

Title	Minutes of the Board Meeting
Description	Minutes of the Board meeting on 4 November 2021
Owner	Heather Baily

Meeting held in person (and via Teams)**Board members present (in person)**

AUTHORITY

Heather Baily, Chair**Trevor Reaney****Kate Bright****Alec Wood**

EXECUTIVE

Michelle Russell, Acting Chief Executive**Stephen McCormick**, Director, Licensing & Standards**Dianne Tranmer**, Director, Corporate Services**Paul Fulwood**, Interim Director, Inspections & Enforcement

SIA ATTENDEES

Kevin Barretto, Head of Finance & Procurement**Fiona Wilson**, Head of Strategy & Governance**Caroline Hayward**, Senior Legal Advisor**Alero Harrison**, Head of Communications – item 3b**Rachael White**, Head of Corporate Information – item 6, 14**John Neil**, Chief Information Officer – item 7**Iestyn David**, Head of Licensing & Service Delivery – item 15 (via Teams)**Tracey Lilley**, Head of Business Standards – item 13**External Observers (via Teams)****Elinor Howard**, Head of Arms' Length Body Sponsorship, Home Office

Sponsorship Unit, Strategy Directorate, Home Office

Shehla Hussein, Head of Public Protection Policy Unit, Home Office – item 1, 2 and the beginning of item 3, before the building evacuation)**Mary Halle**, Head of Home Office Sponsorship Unit, lead on sponsorship for Home Office – joining from item 6 (minus item 13, dealt with sooner)**Apologies****Jamie Hunt**, General Counsel, Legal Services**Secretariat****Anca Comsa**, Executive Assistant CE & Board

Minutes

Topic	Action
<p>Welcome and apologies</p> <ol style="list-style-type: none"> 1. Apologies had been received from the General Counsel. The meeting was quorate. 2. The Chair welcomed external observers from the Home Office (the Head of Arms' Length Body Sponsorship, the Head of Public Protection Policy Unit and the Head of Home Office Sponsorship Unit) to the meeting. <p>Declaration of interest</p> <ol style="list-style-type: none"> 3. Michelle Russell, Acting Chief Executive, made a conflict-of-interest declaration in reference to the SIA Chief Executive recruitment update at agenda item 2. No other declarations were made. <p>Agenda 1: Approval of minutes and matters arising – MB/21-22/11/1a</p> <ol style="list-style-type: none"> 4. The minutes of the previous meeting held on 29 July 2021 were agreed as an accurate record and approved by the Board. 5. The Board noted the action log and matters arising and some were discussed: <ul style="list-style-type: none"> • (January-21-04). Work continued on updating the SIA and Home Office Framework Agreement in collaboration with Home Office colleagues and Authority Members, in preparedness for signature by both the Chair and the Chief Executive (once an appointment was confirmed) and the Home Office Permanent Secretary. • (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. In some respects, this was also linked to the Manchester Arena Inquiry work. • (March-21-11). The following aspect remains open: an update on the communications intended to ensure that the private security industry is ready for the change to the close protection qualification that is due in spring 2022. • (Jul-21-02). Work will continue on the SIA annual fee review with a proposal due at the February SIA Board meeting (once 	

