

Title	Minutes of the Board Meeting
Description	Minutes of the Board meeting on 6 May 2021
Owner	David Horncastle

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

## AUTHORITY

**David Horncastle, Interim Chair (DHo)****Trevor Reaney (TR)****Kate Bright (KB)****Alec Wood (AW)**

## EXECUTIVE

**Michelle Russell, Acting Chief Executive (MR)****Stephen McCormick, Director, Licensing & Standards (SMc)****Dianne Tranmer, Director, Corporate Services (DT)**

## SIA ATTENDEES

**Fiona Wilson, Head of Strategy & Governance (FW)****Kevin Barretto, Head of Finance & Procurement (KB)****Jamie Hunt, General Counsel, Legal Services (JH)****Alero Harrison, Head of Communications (AH)****Rachael White, Head of Corporate Information (RW) – Item 4****John Neil, Chief Information Officer (JN) – Item 5, 6****Pete Easterbrook, Head of Criminal Enforcement (PE) – Item 9****Ronnie Megaughin, Head of Compliance & Inspections (RM) – Item 13****Laura Johnson, Head of People Transition (secondment) (LJ) – Item 14****Veera Yohanan, Head of Risk & Assurance (fixed term) (VY) – Item 14****Tony Holyland, Head of Individual Standards (TH) – Item 16****External Observer****Shehla Husain, Deputy Director and Head of Public Protection Unit, Home Office (HO) (SH)****Guy Dominy, Consultant, Seeing More Clearly (GD) – Item 12****Apologies**

n/a

**Secretariat****Anca Comsa, Executive Assistant CE & Board (ACo)**

**Minutes**

Topic	Action
<p><b>Welcome and apologies</b></p> <ol style="list-style-type: none"> <li>1. There were no apologies. The meeting was quorate.</li> <li>2. The Interim Chair welcomed the Deputy Director and Head of Public Protection Unit, Home Office.</li> </ol> <p><b>Declaration of interest</b></p> <ol style="list-style-type: none"> <li>3. No declarations were made.</li> </ol> <p><b>Agenda 1: Approval of minutes and matters arising – MB/21-22/05/1a</b></p> <ol style="list-style-type: none"> <li>4. The minutes of the previous meeting held on 25 March 2021 were agreed as an accurate record and approved by the Board.</li> <li>5. The Board noted the action log and matters arising and some were discussed: <ul style="list-style-type: none"> <li>• (March-21-02). The executive continued to consider a wider corporate risk on the impact of various key third party dependencies on the SIA's licensing processes and key performance. An initial discussion took place on 19 April 2021.</li> <li>• (March-21-04). The Director, Corporate Services hoped to be able to clarify the policy position in relation to the use of surplus funds by the July Board, specifically as to whether these could be used for supporting the costs of training. Discussions continued with Home Office sponsorship colleagues.</li> <li>• (Jun-20-05) (HO part of the log). The Home Office reported that the Chair appointment was awaiting a response from the devolved administrations. The appointee would then be involved in the recruitment of three new Members, for which a draft recruitment pack had been shared with the Interim Chair and Acting Chief Executive.</li> </ul> </li> <li>6. The following actions were marked as complete: <ul style="list-style-type: none"> <li>• (October-20-01). Instructions have been issued to staff for a manual update of the signature block, incorporating information about SIA excellence award achievements. A full update on the development of the stakeholder engagement strategy can be found at agenda item 12.</li> </ul> </li> </ol>	

<ul style="list-style-type: none"> <li>• (January-21-01). A full update on ICT performance, including Version 1 performance and a summary of main/key live risks (and mitigation measures) is provided at agenda item 6.</li> <li>• (March-21-01). A meeting was scheduled for Members on 11 May 2021, led by the Director, Licensing and Standards, to discuss the history of business licensing (repeat session following the meeting with the Interim Chair).</li> <li>• (March-21-03). The full year variance figure (and contributing factors) against the budget were reported in this month's quarterly finance report.</li> <li>• (March-21-05). The external communication function will take on board the action in relation to identifying social media trends in their future communications areas, highlighting any relevant results in future reports.</li> <li>• (March-21-09). A meeting between the SIA and representatives of the UK Door Security Association (UKDSA) took place on 29 March 2021.</li> <li>• (March-21-10). Home Office confirmed that the economic impact assessment (EIA) did not require updating prior to the launch of licence-linked qualifications on April 2021 given the advertised cost of courses was falling within the mid-range assumption set out in the EIA.</li> <li>• (March-21-13). The SIA received formal confirmation from the Home Office on 30/3, allowing it to proceed with the option for door supervisors to renew as security guards after taking the top-up refresher training qualification.</li> </ul>	
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## Matters for report

