry.

To manage this increase, we will implement an agile resourcing model for criminal casework and streamline our witness liaison and disclosure process. The model will be developed by summer 2021 with increased efficiency expected to be evident from Spring 2022 onwards.

We will review confiscation orders made under the Proceeds of Crime Act to ensure the effectiveness and deterrence effect is maximised.



# Corporate services

Delivery of our regulatory functions and services is facilitated and enabled by a range of corporate services including people, legal, technology, finance, project management, change management, knowledge and information management, data analysis, assurance, governance, policy, strategy and communications. These are key to ensuring the effective operation of the organisation and compliance with statutory requirements.

Some of our corporate services are delivered through a business partner model (people, finance, procurement). We will fully embed that way of working in 2021-22 to enhance service to internal customers and improve the effectiveness of the organisation as a whole. We will continue our collaboration with other public sector bodies to learn from best practice and develop more effective models of service delivery including shared services.

Leadership of the SIA by the executive and Authority members will be supported by embedding the governance developed in 2020-21, undertaking effective risk management and implementation of a new corporate assurance framework. We will demonstrate our effective financial management through delivery of the annual report and accounts by summer recess with no audit recommendations. This focus on effective governance will be particularly important in light of the personnel changes which will occur at the most senior roles of chief executive, chair and non-executive directors.

# Key statistics

This is a snapshot of some of the key volumes we have forecast for 2021-22:

**150,000**

incoming  
licence  
applications

**300**

premises and  
venues visited  
or inspected

**1,800**

appeals  
against licensing  
decisions

**80,000**

qualifications  
registered  
leading to

**55,000**

paid  
applications



**80**

Freedom  
of Information  
requests  
completed

**12,000-14,000**

licence decisions made each month



**4,000**

items of information and intelligence  
received from members of the public, private  
security industry, partners and SIA staff

**680**

compliance  
and intervention  
cases closed

**1,200**

licences  
revoked

**70%**

licence applications  
requiring manual  
intervention



**2,000** field licence checks of which **1,300** are intelligence or risk-led

3

public safety  
exercises  
organised

1

national  
conference held

250,000

service requests handled

50

criminal  
investigation cases  
completed

50

procurement  
campaigns  
completed

750

Approved  
Contractor  
Scheme  
annual returns  
handled



50,000

right to work checks conducted



1,050

intelligence  
items generated  
by SIA  
investigators

140

new Approved Contractor  
Scheme applications processed

50,000

calls  
handled

60

recruitment  
exercises  
completed

400

complaints  
handled

6

Approved  
Contractor  
Scheme events  
held

630

compliance  
and intervention  
cases opened



60

Subject Access  
Requests  
completed

# Strategic priorities

This section focuses on delivery against the four strategic priorities in the Corporate Plan 2020-23. It provides a brief overview of what we have achieved in 2020-21 and what we plan to do in 2021-22 to deliver against the aspirations set out in our Corporate Plan 2020-23.

## Improving Standards

During 2020-21, this strategic priority has been progressed through the development of materials for changes to licence-linked qualifications, new top-up training and close protection training requirements. A more thorough understanding of skills needs for the industry has been achieved, partly through the establishment of groups involving the industry and focused on training providers, centres of excellence, career pathways and continuous professional development.

In 2021-22, our key deliverables will be

- the launch of changes to licence-linked qualifications, top-up training and close protection training
- establishing the new Skills Board
- development of a new Business Standards Strategy

- a revised strategy for supervision and associated compliance (covering ACS and non-ACS businesses) and delivering the resulting programme of activity.

We will also be working on

- progression of the concept of a code of conduct including how and when it might be implemented
- developing and implementing career pathways
- agreeing how centres of excellence will operate and rolling out that approach
- working with the industry to understand the post-COVID-19 landscape.

## Our People

The priority for 2020-21 was enabling and supporting our people to operate in a wholly remote and flexible environment. Building on the reorganisation of our senior leadership structure and team, which took effect in October 2020, we developed a People Strategy. This was done in consultation with our staff – an approach adopted in the development of all our key strategies and plans. It sets out the leadership and other cultural

changes we need to improve our effectiveness and realise our ambitions.

- In 2021-22, our key deliverables will be
- developing a model for our future ways of working to meet business requirements and accommodate individual needs
  - a new Diversity and Inclusion Strategy and the launch of equality, diversity and inclusion staff-led networks
  - improvement to how we attract, recruit and retain staff and achieve greater diversity at senior levels
  - a new leadership training package.