Topic	Action
<p>the results of October's licence-linked training changes are assessed at the end of Q3). An update was provided at this meeting as part of the quarterly finance report (agenda item 5).</p> <ul style="list-style-type: none"> • (July-21-03). As agreed at the September strategy days, work on a proposed code of conduct for SIA licence holders has been put on hold pending review in February 2022, so that the SIA can consider the impact of other emerging changes arising from the Manchester Arena Inquiry work on this proposal. • (July-21-05). Further work is required on the SIA's approach to the threat of cyber-attack and will form part of quarterly updates. • (July-21-07). The Director of Corporate Services will provide a further update on recruitment of key priority posts across the business to the Chair. • (July-21-08). Analysis of the impact of raising training standards on the number of people joining the private security industry will be reported at the February 2022 Board meeting. • (October-15-08) (Home Office part of the action log). There were no new updates in relation to progress on an information sharing gateway with Her Majesty's Revenue and Customs. An internal review into these matters in January 2021 reinforced the need for this. This was recently raised again by the SIA at the Home Office-SIA quarterly sponsorship meeting on 19 October 2021 and remained ongoing work with Home Office colleagues. <p>6. The following actions were marked as complete:</p> <ul style="list-style-type: none"> • (March-21-08). The proposed Compliance, Supervision and Enforcement Strategy was presented at the September strategy days and direction agreed. Implementation proposals, including further scoping on adequacy of sentencing terms, will form part of submissions for business planning for 2022/23. • (March-21-11). First aspect now closed: ensuring regular and clear messages to the industry in readiness for 1 October 2021 changes to licence-linked qualifications and top-up training. • (July-21-01). Update on Manchester Arena Inquiry monitored recommendations and the SIA response. This will be a standard board agenda item. 	

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<ul style="list-style-type: none"> • (July-21-04 & July-21-05, except for cyber risks). An update on the SIA Digital & Data Strategy and proposed implementation phasing was provided at September's SIA Board strategy days. A further update on this, as well as on legacy risk items, was included as part of the Technology, Innovation and Change quarterly report to this meeting. • (July-21-06). Members were provided previously with an update ahead of the introduction of a top-up training requirement on 1 October 2021 and with a further oral update from Director of Licensing and Standards at the meeting: It was premature to draw any conclusions about the full impact from the recent changes, however an early analysis indicated there were some behavioural and earlier renewals affecting application levels - there were a very high number of renewal application submissions in September partly due to individuals who have a licence expiring before the end of January renewing early. An analysis of 60 of 170 applications drafted but not submitted showed only 6 applicants did not know about the new top-up requirement. 	

Matters for report

Topic	Action
<p>Agenda 2: Chair's Report – MB/21-22/11/02</p> <p>7. The Chair presented her report, which was noted. The last three months have been a particularly busy time for the organisation. She noted her thanks and gratitude to all SIA staff for their continued commitment and efforts in delivering a great service and contributing towards greater public safety.</p> <p>8. Among matters to highlight since the last Board meeting on 29 July 2021:</p> <p>9. The recruitment of the SIA Chief Executive (permanent post, interviews took place week of 20 September 2021), was currently awaiting a response from devolved administrations in Scotland and Northern Ireland; and SIA Authority Member (one post, interviews took place on 27 September 2021), appointment of the selected individual is subject to and awaiting Ministerial approval. The Chair was pleased to note that following her recent meeting</p>	

Topic	Action
<p>with Rachel Maclean MP, new Minister for Safeguarding, Home Office on 2 November 2021, approval had been given for the recruitment of two additional SIA Authority Member posts, following the Chair's concerns raised that the number of Authority Members had to be in line with the organisation workload, ensuring a balanced Authority Member engagement and oversight. The Head of Arms' Length Body Sponsorship confirmed that arrangements for the next Authority Member recruitment campaign could commence as soon as the current one is completed.</p> <p>10. Authority Member role extension: The Chair was pleased to report Ministerial approval to extend Trevor Reaney's appointment pending resolution of the recruitment to the vacancies on the Board for a period of six months (until May 2022).</p> <p>11. The appointment of a new Deputy Chair: The Chair was pleased to announce Alec Wood as the new Deputy Chair of the Authority, effective from 1 November 2021.</p> <p>12. The Chair thanked the Interim Director, Inspections and Enforcement and the Head of Compliance and Inspections for keeping the devolved administrations regularly informed on Manchester Arena Inquiry matters and for all the work that allowed a comprehensive submission to the Inquiry in September 2021 in response to the publication of the Volume 1 Report. The Acting Chief Executive, the Interim Director, Inspections and Enforcement, the Senior Legal Advisor and their extended teams had all played a part.</p> <p>13. The Chair was continuing to make contact with and establish working relationships with various external stakeholders. Of note was her meeting on 28 September 2021 with Lord Harris, who is currently undertaking a further review of London's preparedness to deal with terrorism matters (he conducted a similar review in 2016 and made a series of recommendations for a wide range of stakeholders in London, including the SIA). This was both an insightful and a positive engagement opportunity, being able to update on significant changes in recent years on the issues of training, work between the SIA, the police and National Counter Terrorism Security Office and more generally, the SIA's contribution to counter-terrorism matters. The Director, Licensing and Standards and the Interim Director, Inspections and Enforcement were also in attendance.</p>	