Topic	Action
<p><b>Agenda 2: Chair's Report – MB/21-22/05/02</b></p> <p><b>7.</b> The Interim Chair's report was noted.</p> <p><b>8.</b> Members were pleased to have been able to contribute to the recruitment pack for three new Authority Members being prepared by the Home Office.</p> <p><b>9.</b> Members were looking forward to working with the new senior policy sponsor, Alex Hurst and Joanna West, working as a Director job-share in the Home Office. On the same governance</p>	

Topic	Action
<p>note, they were equally looking forward to welcoming a new SIA Chair in due course.</p> <p><b>Agenda 3: Chief Executive’s Report – MB/21-12/05/03</b></p> <p><b>10.</b> The Acting Chief Executive presented her report.</p> <p><b>11.</b> She drew Members’ attention to the following:</p> <ul style="list-style-type: none"> <li>• Licence application volumes and operational performance– the Acting Chief Executive was pleased to report overall strong performance and end of year position both financially and operationally. She asked her formal thanks to all staff for all their hard work during a particularly challenging year to be noted. The Interim Chair wished to add Members’ thanks once again, to be passed on to all staff; this was very much a collective effort as highlighted at previous board meetings. The Acting Chief Executive noted that other significant matters such as finances, were covered in other reports.</li> <li>• SIA Welsh Language policy update – a report was being prepared detailing the SIA’s compliance with the Welsh Language Scheme. This would be circulated to the Board by correspondence in June 2021, to enable the SIA to publish the report in time for the legal deadline (July 2021).</li> </ul> <p>A Member asked about the Cabinet Office Ministerial industry round table on Covid-19 and race disparity matters on 21 April 2021 that the SIA was invited to alongside industry representatives. The Chief Executive reported that the discussion focused on steps taken by the industry to deal with Covid-19 (in the context of high racial diversity in the industry), to support their employees, what more (or) differently could be done, and the vaccination programme. The Chief Executive also drew Member’s attention to the link to Annex 3c demographics data report. The SIA undertook to consider the request to help promote communications on vaccines within the industry through its newsletters and social media. The Head of Strategy and Governance noted that the Cabinet Office contacts for public health and health department were still awaited to provide to our external communications function to link up with at this end.</p>	

Topic	Action
<p><b>Agenda 3: Corporate Risks – MB/21-22/05/03</b></p> <p><b>12.</b> As reported at the last Board meeting, there had been an information security incident in the last reporting period which resulted in a self-referral to the Information Commissioner’s Office (ICO). This was investigated and action follow-up reported to the SIA Audit and Risk Assurance Committee (ARAC). The Information Commissioner Officer (ICO) and the Home Office had both been informed, as part of standard procedures. This incident was now closed.</p> <p><b>13.</b> There have been no other significant incidents in the last reporting period.</p> <p><b>Agenda 3a: Financial summary – MB/21-22/05/03a</b></p> <p><b>14.</b> The Head of Finance and Procurement presented the financial report, which was noted. This included the full year variance figure (and contributing factors) against the budget.</p> <p><b>15.</b> The financial year 2020/21 is the initial year of the SIA’s three-year licensing cycle and also the highest year in the cycle for expected applications. A surplus was therefore expected in year one, followed by another surplus in year two and finally, a deficit in year three.</p> <p><b>16.</b> The financial result for the full year to 31 March 2021 was a surplus of £4.4m against a budget surplus of £1.6m.</p> <p><b>17.</b> The Head of Finance and Procurement gave a brief update on licence application volumes. This year the SIA processed 163,173 licence applications, which contributed to a total income of £31.5m. As anticipated, it was now increasingly clear from the recent upward trend that the number of applications was higher than originally budgeted for. Income levels and the factors identified that impact on demand would continue to be monitored closely. A more comprehensive report would be provided for the full quarter (Q1) and looked at in more detail, alongside proposals as to the use of any surplus at the July Board. As previously flagged with the Senior Home Office Sponsor, the end of quarter (Q1) would be a critical factor in any fee review.</p> <p><b>18.</b> The Head of Finance and Procurement advised that the National Audit Office (NAO) was carrying out their final checks – the two matters referred to in the accompanying report and NAO advice on them was noted.</p>	

