

Title	Minutes of the Board Meeting
Description	Minutes of the Board meeting on 29 July 2021
Owner	Heather Bailly

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

## AUTHORITY

**Heather Baily, Chair** (HB)**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)**Paul Fulwood**, Interim Director, Inspections & Enforcement (PF)

## SIA ATTENDEES

**Kevin Barretto**, Head of Finance & Procurement (KB)**Alero Harrison**, Head of Communications (AH)**Caroline Hayward**, Senior Legal Advisor (CH)**Nicholas Banks**, Senior Manager, Decisions (NB) – item 3b**Tony Holyland**, Head of Individual Standards (TH) – item 6, 10, 15, 16**Rachael White**, Head of Corporate Information (RW) – item 7**Christian Shaw**, Senior Business Intelligence Analyst (CS) – item 7**John McAvoy**, Senior Manager, Knowledge and Information (JMCA) – item 7**John Neil**, Chief Information Officer (JN) – Item 8**External Observer****Shehla Husain**, Deputy Director and Head of Public Protection Unit, Home Office (HO) (SH)**Elinor Howard**, Head of Arms' Length Body Sponsorship, Home Office Sponsorship Unit, Strategy Directorate, Home Office (HO) (EH)**Apologies****Fiona Wilson**, Head of Strategy & Governance (FW)**Jamie Hunt**, General Counsel, Legal Services (JH)**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. Apologies had been received from the Head of Strategy &amp; Governance and the General Counsel. The meeting was quorate.</li> <li>2. The Chair welcomed the Interim Director, Inspections and Enforcement (SIA) to his first Board meeting, and also external observers, the Deputy Director and Head of Public Protection Unit (Home Office) and the Head of Arms' Length Body Sponsorship, Home Office Sponsorship Unit, Strategy Directorate (Home Office) to the meeting.</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/21-22/07/1a</b></p> <ol style="list-style-type: none"> <li>4. The minutes of the previous meeting held on 6 May 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>• (January-21-04). Work continued updating the SIA and the Home Office framework agreement in collaboration with Home Office colleagues and Authority Members.</li> <li>• (January-21-05). Further exploratory work on investigatory powers gaps led by the Inspections and Enforcement directorate was taking place as part of business as usual. This would also now be linked to Manchester Arena Inquiry work. An update would be provided at the SIA September Board strategy days.</li> <li>• (March-21-08). Scoping work continues on the new Supervision and Enforcement strategy. This would be an agenda item later in the year.</li> <li>• (March-21-11). There was ongoing work in ensuring regular and clear messages to the industry in readiness for 1 October 2021 changes in relation to licence-linked qualifications refresher and top-up training. These are being complemented by additional easy use tools including new information videos and blogs.</li> </ul> </li> </ol>	

- (March-21-12). An update on licence-linked qualifications, refresher and top-up training costs was on the agenda as item 15.
  - (Jun-20-05) (Home Office part of the action log). The recruitment of three new Authority Members was progressing well with interviews scheduled to take place week commencing 23 August 2021. The Chair was pleased to report that following a request to the Home Office, a six months' extension had been approved for Trevor Reaney, Authority Member. This was to retain a degree of resilience and corporate memory until new Members were in place, particularly in respect of the Chair of the Audit and Risk Assurance Committee (ARAC). The Chair was grateful to the Home Office Sponsorship Unit for their work in progressing this request.
  - (October-15-08) (Home Office part of the action log). There were no new updates in relation to an information sharing gateway with Her Majesty's Revenue and Customs (HMRC). This was ongoing work with Home Office colleagues.
6. The following actions were marked as complete:
- (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. This was being managed at directorate and functional levels, with consideration of its suitability for a deep dive by the SIA Audit and Risk Committee later in the year.
  - (March-21-04). Details on the application rates for the first quarter and the associated use of surplus funds can be found at agenda items 5 and 6.
  - (March 21-06). Members had already been updated on the latest Skills Board activity. Once the three new Authority Members are in place, it will be confirmed which Member will be engaging and representing the Board in these matters.
  - (March 21-07). It had been agreed that further consideration of the SIA's approach to measuring outcomes and success in its compliance work would feed into the SIA Supervision and Enforcement strategy and be considered as part of future business planning into the next financial year.
  - (March-21-12). SIA has been liaising with Home Office finance and sponsorship colleagues to explore whether and how the SIA may be able to assist or partly fund some of the related training costs, by making use of its surplus funds. An update on this can be found at agenda item 6.

