

## Minutes of the SIA Board meeting held on 03 February 2022

### List of Attendees

#### **The Authority Members present at this meeting were:**

Heather Baily – Chair  
Alec Wood – Deputy Chair  
Trevor Reaney  
Kate Bright (via Teams)  
Zoë Billingham

#### **The Executive Members present at this meeting were:**

Michelle Russell – Chief Executive  
Ronnie Megaughin – Acting Director of Inspections and Enforcement, deputising for Paul Fulwood  
Stephen McCormick – Director of Licensing and Standards (via Teams)  
Dianne Tranmer – Director of Corporate Services

#### **SIA staff attending this meeting were:**

Kevin Barretto – Head of Finance & Procurement (via Teams)  
Fiona Wilson – Head of Strategy & Governance  
Jamie Hunt – General Counsel  
Graeme Taylor – Head of People Services  
Alero Harrison, Head of Communications – item 3a, 13  
Christian Shaw – Senior Business Intelligence Analyst – item 5,6  
Rachael White, Head of Corporate Information – item 5, 6 (via Teams)  
John Neil – Chief Information Officer (via Teams)  
Sarah King – Digital Transformation Delivery Lead – item 7 (via Teams)  
Tony Holyland – Head of Individual Standards – item 8 (via Teams)  
Kirsty Tagg – Investigations Officer – item 13 (via Teams)  
Anca Comsa – Executive Assistant, Chief Executive and Board (Secretariat)

#### **External observers attending this meeting (via Teams) were:**

Shehla Husain – Deputy Director and Head of Public Protection Unit, Home Office  
Mary Halle – Head of Home Office Sponsorship Unit, Home Office

## Welcome and apologies

There were no apologies. The meeting was quorate.

The Chair welcomed Zoë Billingham, Authority Member to her first SIA Board meeting, as well as a number of external observers from the Home Office (the Head of Public Protection Unit and the Head of Home Office Sponsorship Unit) to the meeting.

## Declaration of interest

There were no declarations of interest.

## 1. Approval of minutes and matters arising

- 1.1 The minutes of the previous meeting held on 4 November 2021 were agreed as an accurate record and approved by the Board.
- 1.2 The Board reviewed the action log and matters arising and some items were discussed:
  - (January-21-04). It was noted that work on the SIA and the Framework Agreement with the Home Office was nearing completion. The Chair noted her thanks to SIA and Home Office colleagues involved for all their work and collaborative efforts on this.
  - (Jun-20-05). The next Authority Member recruitment campaign for two posts (Home Office part of the log). It was noted interviews were planned to take place in April.
- 1.3 The following actions were marked as complete
  - (July-21-03). A possible 'Code of Conduct' for licence operatives - it was noted that this item was raised as part of the Business Plan report on the agenda on whether work to progress this might be included in the business plan for next year (2022-2023). It was noted that an internal meeting on this was due to take place on 4 February. A final decision on this will need to take into account progress on the outcome of Manchester arena recommendations, capacity, the impact of any code and alignment with other business priorities and areas.
  - (July-21-08). Analysis on the impact of licence-linked training change may have had on the number of people joining the industry (after 1 October 2021). An update on this was provided at agenda item 8.
  - (November-21-01). Board effectiveness review. The outcome of this year's will be reviewed and discussed by the Chair, Authority Members and the Head of Strategy and Governance. The results will be reported back to the Chief Executive.

- (November- 21-08). Work on the development of a Stakeholder Implementation Group, as part of the SIA Stakeholder Strategy. The Director of Licensing and Standards reported that this was progressing well, at a steady pace (activity was dependent on external availability), with some nominees now established and the aim was four special interest groups to be in place by the end of March. The terms of reference for a proposed new Stakeholder Forum group were currently being prepared and will be shared with the SIA Chair for comment.