We will also be working on

- developing our estates strategy to support our new ways of working
- the new approach to onboarding so employees are confident about who we are as a regulator, what we do, how we do it and why
- ensuring our people understand the industry through participation in stakeholder events and an online SIA conference
- finding new and better ways to identify and develop talent within the SIA
- developing trainee, management and leadership programmes and supporting our people’s development
- embedding our leadership values and improving visible leadership
- improving access to government hub services through our work with the Government Property Agency
- collaborating with other arms-length bodies to increase resilience and capability for the SIA
- updating the Home Office-SIA Framework Agreement.

## Adding Value

To be an efficient organisation and an effective regulator, we need our systems and our data to work hard for us and those we provide services to. Our systems and data are core to licensing, compliance, enforcement and managing the organisation. To this end, 2020-21 saw the continuation of our “Stabilise-Improve-Transform” strategy. Having completed the stabilise phase, we progressed the improve phase with regular enhancements to our main licensing system (STeP), implementation of Microsoft 365, transfer of our website to the gov.uk platform and development of our forecast licence demand tool. We began work on the transform phase with a review of SIA’s licensing process.

- In 2021-22, our key deliverables will be
- agreeing and implementing a new Digital and Data Strategy that provides flexibility for the evolution of our business operating model
  - securing approval from the Government Digital Service for associated spend on that strategy
  - establishing whether there is a business case for material strategic changes in the way we carry out parts of the digital licensing process checks – liaising with Home Office and engaging and collaborating with other arms-length bodies on this
  - discovery work on a web service for STeP, our licensing platform (an enabler for other aspirations such as remote licence checking and smart licence cards)
  - essential and progressive improvements to the core licensing and operating systems

- updated critical technical systems to support our compliance work.

We will also be working on

- agreed user requirements for the technology required to support compliance work
- completing implementation of Police National Database Confidential to ensure effective use and full audit facility (on which we are dependent on the Home Office)
- implementing improvements to our information management
- identifying whether we are in a position to further support the industry by sharing more information with it and how
- agreeing data and reporting requirements from across the organisation and developing a data hub to ensure timely and effective access to data and key information assets
- scoping out an internal management information and business intelligence platform
- developing standard reports, tools and capabilities to meet management information and business intelligence requirements and improve access to, and the quality of, management and operational reporting data
- using the data to develop further our improved forecasting model which underpins our financial and operational planning and management
- publishing research, insight and industry related reports.

## Highlighting the Industry's Capability

In 2020-21, it was especially important to engage with and listen to the industry through the year to understand its experiences, inform revised guidance and our response to the pandemic. We achieved this through the regional network meetings established in September, our Strategic Forum led by our Chair, and inviting industry representatives to share their experiences with our Board at their strategic discussion in September. We also participated in many industry-led events including attendance at the British Retail Consortium's COVID-19 response meetings and the British Security Industry Association's panel on 'Security Personnel: Return to Normality' held in July 2020.

In 2021-22, our key deliverables will be

- a new Stakeholder Strategy
- a refreshed strategic threat assessment which helps us better understand the risks and threats to the industry and its effective regulation
- minimum of three joint partnership events with expert police, law enforcement and industry – venue-based exercises intended to test security operatives' response and resilience in the event of a counter-terrorism or related incident
- support to Action Counters Terrorism ACT e-learning for security operatives
- at least two security-focused public protection campaigns.



We will also be working on

- promoting the importance of equality, diversity and inclusion within the private security industry through
  - analysis and publication of data on licence holders' collective diversity demographics
  - supporting and lending our voice in our external stakeholder work to equality, diversity and inclusion leadership and mental health debates in the industry
- supporting and signposting to initiatives and awards which highlight excellence and effective joint working and relationships between policing and private security
- opportunities for SIA staff to be seconded to different law enforcement functions which facilitate joint working, enable us to carry out our core functions more effectively, and promote collaboration between the police and the private security industry, particularly on serious and organised and business crime
- the implications of the proposed Protect Duty
- responding to relevant recommendations arising from the Manchester Arena Inquiry.

# Resources



Delivery of this business plan has been based on assumptions on the availability and deployment of resources from our income. Our funding is generated from fees from licence applications and the Approved Contractor Scheme, except for a small grant from the Home Office for capital spend.