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• (May-21-01). An update was provided to Members on 17 May 2021 in relation to the number of withdrawals from the SIA Approved Contractor Scheme (ACS) by way of comparison to the previous year.</li> <li>• (May-21-02). The Director of Inspections and Enforcement confirmed that the previous issue in relation to the withdrawal of support from law enforcement partners for an investigations was considered to be an isolated occasion. However, the risk will be monitored and assessed as a functional/directorate risk and escalated to the SIA Audit and Risk Assurance Committee (ARAC) and SIA Board as necessary.</li> <li>• (May-21-03). The Authority Member representing Northern Ireland had been updated on the case matter. There were no continuing matters or actions anticipated at this stage.</li> <li>• (May-21-04). Authority Members had been updated on the SIA's response to the Protect Duty consultation ahead of the formal response submission deadline (2 July 2021).</li> <li>• (May-21-06). A summary of lessons learned, and actions taken on the content, recommendations and outcome of inquests will be included in future reports on this item to the Board. The lessons learned exercises are carried out through the SIA's internal violence reduction group and it has oversight of these matters.</li> <li>• (May-21-07). Information on the range of training provider costs and any emerging themes on licence-linked qualifications has been included at agenda item 15.</li> <li>• (May 21-05). (Home Office part of the action log). The Home Office undertook to re-direct any general SIA and industry correspondence received as part of the Protect Duty consultation to the SIA. The Deputy Director and Head of Public Protection Unit confirmed this had been done.</li> <li>• (Jun-20-05). (Home Office part of the action log). The recruitment of the SIA Chair was now complete, with Heather Baily in post from 7 June 2021.</li> </ul> |  |
|--|--|

## Matters for report

Topic	Action
<p><b>Agenda 2: Chair's Report – MB/21-22/07/02</b></p> <p>7. Heather Baily was pleased to be presenting her first Chair's report, which was noted. She was grateful for all the support from Members, executives, senior leadership members and their extended teams during her first few weeks, in helping her gain a better insight on the organisation.</p> <p>8. Among her first priorities to highlight since taking post on 7 June 2021:</p> <ul style="list-style-type: none"> <li>• Progressing and actively engaging in the recruitment of the SIA Chief Executive (permanent post, interviews expected to take place week commencing 20 September 2021) and SIA Authority Members (three posts, interviews expected to take place week commencing 23 August 2021, appointment of the selected individuals will be subject to Ministerial approval).</li> <li>• Establishing effective working relationships with external stakeholders, including the Home Office Sponsorship Unit (HOSU) and the Public Protection Policy Unit.</li> <li>• The publication of Volume 1 of the Manchester Arena Inquiry Report. The Chair noted her thanks on behalf of Members for all the work to date in managing the SIA's response to the publication of the report, particularly to the Acting Chief Executive, the Interim Director, Inspections and Enforcement, the Senior Legal Advisor, and their extended teams.</li> </ul> <p>9. The Chair said that she was impressed with the wide scope and range of work being undertaken by the organisation, the staff commitment and resilience amid Covid-19 circumstances, with most SIA staff continuing to work remotely whilst working arrangements continued to be managed. This was seen as clear evidence of positive leadership at all levels of the organisation, setting firm foundations for continuing to deliver against the SIA's 2021/22 business plan.</p> <p><b>Agenda 3: Chief Executive's Report – MB/21-12/07/03</b></p> <p>10. The Acting Chief Executive presented her report. She drew Members' attention to the following:</p>	

Topic	Action
<ul style="list-style-type: none"> <li>• The second quarter (Q2) is expected to be equally as busy as the first quarter in terms of planned activity, coupled more widely with continued uncertainty and unpredictability of the impact of the release of the national lockdowns and any impact on staff as a result; and the increasing high demand and work volumes. This was in addition to planned changes to the training regime in October 2021 and the intensive response phase on the Manchester Arena Inquiry work.</li> <li>• As such, the executive is carefully monitoring the number of significant workstreams and initiatives that are emerging, some outside SIA control. There will be an opportunity to review all these at September's Board strategy days and confirm our priorities. The Acting Chief Executive stressed that it was important to be both realistic and open about what work may (or not be) possible to achieve within set timelines, to manage expectations.</li> </ul> <p>11. Members noted the concern with a possible risk of misalignment between 'Get Licensed' and the range of offences that are being considered in making licensing decisions, whilst awaiting Ministerial confirmation of the update to the list of relevant offences. It was noted that the changes to offences was also subject to Home Office consultation with the devolved administrations and need to take into account the Home Office's Violence Against Women and Girls strategy.</p> <p>12. The Acting Chief Executive noted that other significant matters such as finances, were covered in other reports.</p> <p>13. SIA Welsh Language policy update – the SIA published its report on 23 July 2021 in line with the legal deadline (July 2021).</p> <p><b>Agenda 3: Corporate Risks – MB/21-22/07/03</b></p> <p>14. There had been one information security breach that had resulted in a self-referral to the Information Commissioners Office on 11 June 2021 and the Home Office informed. There have been no other significant incidents in the last reporting period.</p> <p>15. As part of the SIA's active risk management and keeping the corporate risk register under regular review, there had been several changes to our corporate risks in light of external factors impacting on our operations, including the next phase of the Manchester Arena Inquiry, Covid-related changes and resourcing</p>	