Topic	Action
<p>14. Other highlights included: meetings with Alison Morris, Head of Serious and Organised Crime Policy team within the Safer Communities Directorate, Scotland and Doreen McClintock, Head of Operations and Resilience Planning within the Department of Justice, Northern Ireland (devolved administrations).</p> <p>15. SIA Regional Networking event in Belfast on 14 October 2021, was a valuable opportunity to speak with and answer specific questions from those attending. The event was warmly received, gaining positive feedback. The Chair and Authority Members noted their thanks and appreciation for all the work that went into organising this event.</p> <p>16. Board Effectiveness – an introduction to Board self-assessment. The Chair confirmed this would follow previous years, consisting of a paper-based exercise. However, next year, she was keen to commission a wider, facilitated review. The Head of Strategy and Governance will send out the questionnaire and provide analysis for discussion at the February 2022 Board meeting. (November 21-01)</p> <p>Agenda 3: Chief Executive’s Report – MB/21-12/11/03</p> <p>17. The Acting Chief Executive presented her report, which was noted. Significant matters, including the ICT risks and the finances, were covered in other reports on the agenda.</p> <p>18. The Acting Chief Executive was pleased to report good progress in both business and corporate plan delivery to date this year. The Executive and Authority Members acknowledged progress against these and endorsed the SIA’s future strategic direction and priorities going forward, as discussed at September’s SIA Board strategy days.</p> <p>19. The Executive will continue to monitor the growth and parallel timing of potentially significant additional workstreams and initiatives affecting the SIA, and their impact on the SIA’s statutory functions and capacity to deliver its plans.</p> <p>20. Looking ahead, the Acting Chief Executive advised that it was important to carefully monitor licensing demand levels, particularly renewals, as they directly affected capacity, performance and finances (income and spend). The coming quarter’s data will also critically inform considerations on the licence fee review.</p>	

Topic	Action
<p>21. The Acting Chief Executive noted her personal thanks to all staff teams for their continued hard work and commitment to maintaining our core services and delivery and achieving such positive results, despite high volumes and significant work streams.</p> <p>*Evacuation incident</p> <p>22. The meeting was interrupted at this point for about an hour and 45 minutes, due to a site evacuation incident.</p> <p>When the meeting resumed, the Chair announced that as a result, agenda item 12 – the Show and Tell from Individual Standards: Apprenticeships and trailblazer work - would be cancelled (noting the presentation was also included in the national conference) and the external attendees for that and agenda item 15 had been stood down.</p> <p>Agenda 3: Corporate Risks – MB/21-22/11/03</p> <p>23. The risk update was noted as part of the Chief Executive’s report.</p> <p>Agenda 3a: Communications activity (annex 3a) – MB/21-22/11/03a</p> <p>24. The Chair welcomed the Head of Communications. Authority Members noted the communications activity from the last period. They asked going forward for a greater strategic focus on upcoming activities, concentrating on those of strategic significance and with a clearer articulation of the link to the stakeholder strategy themes. The Head of Communications will discuss ways to do this with the Director, Corporate Services, the Deputy Chair and the Chair of the Remuneration Committee. (November-21-02)</p> <p>Agenda 3b: Chief Executive engagements (annex 3b) – MB/21-22/07/03c</p> <p>25. This report was noted; as well as the proposals for future monitoring and reporting on these, the Chair’s and other Authority Members’ engagements going forward.</p> <p>Agenda 4: Manchester Arena Inquiry – progress update – MB/21-22/11/04</p> <p>26. This was now a standing Board agenda item.</p>	