## Matters for report

### 2. Chair's report

2.1 The Chair presented her report.

2.2 Among some of the highlights:

- Substantive appointment of Michelle Russell as the Chief Executive.
- Appointment of Zoë Billingham as a new Authority Member.
- Board Effectiveness Review – the results are being analysed to identify any issues or changes in approach that may need to be addressed. This is ongoing work, and the final report is expected to be completed in the coming four to six weeks. The Chair stated her intention that the next review would be externally undertaken.
- SIA National Conference and Safety of Women – to highlight update from Maggie Blyth, Deputy Chief Constable, the National Police Chief's Council on her national work on tackling violence against women and girls. Discussions will continue on how the SIA can contribute to developing practical outcomes on this issue.
- Regional Operations – the Chair was pleased to take part in a number of night-time operations in Leamington Spa, Warwickshire (October 2021) and in locations in and around Shrewsbury and West Mercia (November 2021). This was a good example of effective partnership: the SIA working with both local authority licensing teams and local police, who provided valuable assistance and insight.
- Meeting with Ash Regan, Minister for Community Safety, Scotland (19 January 2022), covering a range of topics, including: Manchester Arena Inquiry Report recommendations, the proposed Protect Duty, reports of labour shortages in the private security industry in Scotland, tackling violence against women and girls (including the issue of spiking), counter terrorism measures and the lifting of Covid restrictions in Scotland which will see nightclubs and indoor events re-opening from 24 January 2022. The SIA's working relationship with the Department for Community Safety remains positive with a good two-way flow of information and discussion. This is in addition to positive and productive relationships with Police Scotland and local licensing teams.

**Agreed:** To note the report.

### 3. Chief Executive's report

3.1 The Chief Executive presented her report. Some of the highlights included:

- Manchester Arena Inquiry- Organisational work continues on this. The Chief Executive gave evidence in person on 10 January 2022 at the Inquiry on the SIA's consideration of, and progress on, the two monitored recommendations (MR7 and MR8), making clear that the final policy decisions were for the Home Office. The date of the hearing coincided with the publication by the Home Office of the results of their consultation on the proposed Protect Duty, the same day.
- SIA work contributing to the Violence against women and girls (and spiking) strategies - looked at in further detail as agenda item 13.
- Performance generally- remains strong for this quarter.
- Substantive appointment of Paul Fullwood as Director of Inspections and Enforcement. Once his existing prior commitments in a criminal trial are completed and he returns, he will continue to lead on a number of critical corporate and strategic priorities with his team. The Chief Executive was grateful to Ronnie Megaughin, the Head of Compliance & Inspections for stepping in to cover in his absence.

3.2 The Chief Executive drew Authority Members' attention to the continued effect of Covid-19 on the workforce. This impact was not reflected in formal absence and performance levels, as many of these staff were continuing to work remotely and though the challenges presented by the pandemic. Authority Members noted their thanks to everyone for all their work and commitment to maintaining business continuity.

#### **Corporate risks**

3.3 A number of risks sat outside the risk appetite, outside of SIA control, with appropriate mitigation measures in place. Specifically on third party related risks, it is important to note that during this quarter (Q3), the teams have had to divert significant time and resources in managing (successfully so far) a couple of time critical risks involving operational and service delivery consequences, and planning and/or triggering contingency.

**Agreed:** To note the report.

#### **Communications activity**

- 3.4 The Chair welcomed the Head of External Communications who presented a new report format, focusing more strategically on key activities and achievements over the last quarter (Q3) linked to the Corporate Plan objectives. The format and content continues to be reviewed, looking at core messages and themes to be fed into future media coverage reports. This work took into account Authority Members' feedback on previous reporting, particularly from Kate Bright and Alec Wood.
- 3.5 The Head of External Communications highlighted key initiatives coming up in the next quarter. Some of these included: developing relevant materials/messages and a proactive programme of communications to support industry readiness for the introduction of the new qualifications for the Close Protection community, to be launched in April; guidance and best practice information to the industry in the run up to the start of the events and festivals season; further work on the public safety campaign around violence against women and girls– maintaining focus on discussions with the industry, seeking opportunities for partnership communications with local licensing authorities and community safety groups; a social media campaign to showcase the contribution of women in private security industry in March; the development of breakfast briefings starting in April 2022, hosted by the Chair and Chief Executive, with representatives from some of the largest security businesses.
- 3.6 Other planned activity included reviewing the SIA's content on GOV.UK, to ensure this remains relevant, accessible and up-to-date. On the planning side, Authority Members asked the team to start looking at arrangements for the next national conference/ a town hall event. The Chair also highlighted the importance of stepping back to consider key messages for the SIA this year.

**Action:** The Head of External Communications (and her team) to start planning ahead the next SIA National Conference/ town hall event, and for key corporate messages for 2022. (February-22-01)

- 3.7 Whilst recognising this was ongoing work and that resourcing plays a big part in progressing a number of strands of work, Authority Members welcomed the more strategic approach, finding the forward look particularly useful. They looked forward to seeing this develop further.

**Agreed:** To note the report and endorse the new reporting format.

#### 4. Finance report Q3

- 4.1 The Head of Finance and Procurement presented the financial report.
- 4.2 The financial result at the end of the third quarter (Q3) of financial year 2021/22 was a surplus of £5.8 m to date (against a Q2 forecast surplus of £5.1m and a budgeted end of year surplus of £1.7m). This was due to both increased income and lower spend.