Our planning this year has taken into account the uncertainty of the medium and longer-term impact of the COVID-19 pandemic on the industry, the sectors they support and the related infrastructure such as training providers. This uncertainty has the potential to impact the demand for and supply of licensed security operatives during 2021-22 and beyond. We will need to monitor closely both our income and expenditure

and may need to adjust our plans accordingly. This is true in any year, but even more so this year

The key assumptions underpinning our budget for 2021-2022 are:

- demand modelling based on a three-year cycle – with 2021-22 as year two of that cycle
- licensing demand will remain high during the year overall, based on continued pipeline, recent performance and the apparently buoyant market
- some expenditure is forecast to be lower than previous years as a result of COVID-19
- risk is managed by the number of fixed term contracts, and initiatives which can be stopped or postponed.

## Funding

Budget 2021-2022	£'000
Total income	31,922
Total expenditure	29,967
Surplus/(Deficit) before depreciation	<b>1,955</b>
Depreciation	1,027
Surplus/(Deficit) after depreciation	<b>928</b>

### Income 2021-22

We expect to receive 151k licence applications in 2021-22 generating £29.9m. A further £2m is expected to be received in relation to the Approved Contractor Scheme.

### Expenditure 2021-22

Our expenditure in 2021-22 to deliver core functions and the business plan initiatives is expected to be £31m of which £1m will relate to depreciation charges.

### Outcome 2021-22

A surplus of £0.9m is expected to be generated in 2021-22 which is in line with our £190 fee model. With a section 102 in place, this enables us to break even over a three-year period reflecting our licensing cycle.

## People

Our planned staffing figures for 2021-22 are set out below.

Directorate	Posts
<b>Chief Executive</b> Comprises the Board, Risk and Assurance, Strategy and Governance	33
<b>Corporate Services</b> Comprises Corporate Information and Information Communications Technology (CIO Function), External Communications, Finance and Procurement, Legal Services, People Services	84
<b>Licensing and Standards</b> Comprises Business Standards, Individual Standards, Licensing and Service Delivery	132
<b>Inspections and Enforcement</b> Comprises Compliance and Inspections, Criminal Investigations, Intelligence	85
<b>Totals</b>	334

# Measuring our performance

To ensure we are on track and to help us make informed decisions where plans may need to be updated or refreshed, we have established a set of key indicators to track key progress against each strategic priority in the Corporate Plan and monitor key performance in our core functional activity and service delivery.



## Progress against our strategic priorities

Strategic Priority	What we hope to achieve	Measure our success through
<b>Improving Standards</b>	<i>An industry which increasingly assumes responsibility for improving standards beyond those set by the regulator and for which buyers will pay because they recognise the value.</i>	We will commission research in 2021 which can be used to base line this for future years  New KPI5 on improving impact of ACS standard
<b>Our People</b>	<i>An organisation where people want to work and give their best because they are valued, developed and motivated. One that evolves to addressing challenges.</i>	Staff survey results Staff retention levels KPI 12
<b>Adding Value</b>	<i>A regulator that is well regarded for its expertise and has a reputation for achieving excellent outcomes for its stakeholders, the industry and the public.</i>	KPI 2 KPI 3 KPI 10 KPI 11
<b>Highlighting the Industry's Capability</b>	<i>An industry that is trusted and valued by the public, police and stakeholders. One that is recognised as key to the protection of people, property and premises.</i>	We will commission research in 2021 into trust and value in the industry, which can be used to base line this for future years

## Key performance in our core functional activity and service delivery

Performance Achievement	Measure
Theme: The SIA protects the public through operating an efficient and effective licensing function	
KPI 1 Improving the timeliness of licensing decisions	<ul style="list-style-type: none"> <li>a. 85% of all <i>complex</i> individual licence application decisions are made within 25 working days</li> <li>b. 90% of all <i>simple</i> individual licence applications decisions are made within 5 working days</li> </ul>
KPI 2 Reducing manual intervention licensing cases	Maximise straight-through (automatic) individual licence processing by increasing applications that require no manual intervention by 25% over a 3 year period (starting 1 April 2020)
KPI 3 Reducing avoidable customer contact in our front line services	Reduce the amount of avoidable contact from applicants by 20% over a 3 year period (starting 1 April 2020)
KPI 4 Acting quickly on licensing matters on Public Safety	99% of decisions to suspend a licence are made within 5 working days from receipt of the sufficient information
KPI 5 Increasing the impact of ACS standard	90% of eligible businesses re-register or renew their ACS approval
Theme: The SIA protects the public through effective compliance and enforcement activity	
KP6 Providing assurance on high standards of licensing compliance	Maintaining or improving compliance with the PSIA; 98% compliance with the requirement to hold a valid licence (or LDN)