Topic	Action
<p>27. The SIA remains committed to ensuring it takes forward the Manchester Arena Inquiry related work, working closely with the Home Office, devolved administrations and key stakeholders on the monitored recommendations and wider findings which are all aimed at improving public safety. In relation to the Monitored Recommendations, there are three distinct strands of work: the SIA led stakeholder engagement (these events were also attended by the Home Office), joint SIA and Home Office review of the policy issues, and the commissioning of research (Home Office lead).</p> <p>28. The next milestone was 6 December 2021, when the Acting Chief Executive is due to provide a witness statement to the inquiry. The Acting Chief Executive confirmed that the update would set out all the SIA's work and progress to date.</p> <p>29. The Interim Director, Inspections and Enforcement reassured Authority Members that the SIA was working diligently towards the deadlines and noted that there is a risk that the research element will not be completed before 6 December 2021.</p> <p>30. Authority Members endorsed the direction of travel, acknowledging the associated risks and the SIA's parallel activities on mitigating these. Authority Members agreed that the completion of the Home Office led-research work was critical to enabling final decisions to be made by the Home Office on whether to take forward or not the recommendations.</p> <p><i>*Post Board meeting note:</i> The Chair spoke to the Head of Public Protection Policy Unit, Home Office to raise the Board's concerns and importance of the research work being commissioned by the Home Office, and its timeliness, to support the next phases of the Manchester Arena Inquiry work. (Phone call on 8 November 2021)</p>	
<p>Agenda 5: Finance Report Q2 – MB/21-22/11/05</p>	
<p>31. The Head of Finance and Procurement presented the financial report, which was noted.</p> <p>32. The financial result at the end of the second quarter (Q2) of financial year 2021/22 was a surplus of £4.7m to date against a budgeted end of year surplus of £1.8m. This increase was largely due to £c3.4m higher income (licence demand against this quarter's reforecast was 13% higher than anticipated) and a £1.2m lower spend in overall expenditure, most notably due to a</p>	

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<p>decrease in staff salary costs due to the number of vacancies and a slower recruitment rate.</p> <p>33. Licence renewal rates will continue to be closely monitored looking ahead in the next quarter, particularly due to the anticipated changes in behaviour in licence applications and timing. The licensing demand model will be revised accordingly at quarter (Q3).</p> <p>34. The Head of Finance and Procurement advised that confirmation of SIA delegation levels had been received from the Home Office finance team. The formal Accounting Officer delegation letter would follow (the CCL expenditure was expected to be £1m).</p> <p>35. The Head of Finance and Procurement provided an update in relation to the preparatory work for the licence fee review. This included the consideration and lead time involved, assumptions and factors to consider, as well as challenges posed by fluctuating trends within the last quarters. Authority Members accepted that this task was not easy due to continued uncertainty in application behaviours, and confirmed therefore a cautious approach continued to be the best way forward. A recommendation based on the model outcome will be provided and discussed at the February Board meeting. It was noted that in the eventuality of a proposed change in fee being agreed in February, the very earliest next achievable implementation date would be October 2022, due to the necessary Home Office requirements and timeframes they would need to work to.</p> <p>36. The Chair thanked the Head of Finance and Procurement and the Management Accountant for the clear, succinct report.</p> <p>Agenda 6: Performance: Q1 KPI dashboard and Quarterly Performance Report – MB/21-22/11/06</p> <p>37. 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 Head of Home Office Sponsorship Unit, lead on sponsorship for Home Office (joining the meeting at this agenda item).</p> <p>38. The Head of Corporate Information reported good results across all areas of business during the second quarter, with most indicators either met or just below the target (within 5%) and in some cases exceeding expectations (e.g. KPI 5, surveying</p>	