Topic	Action
<p>consequences. These are all being kept under regular review and mitigations are in place.</p> <p><b>Agenda 3a: Communications activity (annex 3a) – MB/21-22/07/03a</b></p> <p>16. Members noted the communications activity in the last period.</p> <p><b>Agenda 3b: EU exit report (annex 3b) – MB/21-22/05/03b</b></p> <p>17. This referred to the implementation of the right to work checks for European Economic Area (EEA) national licence applicants from 1 July 2021. The Chair welcomed the Senior Manager, Decisions to the meeting on this item.</p> <p>18. The Senior Manager, Decisions advised that several measures had been taken to minimise the operational impact of these additional checks, including adjustment of existing systems processes.</p> <p>19. By way of background, European Economic Area (EEA) nationals currently represent 13.6% of the licence holder population, with an additional 17.6% holding other nationalities, already requiring a right to work check.</p> <p>20. The greater proportion of licence applicants requiring a right to work check with UK Visas and Immigration, estimated at over 30%, now makes application timescales more dependent on the UK Visas and Immigration data services than it previously used to do. However, this was not a concern at this stage: the service to date has proven to be reliable.</p> <p>21. Members were content with the arrangements in place and noted their thanks to all involved in their completion, making this a timely and efficient process.</p> <p><b>Agenda 3c: Chief Executive engagements (annex 3c) – MB/21-22/07/03c</b></p> <p>22. This was noted.</p> <p><b>Agenda 4: Manchester Arena Inquiry – MB/21-22/07/04</b></p> <p>23. This refers to the Volume 1 Report (out of three) of the Manchester Arena Inquiry, published on 17 June 2021, considering the security arrangements at the Arena, and following evidence taken from 53 witnesses over a period of 32 days with</p>	



Topic	Action
<p>over 1,000 documents examined. The report makes several recommendations based upon conclusions reached about the security arrangements for the Arena. There are a number of recommendations ('monitored recommendations') where the Chair of the Inquiry is monitoring progress. It is expected that substantial progress can be made in these areas and reports will be sought from those affected and responsible for the monitored recommendations before the end of 2021.</p> <p><b>24.</b> There are two monitored recommendations (MRs) against the names of both the SIA and the Home Office, which can be found at page 169 of the report: 'MR7: The requirement that only those monitoring CCTV under a contract for services need to hold an SIA licence should be reviewed' and 'MR8: Consideration should be given to whether contractors who carried out security services should be required to be licensed.'</p> <p><b>25.</b> The Chair of the Manchester Arena Inquiry has made clear that he will seek evidence about all the recommendations before the end of 2021 and has laid out clear timelines for us to respond on these monitored recommendations as follows: an interim update (by late September), a full update (6 December 2021), including a witness statement from the Acting Chief Executive.</p> <p><b>26.</b> The Report also makes several recommendations and observations in other areas which may affect the SIA and/or its regulation and remit. These relate to: enforcement of the Private Security Industry Act 2001, training, the SIA's Approved Contractor Scheme (ACS), regulation of in-house security, business licensing, the Protect Duty and security contractors.</p> <p><b>27.</b> The SIA is fully committed to ensure it considers carefully and reports back adequately on the monitored recommendations and within the Manchester Arena Inquiry Chairman's timescales. Significant dedicated resources have been put in place to ensure this. Furthermore, the SIA has set up an internal Regulatory Affairs Board led by the Director, Inspections and Enforcement and supported by key senior managers as workstream leads across the SIA.</p> <p><b>28.</b> The Home Office has set up a Working Group, which SIA leads are part of, to coordinate and oversee the various work streams. Authority Members agreed that collaborative working with Home Office colleagues would be key over the next period. It was fully recognised that any future outcomes and delivery may require significant commitment, resource, engagement with the private</p>	