- 4.3 The Head of Finance and Procurement underlined that years 1 and 2 were intended surplus years, with year 3 being a deficit year but that the accumulated surplus during the first two years (of the three year cycle in financial terms) was significantly exceeding expectations.

#### **Capital delegation for 2022/23**

- 4.4 The Home Office capital delegation for the next financial year 2022/23 was £1.5m (lower than the SIA's bid of £2.8m). The Head of Finance and Procurement confirmed that the area most affected by this is implementation work on the SIA Digital & Data Strategy. The shortfall is expected to curtail some of the SIA's strategic ambitions and mean failing to address some of the 'technical debt' accumulated in previous years. The Chief Information Officer expressed his disappointment with the outcome, noting that the SIA had planned ahead to create a three year Digital & Data Strategy which had obtained the necessary approvals last year. But, more importantly, because of the impact this would have on progressing some of the work and subsequent associated risks with this.
- 4.5 The Head of Home Office Sponsorship Unit noted that the allocation was in line with the overall government approach; budget challenges and constraints applied across the board. The Chair made it clear that Authority Members should be made aware of the risks involved to the SIA. The Chief Executive advised that she had already tasked the executive team to set out the consequences and risks of the lower allocation so that she could respond formally back to the Home Office. This will be reported to Authority Members as well. The areas affected are likely to fall into: work relevant to dealing with IT legacy debt, protecting against cyber threats, elements of corporate /business plan commitments that may be delayed or put on hold (such as smart licences) and/or work enabling future efficiencies affected.
- 4.6 The Director of Corporate Services advised that the risk(s) will also be raised accordingly on the corporate risk register.
- 4.7 The Board wanted to formally record their disappointment at the lower allocation.

**Action:** The Head of Finance and Procurement to ensure the consequences and significant risks presented by the reduction in capital allocation for 2022/23 to be set out in the next Board report. (February-22-02)

#### **Annual Fee Review update**

- 4.8 The Head of Finance and Procurement updated Authority Members on progress. Based on his current assessment, it was becoming increasingly clearer that a fee reduction would be minimal, if at all possible. Authority Members were reassured of due scrutiny on the business plan proposals for 2022/23 by the Executive. The Chief Executive stressed the importance of remembering that SIA licence holders were often on the minimum wage. She

underlined that in order to achieve the SIA's strategic aims to be more proactive and visible in compliance, inspection and enforcement work it was necessary to significantly increase resourcing for those functions. Doing so, without increasing the licence fee, was the right outcome and had been possible through continued efficiency savings made. Authority Members agreed and also on the need to ensure sufficient resilience in the workforce, and factor in a number of elements which could impact positively or negatively including inflation, continued uncertainty around licence application levels, any pay increases (annual pay remit) and budget allowance for any vacant posts (including any time lag in recruitment and staff churn). The Head of Finance and Procurement confirmed that all of these elements have been taken into account in both forecasting and the fee review considerations.

- 4.9 The Director of Corporate Services confirmed that the SIA's aim has constantly been, as demonstrated in previous years, to maintain licence fees as low as possible, and not be in a position where after a decrease it had to rise again. She highlighted that the current rebate/subsidy scheme was due to end in 2026.
- 4.10 Following discussion and consideration of this matter, the general view and the steer from the Board was that maintaining the licence fees at their current level was a sensible and prudent approach at this stage. The SIA continues to support and respond to industry needs, including looking at further improvements on the enforcement and licensing side.
- 4.11 A recommendation on the annual fee review will be brought back to the March Board meeting.
- 4.12 The Chair thanked the Head of Finance and Procurement and the Management Accountant for the clear, succinct report.

**Agreed:** To note the report and to review the final recommendation on the annual fee review at the March Board meeting for a decision.

## 5. Emerging Business Plan for 2022-23

### Draft 2022-23 business plan

- 5.1 The Head of Strategy and Governance introduced the report, seeking Authority Members' feedback and endorsement of the direction of travel in the development of the draft 2022-2023 business plan. The Head of Strategy and Governance drew Authority Members' attention to key parts of the plan, including the Chief Executive's foreword, the focus on implementing key strategies and delivering on key commitments, the introduction and summary of key deliverables under each corporate plan theme and core business.
- 5.2 Work will continue on finalising this, looking at various key elements including risks, dependencies and costs. It was noted that staff sessions, led by the Chief Executive, are taking place in the first part of February providing staff with an opportunity to feed in their views on the proposed plans under the corporate plan commitments, and to highlight how these will provide both the

basis for team and individuals' objectives, as well as underpin the role that all SIA staff play in achieving the organisation's purpose to protect the public and improve standards.