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<p>businesses leaving the SIA Approved Contractor Scheme to further improve performance in this area).</p> <p>39.All in all, positive results dominated the whole period. There has been a small dip in the number of staff welfare responses, thought to be attributed to coinciding with the annual staff survey during the second half of September and early October. Response rates are expected to pick up once again.</p> <p>40.Authority Members discussed the current target for prosecution rates (at 80%) and questioned whether this should be lowered to mitigate the risk of prosecuting those cases where success was less probable. The Acting Chief Executive explained that this was a relatively new key performance indicator, and the level set was the subject to deliberations at previous Board meetings with mixed views about the right level to set the target at; if set too high it may create an unduly cautious approach to bringing prosecutions; if set too low, it may result in speculative prosecutions. It was agreed to monitor performance and look again at this when the KPIs as a set were reviewed again.</p> <p>41.Third party dependencies continued to play a significant part in licensing results, as previously reported, mainly in relation to criminal checking processes, which were outside the SIA's control. These checks were conducted by the Disclosure and Barring Service, Disclosure Scotland and Access NI. The former two are further detailed at item 14. SIA continues to work closely with these organisations, looking at measures to be introduced that may help these matters, however it was noted some disruption to their speed of results is expected to continue into the next quarter(s).</p> <p>42.This quarter was another record high for decisions, with around 50,500 decisions made – around 10,000 higher than the same period last year. It was noted that in September 2020, only 7% of renewing applicants applied the maximum 4 months before their expiry date, however in September 2021, this was 19%. Given that renewals made up c65% of paid applications this quarter, this behaviour change has pushed up overall applications significantly. The Chair expressed thanks and appreciation on behalf of the Board to everyone that contributed to these positive results and helped overcome challenges in this respect. The Acting Chief Executive said that this credit was due, to all sides of the business making them possible, highlighting alongside the</p>	

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<p>Licensing and Service delivery teams, IT support, without which, none of this would have been possible.</p> <p>43. Members thanked the Head of Corporate Information and the team for the report.</p> <p>Agenda 6: Business Plan Q2 performance report – MB/21-22/11/06</p> <p>44. The Head of Strategy and Governance presented the report which was noted. It was noted that progress against the business and corporate plans were discussed in depth at the Board Strategy days. No further issues were raised. Members commented positively on relevant progress made against the SIA 2021/22 Business Plan, across both core business and strategic priorities.</p> <p>Agenda 7: Technology and Innovation quarterly report (Q2) including major change projects tracker and updates – MB/21-22/11/07</p> <p>45. The Chair welcomed the Chief Information Officer for a presentation on the quarterly report, which was noted.</p> <p>46. The Chief Information Officer advised that overall technology performance during the second quarter was good with no major interruptions to service availability. The SIA's service provider, Version 1, continued to perform well. There were no major performance or availability incidents.</p> <p>47. Similarly, there was good performance across most live change projects, among some of the highlights referenced:</p> <ul style="list-style-type: none"> • The legacy Approved Contractor Scheme compliance system (CRM) software work was completed at the end of September. The system was now running on the STeP platform on Microsoft Azure. • Post Office Interface work (SIA building and testing a new interface) was progressing well. Provided that this work remained on 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><u>Data & Digital Strategy 2021-24 progress:</u></p>	

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<p>48. Following the approval of the SIA Data & Digital Strategy 2021/24 by the Home Office and Government Digital Service in May 2021 and the subsequent approval on the commercial approach by Home Office Commercial Assurance Board in September 2021, the Chief Information Officer confirmed that the Data & Digital Strategy Implementation Programme was launched formally with the teams and the SIA's service provider on 14 October 2021.</p> <p><u>Other Risks:</u></p> <p>49. The function continued to focus on building resilience in its general response to risks and threats. A number of risks and mitigation actions were highlighted:</p> <ul style="list-style-type: none"> • Post Office Interface work, ensuring that work is completed within schedule (by 14 February 2022). The risks were also discussed at previous Boards. • There was further work to be done on the SIA's approach to the threat of cyber-attacks, as discussed at ARAC, the Audit and Risk Assurance Committee. 	