Topic	Action
<p>security industry and potential legislation changes with Home Office support.</p> <p><b>29.</b> It was agreed that this was an opportunity to further improve public safety, and had the potential to expand the SIA’s role and remit significantly. The Acting Chief Executive also underlined the need to identify any unintended consequences and keep a close eye on the broader scope and impact of any changes, a view shared by both Authority Members and the Home Office.</p> <p><b>30.</b> Members were reassured by the approach and endorsed the current direction of travel. They thanked the Interim Director, Inspections and Enforcement for the succinct, comprehensive report and all the work to date on these matters. They asked for a progress update at the SIA November Board meeting. (July-21-01).</p> <p><b>Agenda 5: Finance Report Q1 – MB/21-22/07/05</b></p> <p><b>31.</b> The Head of Finance and Procurement presented the financial report, which was noted.</p> <p><b>32.</b> The financial result at the end of the first quarter (Q1) of financial year 2021/22 was a surplus of £3m against a budget surplus of £1.3m. This was due to both higher income and lower spend – some of the underspend relates to costs that are still expected to be incurred later in the financial year.</p> <p><b>33.</b> The Head of Finance and Procurement gave an update on licence application volumes against the first quarter (Q1) reforecast. Licence demand was 14% higher than anticipated. He highlighted a few ‘unknown’ and variable factors, most notably a number of behavioural changes with earlier licence renewals and the impact on demand following the introduction of the new training requirements in April and forthcoming changes to top up training.</p> <p><b>34.</b> The Head of Finance and Procurement reported that following the Q1 reforecast exercise, the work on the annual review of the licensing fee would start. As part of this review, future income and expenditure forecasts will be re-baselined over a number of years.</p> <p><b>35.</b> As previously noted, there were only two possible months during which fee changes could be introduced, either in April or October of each year. There was a brief discussion with Members</p>	

Topic	Action
<p>observing the overall challenge presented by modelling and forecasting amid continued uncertainty. This was particularly even more relevant in the case of a fee review and the overall impact this may have on the business, including running a deficit, from a risk perspective. The Authority Members agreed that a cautious approach continued to be the best way forward in the circumstances. It was not possible at this stage to say whether a change in fees may be possible in the immediate period.</p> <p><b>36.</b> The Acting Chief Executive said that there was a need for a more in-depth look at licensing behaviour changes to identify any recurring patterns. The Director, Corporate Services added that the SIA September Board strategic discussions would also play a role in this; it was necessary to factor in any significant policy changes that may influence a fee review.</p> <p><b>37.</b> The Chair asked to have an update on the annual fee review preparatory work including in terms of timing and feasibility at the November Board meeting (July-21-02)</p> <p><b>Agenda 6: Use of Surplus and Training Subsidy/ Possible use of previous /new surplus for one-off support during Covid 19 to top-up training changes – MB/21-22/07/06</b></p> <p><b>38.</b> Members noted the proposed approach and proposals to utilise the SIA surplus funds arising from the last financial year (FY 2020-21), and the options which had been explored.</p> <p><b>39.</b> This item was following on from an action at the SIA March 2021 Board meeting, exploring whether the SIA could potentially utilise this surplus on subsidising licence linked training. A number of discussions to explore different options have taken place since with Home Office colleagues and with the Executive Directors.</p> <p><b>40.</b> At the time the papers were first submitted to the Board external legal advice on whether the funding of training in the way proposed would be considered within our powers to do so ie intra vires. This has now been received and concludes that the SIA does not have statutory powers to use the surplus in this way. The Acting Chief Executive in her role as Accounting Officer would need to make the final decision in light of this advice.</p> <p><b>41.</b> The Acting Chief Executive stressed that counsel had noted that this was a logical, sensible and worthy intention on the SIA's part, despite the outcome of his advice not being as had been hoped.</p>	