Topic	Action
<p><b>Agenda 3b: Communications activity – MB/21-22/05/03b</b></p> <p>19. Members noted the communications activity in the last period. They were content that the updates provided a good overview of all related matters.</p> <p><b>Agenda 3c: Demographics data update report (annex 3c)– MB/21-22/05/03c</b></p> <p>20. This referred to the results of returns from asking licence applicants (who applied on or after 17 December 2020) about their protected characteristic data. Provision of this type of data is not mandatory, with the exception of the gender and age (DOB) details required to process a licence application. The number of returns were still low compared with the licence population, but growing in total number.</p> <p>21. Members welcomed the initial results, acknowledging this remained work in progress. The Acting Chief Executive drew the Members' attention to the ethnicity results, noting that those identifying as of Black and Asian ethnicities were emerging as higher in these returns than estimated in external research reports albeit from some years ago.</p> <p>22. The Acting Chief Executive and the Director, Licensing and Standards explained that it would take time before statistically significant data was available to direct changes to processes and policies. It was not possible to draw any firm conclusions at this stage.</p> <p>23. This report had been produced in advance of any clarification of next steps being defined by the Demographic Data Steering Group which took place on 4 May 2021. Given the SIA's responsibilities under the Equality Act 2011, an agreed approach is essential to ensure the SIA meets these requirements.</p> <p><b>Agenda 3d: Chief Executive engagements – MB/21-22/05/03d</b></p> <p>24. This was noted.</p>	

Matters for noting, strategic discussion and decision

Topic	Action
<p><b>Agenda 4: Performance, Key Performance Indicator (KPI) dashboard and Quarterly Performance Report (Q4)– MB/21-22/05/04</b></p> <p><b>25.</b> The Interim Chair welcomed the Head of Corporate Information for a presentation on the key performance indicators (KPIs) and quarterly results, which were noted.</p> <p><b>26.</b> The Head of Corporate Information was pleased to report good end of year results across all areas of business, with most indicators either met, exceeded or just below the target (within 5%). For the latter category, this was mainly due to third party dependencies and factors outside of SIA control. This included key performance indicators (KPI 1), on performance, which saw a dip towards the end of the quarter, but was already starting to see an improvement into April (expected at near 85%).</p> <p><b>27.</b> Two key performance indicators could not be met: KPI 3 (customer contact levels, which requires a better understanding of contact behaviour, a new contact strategy and is now being measured over three years), and KPI 5 (increasing numbers of employees under approved contractors (ACS) businesses, which was set pre the pandemic, and became unworkable).</p> <p><b>28.</b> Members were content to sign off the results for the end of year key performance indicators. They thanked the Head of Corporate Information for the comprehensive report and commended all the staff efforts in achieving these positive results.</p> <p><b>Agenda 4: Performance, Business Plan Q4 performance report – MB/21-22/05/04</b></p> <p><b>29.</b> The Head of Strategy and Governance reported good progress against the 2021/22 Business Plan across core business and strategic priorities, with related work strands in most part either being developed or progressed. This also meant that the SIA was in a strong position in relation to the aspirations set out in the Corporate Plan 2020-23. As with the agenda item above, this was down to tremendous efforts from staff against all areas of the business, despite all the challenges posed by the pandemic, as well as by the organisational restructure. Members noted their thanks for all the work to date.</p>	



Topic	Action
<p><b>30.</b> The performance report at quarter two would provide an evaluation against the Corporate Plan at its mid-point (after 18 months). These results, which would be at the mid-18 month point in the Corporate Plan, would inform the SIA Board strategy discussions in September.</p> <p><b>Agenda 5: Technology and Innovation quarterly report including major change projects tracker and updates and IT Risk and Service Improvement Plan – MB/21-22/05/05</b></p> <p><b>31.</b> The Interim Chair welcomed the Chief Information Officer for a presentation on the quarterly report, which was noted.</p> <p><b>32.</b> The Chief Information Officer advised that performance was overall good. The function was implementing the service improvement programme, looking at specific matters to address user expectations.</p> <p><b>33.</b> There had been three major incidents within the last quarter, all related to connectivity issues. These were promptly responded to, and immediate action was taken to ensure business continuity. This remained the biggest challenge, with a number of options being looked into for improvement in the longer term, including seeking external expertise. Members agreed it would be helpful to bring in some external expertise on this.</p> <p><b>34.</b> The SIA's service provider, Version 1 was performing well, ensuring the safe delivery of a number of significant releases without any service interruption, security incidents or performance related issues.</p> <p><b><u>Major change projects:</u></b></p> <p><b>35.</b> The Microsoft Office (MS) 365 project was completed in February 2021; a lot of work went into this to ensure a smooth delivery. From a technical point of view this was delivered successfully. Reports from licence holders were positive, service availability remaining unaffected. However, it was important to acknowledge internally, the overall impact on our ways of working, with a large number of new tools being introduced in a short period. There were different perceptions and experiences from staff on how those changes impacted them on a more individual level and how well they were able to adapt/ respond to these. The focus has therefore been on providing further support and guidance internally. The project completion survey will be able to provide a</p>	