Matters for report, noting, discussion and decision

Topic	Action
<p>Agenda 8: Licensing and Standards forward look report – MB/21-22/11/8</p> <p>50. The Director, Licensing and Standards presented the quarterly Licensing and Standards forward look report, which was noted.</p> <p>51. The Director, Licensing and Standards highlighted the key initiatives and activities that the directorate will be initiating or focusing on during the third quarter in addition to core business activity. It was noted that operational performance results from the previous quarter were included within the corporate performance report (item 6 on the agenda).</p> <p>52. The Director, Licensing and Standards reported on specific third-party dependencies, including the Disclosure and Barring Service and Disclosure Scotland in relation to criminality checking, mainly</p>	

Topic	Action
<p>affecting key performance indicator KPI 1a, in processing 'complex' licence applications. These were known issues to address and, in some cases, required a change in legislation, as in the case of Disclosure Scotland. Further disruption in relation to these was expected to continue into the next quarter. SIA will continue to continue to actively engage and seek a resolution in this respect.</p> <p>Agenda 9: Inspections and Enforcement forward look report – MB/21-22/11/9</p> <p>53. The Interim Director, Inspections and Enforcement presented the forward look quarterly report, which was noted. Members continue to be sighted on significant items in the weekly board updates, as in the case of the Licensing and Standards directorate.</p> <p>54. Key activities the directorate will seek to deliver during the third quarter include continuing with its violence reduction work and public awareness campaign on violence against women and girls. It would also look at running additional initiatives in collaboration with partners (private security industry, police and key stakeholders) to replicate the success seen in 'Operation Sentry' on 21 September and 10 October 2021, both events receiving significant national, industry and regional interest. Members were grateful for all work in this respect and asked to pass on their thanks to all involved, particularly to the Head of Compliance and Inspections and the Regional Manager for Scotland and Northern Ireland, for his work in relation to COP26. The board discussed the work that had been undertaken by the Inspections and Enforcement (I&E) Regional teams at both the G7 and COP26 events in recent months to ensure that all those deployed in security roles were compliant with the PSIA. The Board noted that there will be a further need for the I&E teams to work with organisers for the Commonwealth Games 2022 to ensure similar compliance. The Chair undertook to discuss the issue further with the Chief Executive and Director, Inspections and Enforcement outside of the meeting to understand the wider implications of this aspect of the SIA's role.</p> <p>55. In reference to the SIA 'Integrity, Corruption & Bribery' strategy integrity matters, which the Interim Director, Inspections and Enforcement leads on, it was noted this was subject to the internal audit by the Government Internal Audit Agency and their recommendations were awaited. Members were interested to hear where the risks and vulnerabilities lay. It was agreed this</p>	