Topic	Action
<p>The Acting Chief Executive and Members agreed that the SIA should not be discouraged and continue to explore any new ways that may support the private security industry, provided these are within its legislative boundaries. The Acting Chief Executive was grateful to the Director, Corporate Services, the Head of Finance and Procurement, the General Counsel and all the Home Office officials for all their work on this matter.</p> <p><b>Agenda 7: Performance: Q1 KPI dashboard and Quarterly Performance Report – MB/21-22/07/07</b></p> <p>42. The Chair welcomed the Head of Corporate Information for a presentation on the key performance indicators (KPIs) and quarterly results, which were noted. The Chair also welcomed the Senior Business Intelligence Analyst and the Senior Manager, Knowledge and Information, who had recently joined and were pivotal to the development of these reports and our future data analysis.</p> <p>43. The Head of Corporate Information reported good results across all areas of business during the first quarter (Q1), with most indicators either met or just below the target (within 5%).</p> <p>44. Overall, these were thought to be positive results given the continued increase in licence applications, the associated higher numbers of service requests and decisions whilst maintaining acceptable service levels. Whilst a comparatively high number of incoming applications was predicted, numbers continued to significantly exceed expectations.</p> <p>45. One area, in relation to staff welfare, has seen exceptional results in terms of return numbers 99%, but also in respect of the positive feedback received 92%, which indicated that staff continued to feel supported throughout the pandemic. Members were pleased with the results and observed that this was something the organisation should be proud of and strive to maintain.</p> <p>46. In response to a Home Office comment on keeping a close eye on performance in any areas of business within 5% below the target, it was agreed that that the SIA would continue to monitor those areas closely and provide regular updates on any changes, or new matters to flag for appropriate oversight.</p> <p>47. Members noted the good results and acknowledged the challenges and efforts made to address these. They thanked the</p>	

Topic	Action
<p>Head of Corporate Information and team for the comprehensive report.</p> <p><b>Agenda 7: Business Plan Q1 performance report – MB/21-22/07/07</b></p> <p>48. The Acting Chief Executive reported on this item in the absence of the Head of Strategy and Governance. Good progress overall had been made against the SIA 2021/22 Business Plan across core business and strategic priorities.</p> <p>49. However, as mentioned at other points in the meeting, there was a need to pause and review the list of priorities at the SIA September Board strategy days, to ensure these remain workable and current to industry and business needs, especially in the context of Manchester Arena Inquiry new strands of work. On the same note, it was agreed at the meeting that the work on a future ‘Code of Conduct’, an initiative from 2019 would temporarily be put on hold until the link to and impact of the Manchester work was clearer. This would be reviewed at the SIA September Board strategy days in the wider discussions on priorities, as to when and how this would be progressed, considering any necessary adjustments in light of Manchester Arena Inquiry developments. (July-21-03)</p> <p>50. There were several other positives to note, such as the changes on procurement activity, demonstrating alternative approaches to delivery. There was also some valuable learning to draw from in managing and delivering against the plans.</p> <p><b>Agenda 8: Technology and Innovation quarterly report (Q1) including major change projects tracker and updates – MB/21-22/07/08</b></p> <p>51. The Chair welcomed the Chief Information Officer for a presentation on the quarterly report, which was noted.</p> <p>52. The Chief Information Officer advised that overall performance was good. The function continued to work hard and commit to ensuring minimum disruption to any service.</p> <p>53. There were some significant improvements to note, including replacing sending messages with standard government service (by adopting the gov.notify service), bringing the SIA in line with other government agencies.</p>	

Topic	Action
<p>54. There had been several incidents within the last quarter; once again mainly related to connectivity issues and in some cases involving both environment and configuration factors. The areas affected were: customer service telephony, some internal SIA systems (STeP access to SIA staff, Select HR service) and internet access (which was currently being investigated).</p> <p>55. The SIA's service provider, Version 1 continued to perform well against all dedicated areas of work without any service interruption, security incidents or performance-related issues.</p> <p>56. The SIA was working with the provider to eliminate any affect to service posed by the growth of database servers.</p> <p><b><u>Major change projects:</u></b></p> <p>57. STeP Maintenance Release 15. This included major changes to the STeP risk rules to take account of the ending of the process of exiting the European Union. The release went in smoothly with no issues reported.</p> <p>58. The legacy Approved Contractor Scheme compliance system (CRM) software has been upgraded. Service has been moved to the STeP platform. The Chief Information Officer was candid in explaining that this work has not been as straightforward as anticipated. It had not been possible to meet the move to the new version by the deadline (13 July 2021). Although the business impacts arising from this were thought to be manageable and limited, this was a disappointing outcome for the SIA. It was accepted that there were important lessons to be learned, a full review would take place upon completion of the upgrade (now scheduled for completion by August/September 2021).</p> <p>59. Post Office Interface work and risks associated with it were discussed. This relates to the Post Office notification that, for commercial reasons, they propose to close and replace its booth technology service with new Biometric Enrolment Station units in branches by the end of February 2022. This requires the SIA to now build and test a new interface before then. Provided that this work is completed within schedule, the Post Office integration testing, model office and pilot testing was due to resume on 10 January 2022 and be completed by 14 February 2022.</p> <p><b><u>Data &amp; Digital Strategy 2021-24 progress:</u></b></p> <p>60. Following the approval of the SIA Data &amp; Digital Strategy 2021-24 by the Executive and Board during March and May 2021 it had been subsequently approved by the Home Office Digital, Data</p>	