Topic	Action
<p>better insight, a more unified view on some of the issues and how these could be better addressed in the future. The Chief Information officer stressed the importance of staff continuing to log/ raise any issues in order to better identify any recurring trends.</p> <p><b>36.</b> The SIA's website transition to gov.uk had also gone well, with no technical issues to flag. The focus was now on ensuring that content was easily navigable to users and continuing to upload additional pages, as required.</p> <p><b>37.</b> Approved Contractor Scheme (ACS) /Compliance "Legacy" system (CRM) software has been upgraded. Service has been moved to the STeP platform. The move over by users to the new version will take place later this month.</p> <p><b><u>Risks</u></b></p> <p><b>38.</b> The Chief Information Officer advised that the function was focussing on building more resilience to any risk threats. Immediate action was being taken to mitigate this.</p> <p><b>39.</b> Another risk flagged related to data migration (SIA migrating a number of services to "cloud"), with a number of actions underway to assess this and ensure appropriate mitigation was in place.</p> <p><b>Agenda 6: SIA Digital and Data Strategy – MB/21-22/05/06</b></p> <p><b>40.</b> The Chief Information Officer gave a presentation to Authority Members to accompany the SIA digital and data strategy. The strategy was driven by the corporate and business plans and was aimed at removing constraints, reducing complexity, creating more flexibility, delivering more useful functionality and greater reliability; and benefitting from innovation. It will be for the SIA's Executive and Authority to subsequently determine which of the major assumptions in the strategy are carried forward into delivery.</p> <p><b>41.</b> Members were supportive of and agreed the strategic direction: remarking on the exciting opportunities which this may present, such as using modern technology to enhance licence cards, making data more readily available and geo-mapping. Members said that it was important to continue to engage with the industry,</p>	

Topic	Action
<p>particularly businesses for data sharing opportunities, which they noted did not come across as strongly as it might in the strategy.</p> <p><b>42.</b> They also asked that data sharing and costs benchmarking against similar size organisations were taken into account to ensure a broader view. The Chief Information Officer confirmed there was work to do on cleaning up SIA data. On running costs, the Chief Information Officer agreed with the Authority Members that there was opportunity to see if they could be reduced.</p> <p><b>43.</b> The Chief Information Officer said the Government Digital Standards (GDS) had been fully engaged on the development of the strategy and had already indicated they were broadly supportive of the approach. GDS had asked to verify some of the estimated costs involved. The Chief Information Officer said he was confident the strategy would be approved by GDS by the end of May.</p> <p><b>44.</b> The Chief Information Officer noted that the continued expenditure on information technology and the key projects for 2021/22 for incremental IT transformation improvements identified in the paper had been included in the agreed budget.</p> <p><b>45.</b> The Interim Chair agreed that there a number of key decisions yet to be made on how the strategy would be realised which required careful consideration by the executive, and in some cases, on significant steps such as how much we do ourselves and other policy matters, by the Board.</p> <p><b>46.</b> It was confirmed that the support from Members and this enabled progress to the next stages as well as the incremental improvement changes set out, already budgeted for and signed off.</p> <p><b>Agenda 7: Annual review and approval of any changes to Scheme of Delegation, TORs/Appointments – MB/21-22/05/07</b></p> <p><b>47.</b> The Head of Strategy and Governance reminded the Authority Members that these had been signed off in January 2021 following their review and remained well stabilised since. From that point, there have been no new changes proposed to the SIA governance framework, terms of reference for the Board or its committees (Audit and Risk Assurance Committee and HR Remuneration Committee) the Board governance protocols or the SIA Board scheme of delegations. The Board continues to</p>	