Topic	Action
<p>was a matter for scrutiny by the Audit and Risk Assurance Committee in the first instance, followed by the SIA Board, noting the need for a proportionate governance approach. The Chair suggested there was merit in the Board exercising strategic overview and having a discussion on these matters twice a year, in addition to the regular reporting, in view of associated risks. It was agreed that this would be considered further by the Chair, the Chair of the SIA Audit and Risk Assurance Committee, the Director, Inspections and Enforcement and the SIA Acting Chief Executive following this meeting. (November-21-04)</p> <p>Agenda 10: SIA Audit and Risk Assurance Committee update (including the risk appetite statement) – MB/21-22/11/10</p> <p>56. 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>57. The Chair of the Audit and Risk Assurance Committee highlighted the main areas of discussion at its meeting on 11 October 2021 were risk ‘deep-dive’ into cyber-threat and the associated cyber integrity and bribery matters from an insider risk perspective, as well as the results of the effectiveness self-assessment.</p> <p>58. The Chair of the Audit and Risk Assurance Committee advised that he had attended two insightful Audit and Risk Assurance sessions for Home Office Arms’ Length Bodies, which help inform the committee’s approach.</p> <p>59. As referenced at item 7 on the agenda, the committee was aware of and would be monitoring closely the newly identified IT risk. There were no other concerns to report at this stage.</p> <p>60. Members agreed and endorsed the proposed risk appetite statement, recommended for adoption by the SIA Audit and Risk Assurance Committee at the October meeting. Following approval by the Board, practical steps will be taken to implement the use of the new appetite levels, which will then be reflected in subsequent risk reporting. The SIA defines itself as having a predominantly ‘cautious’ but ‘open’ appetite towards risk overall.</p> <p>61. Members thanked the Chair of Audit and Risk Assurance Committee and the committee for all their work on these matters.</p>	

Topic	Action
<p>Agenda 11: SIA Remuneration Committee update – MB/21-22/11/11</p> <p>62. The Chair of the Remuneration Committee gave an update on the committee activity in the last period which was noted.</p> <p>63. She was content with how matters continued to progress. There has been further positive progress on the implementation of the SIA's People Strategy, development of a new Diversity and Inclusion Strategy, and Ways of Working Strategy, which had to be refreshed in the context of Covid-19. The organisation was starting to see a slight reduction in the number of live vacancies, following the outsourced recruitment assistance.</p> <p>64. The Chair of the Remuneration Committee was impressed with how SIA internal diversity and inclusion groups interconnected, from a wider perspective, for example all joining forces in tackling mental health issues. The Director of Corporate Services also commended the significant work on other diversity and inclusion matters, noting this was driven by individuals across the business on a voluntary basis.</p> <p>65. The Acting Chief Executive added that all these initiatives were starting to see a shift in focus, not just an internal one, but gradually starting to help on a wider regulatory level, considering issues and spreading positive practice through their findings (e.g. providing input to SIA's response following a recent judicial review case affecting a piece of our guidance). This approach was welcomed by Authority Members.</p> <p>66. Staff sickness levels continue to be kept under review; there was a slight increase continued into this quarter. There were no other specific concerns to raise at this stage.</p> <p>67. The Chair thanked the Chair of the Remuneration Committee and the team for all their work.</p>	
<p>Agenda 12: Show and Tell from Individual Standards Apprenticeships and trailblazer work– MB/21-22/11/12</p> <p>68. This agenda item was cancelled due to due to disruption in the agenda timings following the evacuation incident. The security apprenticeship trailblazer information made available prior to the meeting was noted.</p>	

Topic	Action
<p>Agenda 13: Direction of Voluntary Approval Strategy – MB/21-22/11/13</p> <p>69. Members noted the latest work on the SIA’s business standards strategy and voluntary approval scheme. This had been worked on and updated following the steer received at the Board strategy days in September. The Board agreed that the core purpose of the SIA’s Approved Contractor Scheme (ACS) was quality management, rather than strictly regulatory compliance with the Private Security Industry Act and agreed this should be reflected in the way it was developed.</p> <p>70. The SIA had commissioned an external, certified consultancy company, for an ‘outside’ view of the efficacy of the current scheme and to identify alternatives and/or new approaches to consider. They previously worked with the SIA on a limited review of SIA’s Approved Contractor Scheme in 2008. As part of their initial findings, they have made several recommendations on how the current voluntary approval scheme could be further extended and managed.</p> <p>71. There are several factors to be considered as part of this, including industry needs, approval routes/pathways, membership package and not least, brand value and emerging risks. Furthermore, it was important to note that this will need to consider any outcomes from the Protect Duty consultation, and Manchester Arena Inquiry recommendations and findings, as well as any new powers under consideration or existing ones in the Private Security Industry Act that might be activated in the future.</p> <p>72. Members were broadly supportive of the direction of travel. The steer was to continue to focus on how to improve business standards for the benefit of public safety and the attractiveness of the scheme overall by maintaining an open and flexible approach in the strategy. The Authority Members were clear that it was not possible to make any commitment at this stage to the scheme management by any or a specific accreditation body at this stage and in any event before cost implications to both businesses and the SIA are assessed. These are complex matters, Authority Members asked that this item comes back in 2022 for further discussion and review once these details are explored and further work is completed. (November-21-05).</p>	