Topic	Action
<p>and Technology and Government Digital Service in May 2021. There was good progress to report to date on development of a the associated three-year digital transformation implementation programme, running to 2024. The main priorities, as highlighted above, were the upgrades to the legacy CRM system (used primarily for ACS and compliance work) and the Post Office Interface work. Further update on progress of the implementation of the strategy would be provided at the SIA November Board meeting as part of ICT quarterly update. (July-21-04)</p> <p><b>61.</b> Members commented positively on the recent bid submission for funds to enable the automated remote checking of the public register of SIA licence holders, under the Department for Business, Energy &amp; Industrial Strategy (BEIS) Regulator’s Pioneer Fund competition. The results of this competition will be announced in August 2021. Whether successful or not, this was a clear testament to the SIA striving to be a forward-thinking organisation with the confidence to promote imaginative new ways of improving regulation in its sector.</p> <p><b><u>Risks:</u></b></p> <p><b>62.</b> The Chief Information Officer advised that the function continued to focus on building resilience in its response to any risks and threats.</p> <p><b>63.</b> Several risks and mitigation actions were highlighted:</p> <ul style="list-style-type: none"> <li>• The slippage on the legacy CRM Approved Contractor Scheme and compliance system software upgrade. The likelihood of a significant security vulnerability being identified was considered to be low. The main mitigation to this risk is to achieve completion of the upgrade by the end of August 2021.</li> <li>• Post Office interface. The plan for completing the replacement of this interface was thought to be robust and achievable but has little or no contingency. It is also not due to be completed until very close to the 22 February 2022 deadline by which time the existing contracted service will cease. This was a major concern. The Executive had approved the work to go ahead but asked for more to be done on the risk management of this work and contingency planning. A lot of effort was therefore going in to mitigate this risk, as well as seeking external expertise, including reaching out to the Home Office for testing and functionality assurance. Members underlined that this is business critical and</li> </ul>	

Topic	Action
<p>offered their support in any way that may help resolve these matters.</p> <ul style="list-style-type: none"> <li>• A comparatively newly extracted, but a well-recognised risk, which may be more discretely described as the “insider” enabled cyber attack threat (a security cyber threat that may originate from or be facilitated within the organisation, by any individual with access to SIA data). The general cyber security threat and risks had already been discussed and raised at the SIA Audit and Risk Committee (ARAC). It had been agreed that it would come back to ARAC for a deep dive in October, alongside the wider integrity work on anti-corruption and bribery. It was agreed that the cyber security threats more generally presented considerable cause for concern for the SIA, as a real threat, as well as being more widely recognised as an ever-increasing risk. Given the attractive nature of the material held by and which the SIA has access to it is important that this is taken seriously. The Director, Corporate Services, in her Senior Information Risk Owner (SIRO) role advised that she commissioned an incident management follow-up on a recent cyber threat incident and alert, which despite proving to be a ‘false alarm’ and responded to quickly and effectively, was important to be debriefed and reflected on further for assurance purposes.</li> </ul> <p><b>64.</b> The Chair asked to get an update on all the above risks at the SIA November Board meeting. The Chief Information Officer advised this would be done as part of standard ICT quarterly report. (July-21-05)</p>	

Matters for decision

Topic	Action
<p><b>Agenda 9: SIA Stakeholder Strategy and implementation plan – MB/21-22/07/09</b></p> <p><b>65.</b> Following the approval of the four objectives underpinning the strategy at the May SIA board meeting, significant work had followed to progress clear mapping of activities with input from both Executives and Authority Members.</p> <p><b>66.</b> Members were content to approve the strategy which will allow proceeding with the agreed implementation approach. This is</p>	