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<p>observe the Cabinet Office Code of Conduct for Board Members of Public Bodies.</p> <p>48. On committee membership, there were no changes anticipated until the arrival of the new Chair and Members, and as previously noted, it would be for the new SIA Chair to consider. It was noted that declaration of interests are being updated. The paper was agreed.</p> <p><b>Agenda 8: Licensing &amp; Standards; Quarterly report (Q4) – MB/21-22/05/08</b></p> <p>49. The Director, Licensing and Standards presented the quarterly report which was noted. There continued to be a significant level of uncertainty/ unpredictability on demand; the directorate continued to keep a close eye on this, assessing how best to respond to this going forward.</p> <p>50. Performance remained strong with a record high in decisions made, a total of 14,881 in January and 17,174 in March. As reported previously some challenges remained with third party dependencies directly impacting on performance. These matters continued to be looked into to manage any risks.</p> <p>51. Regional networking events continued: the last one took place on 15 April 2021 with Trevor Reaney, Member in attendance and had focused on recruitment, training, development and retention. He remarked positively on how the SIA was supporting these forums. The Director, Licensing and Standards was asked to liaise with Kate Bright over availability for attendance at the next two events.</p> <p>52. The Director, Licensing and Standards noted the licence-linked training results. It was premature to say, but these appeared to indicate a return to expected levels for the year. He had commissioned more analysis on this, as this was another area prone to volatility due to Covid-19 circumstances.</p> <p>53. Members welcomed the recent appointment of the Head of Business Standards (interim), playing a significant role in leading and development of the new Business Standards function.</p> <p>54. Members asked a number of questions in relation to the number of withdrawals from the SIA Approved Contractor Scheme (ACS), specifically by way of comparison to the previous year. This was being looked into and would be reported in correspondence</p>	

Topic	Action
<p>(May-21-01). The Director, Licensing and Standard said that the process was currently under review, with arrangements being made for an exit interview process going forward.</p> <p><b>55.</b> Members also enquired on business relationship managers' (BRMs) engagement, more specifically in Northern Ireland (NI) or Scotland. They asked whether there were plans to build on resourcing in this area. The Director, Licensing and Standards advised that this activity was currently limited but plans were being made to address existing vacancies and be able to return to previous levels of activity. Recruitment into vacancies remained a priority for the directorate.</p> <p><b>Agenda 9: Inspections &amp; Enforcement Quarterly report (Q4)– MB/21-22/05/09</b></p> <p><b>56.</b> The Interim Chair welcomed the Head of Criminal Enforcement for a presentation of the quarterly report which was noted.</p> <p><b>57.</b> Some of the highlights included further development in the intelligence area for a more tactical/ strategic approach; and increased engagement with suppliers and events as the night time economy was beginning to reopen with the gradual lifting of restrictions by the government.</p> <p><b>58.</b> There were a number of queries made in relation to reliance on partners to support the SIA with some of its investigations, specifically the case of an external agency withdrawing their support and more broadly, the overall impact that any such cases may have on SIA work. This was not thought to be a systematic issue at this stage, but the situation would continue to be assessed for better ways to mitigate this, including through the existing project looking at SIA powers. The Interim Chair asked to keep an eye on this emerging risk, suggesting this may be discussed again in more detail at a later stage. (May-21-02)</p> <p><b>59.</b> Members also asked for an update on an ongoing judicial case outside the meeting. (May-21-03)</p> <p><b>Agenda 10: SIA Audit and Risk Assurance Committee (ARAC) report– MB/21-22/05/10</b></p> <p><b>60.</b> The Chair of the Audit and Risk Assurance Committee presented the annual report which was noted. The committee underwent organisational changes in 2021 with Alec Wood, Member, joining</p>	