Performance Achievement	Measure
KPI7 Securing timely (willing) compliance	80% of those businesses or controlling minds, issued with formal warnings, Improvement Notices or are prosecuted, are re-assessed as compliant  (Note businesses are issued with Improvement Notices and individuals with warnings but both can be prosecuted).
KPI8 Taking effective, robust action against those who choose not to comply or present significant public harm risks	80% success rate for prosecutions brought for PSIA and non PSIA offences
KPI9 Taking robust action against those who choose not to comply or present significant public harm risks	Report on value of criminal funds successfully awarded for confiscation in proceedings

Theme: The SIA is an efficient and effective customer-focused organisation

KPI10 Improving our core costs and efficiency	Make savings or efficiencies of 1.5% per annum (over £480,000) on our overall resource expenditure
KPI 11 Improving IT services availability	Providing at least 98% service availability at optimum levels for our IT- STEP licensing system, by rolling month, quarter and 12 months

Theme: The SIA supports its people to ensure we perform well as an organisation

KPI12 Managing staff turnover to more stable, healthier rates and caring about staff wellbeing	<ul style="list-style-type: none"> <li>a) Staff retention rates remain 85% or is higher</li> <li>b) 95% of welfare check responses (as carried out by the CEO quarterly) are positive</li> <li>c) 65% of staff respond to quarterly welfare check</li> </ul>
--	--



# Strategic risks

We maintain active oversight, management and tracking of key risks in line with our Risk Assurance Framework. Our risk register operates at directorate and corporate levels to support this, as well as capturing risks related to key projects and initiatives.

At a strategic level, managing the ongoing risks associated with the impact that COVID-19 has had on both our statutory functions and delivery of our strategic outcomes will continue to be a high priority moving into 2021-22 and likely to be the most dynamic. These risks include:

- The impact on our core activities, including enforcement and field activities, and our dependence on third parties themselves affected by COVID-19 (e.g. training pipelines, criminal records checks and overseas embassies availability, stakeholder activities)
- Loss of physical access to our dedicated office and its facilities
- Diversion/ loss of employee resource, effectiveness and/or efficiency due to a range of reasons connected with the pandemic (childcare, other dependants, illness)
- The mental health and welfare impact on our employees

- The impact on the health and safety of employees working at home remotely
- Impacts on licensing demand and in turn the SIA's income and expenditure as a result of uncertainty across the private security industry and national and regional restrictions affecting activities planned.

All of these risks are and will continue to be actively managed, with a range of mitigations in place. Each is managed by the register lead, with the Risk and Assurance Function continuing to monitor their management and quarterly scrutiny collectively by the Senior Leadership Team continuing into 2021-22.

There is also an ongoing risk relating to the morale of our workforce that the SIA will continue to manage into the coming year. This arises from prolonged working at home, public sector finance constraints and the high number of structural changes that happened last year and will continue to have impact. Individual employee circumstances will change as we progress through the Government's roadmap. We will continue to prioritise our staff's welfare, as we adhere to Government guidance and deliver our plans. Our business continuity

plans will be kept under review: these proved themselves sound in our responsiveness last year. We will work with our people to ensure we adjust smoothly as an organisation to the more medium- and long-term changes to the way we live and work. These changes will be unsettling for some. We will ensure we continue to manage these risks through clear communication, good employee engagement and ensuring our mental health and wellbeing services continue to provide appropriate support.

Alongside this, there are a number of other corporate but more routine risks we are managing against operational delivery, reputation, security, data, ICT and Health and Safety. Throughout 2021-22 we will continue to review the risks regularly, across all business areas, identifying new risks where appropriate, compliance checking validity of mitigations and by reporting independent findings from the Risk and Assurance function to our Chief Executive and Authority Members.

To ensure that our risk management approach continues to be fit for purpose the Risk and Assurance function will be facilitating a risk workshop with Authority Members, in September 2021, to ensure a full and proper review of the SIA's risk appetite and tolerance. This forms the basis of the risk management policy set out by the SIA and proportionate risk management that supports operational delivery and allows the risk leaders to manage risk and take opportunities.

The SIA logo is owned by the Security Industry Authority and may not be used without the express permission of the SIA

[www.gov.uk/sia](http://www.gov.uk/sia)

GEN/20-21/148



Security Industry Authority