Topic	Action
<p>intended to draw together and complement existing and planned work, whilst being mindful not to duplicate work and considering other priorities. This would be done on a phased basis to align with organisational priorities and existing commitments.</p> <p><b>67.</b> The Head of Communications advised that a summary of this strategy would be produced for publication on the SIA's gov.uk pages, followed by a 'soft launch' in November 2021.</p> <p><b>68.</b> Members thanked the Head of Communications, and all involved in all the stages of this work. They looked forward to hearing about the outcomes of this work in the coming months.</p> <p><b>Agenda 10: Moving Close Protection from October 2021 to April 2022 – MB/21-22/07/10</b></p> <p><b>69.</b> Members endorsed the proposal for the implementation of the new close protection licence-linked qualification to be changed from 1 October 2021 to 1 April 2022. This would allow for further testing of the new arrangements and focus on other aspects of the changes due on 1 October 2021. It was accepted that although awarding organisations and qualifications regulators were supportive of the new timescales, this may be met with different views by some parts of the private security industry.</p> <p><b>70.</b> Members received reassurances from the Director, Licensing and Standards that there were no expected delays beyond the new agreed date (1 April 2022) with timelines, alongside proposals and outcomes, to be carefully scrutinised. The project team would make necessary arrangements for the new implementation date.</p> <p><b>71.</b> Members highlighted the importance of clear messages about the changes: communication was key to ensuring industry readiness for forthcoming changes. They asked to be provided with an update after the initial top up changes had taken place in October 2021 and on any other additional impacts. (July-21-05)</p>	

Matters for report, noting and discussion

Topic	Action
<p><b>Agenda 11: Licensing and Standards forward look report – MB/21-22/07/11</b></p> <p><b>72.</b> The Director, Licensing and Standards presented the new style quarterly Licensing and Standards forward look report, which was noted.</p> <p><b>73.</b> The Director, Licensing and Standards highlighted the key initiatives and activities that the directorate will be initiating or focusing on during the second quarter over and above core business activity. Operational performance results from the previous quarter are now included within the corporate performance report (item 7 on the agenda).</p> <p><b>74.</b> The Director, Licensing and Standards highlighted the need for further modelling, looking into changes in license applicants’ behaviour, to better identify trends. This was ongoing work and was even more relevant in the current context of prolonged levels of unpredictability. As noted at item 7, it was important to acknowledge the overall impact higher demand levels were having on performance and more specifically the constraints in being able to meet targets set pre-pandemic, when much has changed since then both in terms of settings and demand.</p> <p><b>75.</b> Members queried the number of existing vacancies in the directorate and whether measures were in place to address this. The Director, Licensing and Standards said that recruitment remained a priority and work was underway, working closely with the People Services function on this. It was important to note that this could only have a gradual impact on performance (over the next three to six months) given the onboarding and training periods before new staff were functioning fully: therefore it was unlikely there would be an immediate increase in capacity.</p> <p><b>Agenda 12: Inspections and Enforcement forward look report – MB/21-22/07/12</b></p> <p><b>76.</b> The Chair welcomed the Interim Director, Inspections and Enforcement for a presentation on the new forward look quarterly report, which was noted.</p>	

Topic	Action
<p><b>77.</b> This focused on key activities which the directorate will seek to deliver during the second quarter. This was supplementing highlights of achievements and significant items in the weekly board updates, as in the case of the Licensing and Standards directorate.</p> <p><b>78.</b> There were two strategic SIA cross-cutting themes to highlight. These related to the Manchester Arena Inquiry findings and monitored recommendations as well as a fresh review of the current SIA 'Integrity, Corruption &amp; Bribery' strategy and related workstreams underway. Other highlights included violence reduction work, particularly the public awareness campaign on violence against women and girls.</p> <p><b>79.</b> Members also queried the number of vacancies in this directorate. They received reassurances that a plan was also in place to address this.</p> <p><b>80.</b> The Director, Corporate Services advised that there had been a lengthy period with an initial pause on recruitment during lockdown, which contributed to the higher numbers of vacancies carried over by the organisation. She said that there was an intensive campaign so the recruitment side for most vacancies would be completed by the end of September. However, to be mindful of what this entailed, not only in terms of immediate induction and training but also in terms of setting up staff for remote working (IT aspects, including equipment) when they start.</p> <p><b>81.</b> The Chair stressed the need to ensure priority for critical work plans and what may be deemed as 'mission critical roles'. The Director, Corporate Services said that it was important to get the right balance and was working closely with all directorates to achieve this. The Chair asked for an update at the SIA November Board meeting, (July-21-06)</p>	
<p><b>Agenda 13: SIA Audit and Risk Committee (ARAC) update (including Annual Report and Accounts approval for noting) – MB/21-22/07/13</b></p>	
<p><b>82.</b> The Chair of the Audit and Risk Assurance Committee gave an update on the committee activity in the last period which was noted.</p>	
<p><b>83.</b> The Chair of the Audit and Risk Assurance Committee was pleased to report on the successful submission of the Annual</p>	