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<p>in May. David Horncastle's term on the committee came to an end in January 2021.</p> <p><b>61.</b> He confirmed he was content with the level of integrity and reliability assurances in place and had no concerns to flag at this stage. It had been a busy year for the committee and commended the organisation on having no outstanding recommendations from the year's audits and the implementation of all the recommendations from the IT audit between draft and final reports.</p> <p><b>62.</b> The Interim Chair commended the results and thanked the Chair of the Audit and Risk Assurance Committee for all his work in overseeing these matters.</p> <p><b>Agenda 11: SIA HR &amp; Remuneration Committee report – MB/21-22/05/11</b></p> <p><b>63.</b> The Chair of the HR and Remuneration Committee presented the report summarising the main issues considered by the committee between April 2020 and March 2021. Kate Bright, Member, took over as Chair in January 2021.</p> <p><b>64.</b> She was content with how matters progressed and had no concerns to flag at this stage. She noted that the latest staff survey indicated positive levels of satisfaction from staff.</p> <p><b>65.</b> Some of the highlights included the recent launch of the SIA Diversity Committee and various networks focussed on mental health matters. Work on the 'People Strategy' was progressing well; this has been reviewed by both the senior leadership team and the HR and Remuneration Committee. Consultation with staff is due to take place before the strategy is finalised.</p> <p><b>66.</b> The Interim Chair thanked the Chair of the HR and Remuneration Committee for all her work to date.</p> <p><b>Agenda 12: SIA Stakeholder Strategy – MB/21-22/05/12</b></p> <p><b>67.</b> The Interim Chair welcomed Guy Dominy, Consultant, Seeing More Clearly to the meeting. The Head of Communications led discussions. Members were content to approve the four objectives shaped by the scoping work and designed to complement the priorities set out in the SIA Corporate Plan.</p> <p><b>68.</b> There was more work to be done including increased engagement focus with frontline licence holders and on</p>	



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<p>information sharing. Members noted the structure of stakeholder engagement teams was for the executive. Members recommended careful consideration around the suggestion of replacing the existing SIA Strategic Forum with 'special interest groups'.</p> <p><b>69.</b> Members commented positively on the proposals of engagement with frontline security operatives, and the latest social medial elements being introduced.</p> <p><b>70.</b> As part of next steps, there will be a number of internal and external workshops to further influence direction and inform how to measure success against these measures. Further proposals will be submitted to the executive prior to the final submission of the three-year strategy and implementation plan to the July Board. The Interim Chair flagged the importance of engagement with the industry to ensure this continues to be relevant to industry needs, and effectively playing its role in protecting the public. The Head of Communications said that external expertise would also be considered to assist with this work.</p> <p><b>Agenda 13: Response to Protect Duty consultation – MB/21-22/05/13</b></p> <p><b>71.</b> The Interim Chair welcomed the Head of Compliance and Inspections for a presentation on the Protect Duty consultation launched on 26 February 2021 and SIA's proposed response.</p> <p><b>72.</b> This was thought to focus largely on protective security, but the Head of Compliance and Inspections said this was a great opportunity to highlight the role and importance of the private security industry and more generally for how the regulatory regime and the SIA's partnership work supports this. However, it was important to highlight that the SIA alone, within its regulatory remit, was not the right channel to carry out or have responsibility for any proposed enforcement regime for a Protect Duty. Having said that, the SIA remained committed to working with the government and relevant stakeholders to help develop proportionate security measures to improve public security and safety.</p> <p><b>73.</b> There was a brief discussion on the level of thresholds referred to in the consultation, with Members reflecting on how this may affect smaller venues and organisations, within the scope of a Protect Duty.</p>	

Topic	Action
<p><b>74.</b> Other queries referred to counter terrorism (CT) elements and related SIA training as to whether there may be a need to further upgrade them. The SIA will provide in its response an account of the development and most recent changes to content of counter-terrorism (CT) awareness in its licence-linked qualifications and a detailed reference of all the benefits this may afford.</p> <p><b>75.</b> Members supported the direction of travel proposed. It was noted that the response might need to be adjusted in light of the Manchester Arena Inquiry (MAI) findings and any recommendations. It was currently not expected to be published before June 2021. Members would be kept engaged in these matters and there will be further opportunity to comment/ contribute to the draft response ahead of the response submission deadline (2 July 2021). (May-21-04)</p> <p><b>76.</b> The Home Office highlighted the importance of a joint approach and continuing to liaise with Home Office colleagues in these matters. It was also agreed to re-direct any general industry correspondence it had had as part of the consultation to the SIA, to ensure appropriate oversight and alignment in these matters (May-21-05)</p> <p><b>Agenda 14: Annual Report on Complaints – MB/21-22/05/14</b></p> <p><b>77.</b> The Chair welcomed the former Head of Risk and Assurance (currently seconded to People Services, as the new Head of People Transition) and Veera Yohanan, appointed as the new Head of Risk and Assurance during that period.</p> <p><b>78.</b> The Head of People Transition led on this item. She highlighted a significant decrease in volumes of complaints across several areas of business. In 20/21 the SIA received a total of 429 complaints and MP enquiries, compared to 596 received in 19/20, showing an overall reduction of 28%.</p> <p><b>79.</b> This was the direct result of significant work by the team in identifying risk themes and action around these. She said that the decrease was not intended as a measure for success, but to highlight the important collaborative work with other SIA functions in making this possible. Special mention was given to the 'Ideas Inbox', noting a total of 41 new improvement ideas in 20/21, which received a 75% approval rate; this would continue to be promoted across the SIA, for increased awareness, highlighting efficiencies generated as a result.</p>	