Topic	Action
<p>Agenda 14: SIA licence decisions requiring a Disclosure Scotland check and their impact on service times and key performance delivery – MB/21-22/11/13</p> <p>73. It was noted that the most recent assessment was that third party delays in processing applications where it involves Disclosure Scotland are typically impacting on the SIA's delivery against KPI 1(a) by an average of 3-4% each month. It was noted that these applications constitute less than 10% of all applications processed. The extended time it takes to process these criminality certificates, compared to the processing times of the other UK disclosure bodies, is partly due to current boundaries in Scottish legislation and their ongoing digital conversion work (a revised date for the implementation of their digital solution is yet to be confirmed). As referenced at different points in this meeting, this has a knock on and significant impact on the overall SIA performance results. The Authority Members agreed therefore this remains a concern and needs to be kept under regular review. The SIA continues to follow up on their transformation progress and work closely with Disclosure Scotland to identify ways to expedite or work around this process in the interim and so make a positive difference to the timeliness of licence decisions.</p> <p>74. The Chair asked that the Director, Licensing and Standards meets with senior Disclosure Scotland representatives at the earliest opportunity and that the Chief Executive write to their counterpart following that meeting, should matters not be satisfactorily resolved. (November-21-06)</p>	
<p>Agenda 15: IFF Industry Research – MB/21-22/11/13</p> <p>75. The Chair welcomed the Head of Licensing and Service Delivery for a presentation on the results. These were positive findings and continued to see an upward trend in improvement from previous years, satisfaction levels reaching a new record high (90% of individuals are favourable towards SIA, in comparison to 88% in 2019).</p> <p>76. The survey looked at key drivers and areas for improvement. SIA is in the process of updating its benchmarking, as well as its contact strategy which should assist with this. Areas for further probing are the variation between individual and business satisfaction levels; variation between first-time applicants and</p>	

Topic	Action
<p>renewals. Members agreed that there is more work to be done to better understand these and what might be done to address them. (November-21-07)</p> <p>77. The Head of Home Office Sponsorship Unit said that it was pleasing to see these results, providing a helpful narrative on SIA processes and general approach. It was noted a snapshot of these results would be shared at the national conference.</p>	

Any other business

Topic	Action
<p>Agenda 16: AOB – MB/21-22/11/16</p> <p>SIA Stakeholder strategy- special interest groups</p> <p>78. Members asked for a progress update ahead of the online SIA National Conference on 10 November 2021. He confirmed that mapping of current engagement activity has taken place, looking at implementation priorities, methodologies, resourcing and timescales. The Director, Licensing and Standards, leading on this work, advised that this was on track, with a first meeting of the internal Implementation Working Group to take place at the end of November 2021.</p> <p>79. The Chair highlighted the importance of strengthening this type of engagement with the industry, previously done through the SIA Strategic Forum. Members asked to hear an update at the next board on further developments in establishing a network which can support a refreshed strategic consultation group, as part of SIA's next business year deliverables. (November-21-08)</p> <p>Annual Staff Survey 2021</p> <p>80. The SIA's staff survey ran between 13 September and 6 October, with a 73.5% return, resulting in an overall score of 84%, a six-point improvement on last year and the highest overall score since the survey was first introduced. Members welcomed the positive results.</p>	

Next meeting: 3 February 2022

Venue: London/via Teams