Topic	Action
<p>Report and Accounts, laid in Parliament on 21 July 2021 and the positive feedback from both the National Audit Office and the Government Internal Audit Agency. He commended all the work by the Head of Finance and Procurement and the extended teams in making this possible.</p> <p><b>84.</b> The Chair of the Audit and Risk Assurance Committee highlighted a few useful reports from the Government Internal Audit Agency on Covid-19, diversity and inclusion, and cyber threat matters; as well as an internal report on contingency planning (the 'Mozaic' piece of work commissioned to review the target operating model for the IT function), all to be considered by the committee in progressing its work. In October 2021, the committee would be considering as deep dives the cyber threat, plus integrity and bribery matters and in January 2022, it would be looking at the forecasting model.</p> <p><b>85.</b> There were no concerns to report at this stage.</p> <p><b>86.</b> Members thanked the Chair of Audit and Risk Assurance Committee and the committee for all their work on these matters.</p> <p><b>Agenda 14: SIA Remuneration Committee update – MB/21-22/07/14</b></p> <p><b>87.</b> The Chair of the Remuneration Committee gave an update on the committee activity in the last period which was noted.</p> <p><b>88.</b> She was content with how matters continued to progress. She noted significant work on the SIA's People Strategy and management of any related risks, as well as a refreshed look at the SIA's workforce training strategy.</p> <p><b>89.</b> There were no concerns to raise at this stage, other than an expected slight increase in staff sickness levels, which was being kept under review.</p> <p><b>90.</b> The Director, Corporate Services gave a brief update on the pay remit, with the SIA operating within government guidelines. Staff would be updated on this.</p> <p><b>91.</b> The Chair of the Remuneration Committee was pleased to announce the recent appointment the interim Head of People Services to the organisation.</p> <p><b>92.</b> The Chair thanked the Chair of the Remuneration Committee and the team for all their work.</p>	

Topic	Action
<p><b>Agenda 15: Show and Tell from Individual Standards including the latest on the Licence-Linked Qualifications Project – MB/21-22/07/15</b></p> <p><b>93.</b> The Head of Individual Standards gave an overview of the qualifications project, a historic background of how this evolved during various stages, which was noted. This included an update on training provider costs (largely comparable with pre-April 2021 changes) and emerging themes and key issues, notably the lack of a skilled workforce as a barrier to expected growth.</p> <p><b>94.</b> The SIA has a responsibility to raise standards in the private security industry. Whilst the SIA cannot solely take on the characteristics of a professional association, the need for coordination in the industry makes the case for the SIA to work collaboratively to help put these structures in place. The role of the SIA should be to help establish and, at first, coordinate structures to deliver improvement. It is necessary for the industry to own the structures that will improve standards.</p> <p><b>95.</b> These developments fully support the SIA’s regulatory aims. It will help raise standards, and in time allow the SIA to take a fully risk-based approach based on evidence of where individuals and businesses are meeting higher standards. The vision is to ensure that the public are better protected by facilitating the raising of industry standards and performance.</p> <p><b>96.</b> Whilst the SIA is a key driver in these changes, driving the quality of provision of training was highly dependent on the industry. It was important to highlight again the industry’s role to lead on this work, to establish skills initiatives with longevity.</p> <p><b>97.</b> Members were interested to find out whether the raising of standards in general may have an impact on the number of people considering joining the sector. The Head of Individual Standards advised that it was difficult to say whether this was the case. The Chair asked to assess the impact and report back. (Juy-21- 07)</p> <p><b>Agenda 16: Skills Strategy Updates – MB/21-22/07/16</b></p> <p><b>98.</b> Members noted the latest updates to the Skills Strategy. This was previously approved by the Board in July 2019. These consisted of changes to reflect progress made over the past year,</p>	

Topic	Action
considering the most recent research outcomes and lessons learned during Covid-19.	

## Any other business

Topic	Action
<p><b>Agenda 17: AOB – MB/21-22/07/17</b></p> <p><b>Proposed schedule of meetings for 2022</b></p> <p><b>99.</b> Members approved the proposed schedule for SIA Board and Committee meetings in 2022. The secretariat would take this forward and diarise accordingly.</p> <p><b>100.</b> The Chair asked to pass thanks on behalf of Authority Members to the Head of Strategy and Governance for all her work on this.</p>	

**Next meeting: 4 November 2021**

**Venue: London/ via Teams**