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<p><b>80.</b> The Interim Chair enquired on the description of “technical errors”, whether these related to software issues. The Head of People Transition confirmed that this was referring to usual workflow issues and not a cause of concern at this stage but this would continue to be kept under review.</p> <p><b>81.</b> The function was now focussing on monitoring quality, moving a step forward from reporting solely on volumes and themes of the complaints and information requests. The new Head of Risk and Assurance will take these matters forward looking at trends by forecasting and identifying risks ahead of time and tracking matters that may require more immediate escalation. In light of this, future reports to be the Board would differ slightly in format.</p> <p><b>Agenda 15: Inquests– MB/21-22/05/15</b></p> <p><b>82.</b> The General Counsel presented the inquests report which was noted. Members welcomed the findings, noting favourably on the provision of dedicated in-house witness training in response to an increase call for witness evidence from the SIA.</p> <p><b>83.</b> Members asked about lessons learned on the content, recommendations and outcome of inquests, alongside the update provided, for a wider approach. The Acting Chief Executive confirmed that the lessons learnt exercise was carried out through the SIA internal violence reduction group and its oversight of the Fatalities Register. It was agreed a summary of the lessons learnt and actions taken would be added to future reports to the Board going forward. (May-21-06)</p> <p><b>84.</b> In response to a Home Office question, the General Counsel gave a brief overview of inquests and how the SIA came to be involved in some of them and how these fitted in the SIA’s remit. It was noted that some of these cases could be complex and it could take several years for an inquest to conclude.</p> <p><b>85.</b> Looking ahead, the Legal Service function was looking at further engagement with the Chief Coroner’s Office in these matters.</p> <p><b>Agenda 16: Update on Licence-Linked Qualifications (LLQ) launch on 1 April 2021 and follow up on stakeholder handling – MB/21-22/05/16</b></p> <p><b>86.</b> The Director, Licensing and Standards gave a brief update on these matters, which was noted. The Interim Chair welcomed the Head of Individual Standards to the meeting.</p>	

Topic	Action
<p><b>87.</b> Members were content with how matters were currently being progressed. They particularly welcomed the introduction of more graphical ways in communicating these changes to the industry and any other tools that may assist with this. The Director, Licensing and Standards said more work was being done in collaboration with the external communication function to highlight top-up training requirements for those renewing a licence and ‘licence switching’ from 1 October 2021, ensuring messages remained relevant and accurate.</p> <p><b>88.</b> Members were interested in finding out more information on the range of costs in the market and any emerging themes. The Director, Licensing and Standards advised that it was too early to draw any definite conclusions at this stage, with the market gradually adjusting to these changes which saw a whole range of new assessment methods introduced. As such, training providers were still deciding how best to structure/deliver the new training and to integrate distance and remote learning.</p> <p><b>89.</b> The interim Chair asked that Members continue to be kept informed of these matters, with a next update at the July Board. (May-21-07)</p>	

## Any other business

Topic	Action
<p><b>Agenda 17: AOB – MB/21-22/05/17</b></p> <p><b>Outgoing Interim Chair (last day in post TBC)</b></p> <p><b>90.</b> Members and the executive thanked the Interim Chair for all his work at the SIA over the past six years. This was expected to be his last SIA board meeting. His contribution has been extremely valuable in a number of different capacities: as a Member, Chair of the Audit and Risk Committee, Deputy Chair and more recently, as interim SIA Chair. His commitment, steady and calm approach will be missed.</p> <p><b>91.</b> The Deputy Director and Head of Public Protection Unit added thanks on behalf of the Home Office.</p> <p><b>92.</b> The Interim Chair said it was a pleasure to work with all and gave his best wishes for the future.</p>	

**Next meeting: 29 July 2021**

**Venue: Via Teams**