- 5.3 The Head of Strategy and Governance highlighted the breadth of the SIA's reach into strategic issues, particularly the work related to the Manchester Arena Inquiry and on tackling violence against women and girls. The Chair's ask was that the SIA should be bolder and more confident in articulating its work and contribution to these in the plan.
- 5.4 Authority Member, Zoë Billingham, noted that she was impressed with the wide range of issues and aspirations, noting the importance of carefully looking at organisational capacity. She asked if there was clarity on the priority order in which these will be dealt with. The Head of Strategy and Governance confirmed that all key deliverables were well defined and work had been carried out on the timing of delivery against each of them by quarter.
- 5.5 The March Board meeting is the formal sign-off point for the SIA 2022-23 business plan. The Board will be provided with a draft in correspondence by mid-February for feedback following this meeting's discussion and steer. A draft will also be shared with the Home Office Sponsorship Unit, enabling officials to provide early feedback and timely engagement with the Minister on this ahead of submission. This will enable the SIA's plan to be signed off at the start of the new financial year.

**Action:** The Head of Strategy and Governance to share the full document with Authority Members and the Home Office for feedback as agreed. (February-22-03)

**Agreed:** The Board were content with and endorsed the direction of travel outlined in the draft documents.

### **Proposed position on 2022-23 KPIs**

- 5.6 The Chair welcomed the Head of Corporate Information and the Senior Business Intelligence Analyst for a discussion on proposed changes to a number of key performance indicators, for the financial year 2022-23.
- 5.7 The Head of Corporate Information explained that the starting point, in line with good practice, was that key performance indicators should remain in place for the three-year corporate plan period, subject to proposed minor updates and changes on the levels or measurements for the final year of the cycle.

### **Outcome of proposed changes:**

- **KPI1a** (timeliness of licensing decisions)- two options were presented. It was noted that the proposed changes were being suggested because of difficulties, beyond SIA control, with some of the complex licensing

applications received, depending on which vetting source the disclosure check by the applicant was with. This year there were consistent delays with one vetting agency's turn around times for criminality checks which were adversely affecting the results. This was likely to continue into next year making the current KPI as a whole difficult to achieve. Authority Members were reluctant to lower existing service targets across the board or set different targets based on location or nationality due to the vetting agency concerned. The General Counsel advised that this required a cautious and pragmatic approach, taking into account equality act duties. A view endorsed by Authority Members. The Home Office representatives in attendance, made it clear that any lowering of service targets would not be preferred and would require a clear explanation to Ministers.

**Agreed:** to Option 1. That there will be no changes to key performance indicator 1a, however a breakdown of performance by each vetting source used should be included, for an accurate picture.

- **KPI3** (driving down avoidable contact from licence applicants)- the changes proposed concerned how the measurement was presented, as it was currently not reflecting the good progress made.

**Agreed:** Authority Members agreed to the proposed changes. This was based on the recommendation that this would provide a clearer picture of performance in this area.

- **KPI12** (People objective): the changes proposed were firstly presentational - to split this into two separate KPI measures creating a new KPI 13 as one was focusing on retention, and the other welfare. The second change was to a more meaningful method of measuring welfare, rather than by quarterly email returns. The Director, Corporate Services explained this was aimed at getting a better understanding of staff welfare throughout the year, as discussed at the SIA Remuneration Committee.

**Agreed:** To endorse the proposal, noting the exact methodology was still being worked on.

- 5.8 Authority Member, Alec Wood, asked if the current target for prosecution rates could be lowered to ensure that cases which should go forward for prosecution do not get approved for fear of not meeting the target. Authority Member, Zoë Billingham, highlighted the issues policing had experienced on rape cases. The Chief Executive referred to previous Board discussions on this KPI and navigating a difficult balancing act; too low a target could equally lead to cases being put forward that were speculative.

**Action:** It was agreed that a discussion between the General Counsel, and the Acting Director of Inspections and Enforcement, would take place, with

Authority Member, Alec Wood being invited to give a perspective. The agreed position on the prosecutions KPI will be brought back to the March board. (February-22-04)

## 6. Performance

### Q3 KPI dashboard and Quarterly Performance Report

- 6.1 The Senior Business Intelligence Analyst, Christian Shaw, gave a presentation on the 2021/22 key performance indicators (KPIs) quarterly results. These were positive, with most indicators either met (green) or just below the target (within 5%, amber).
- 6.2 Application volumes were predictably lower than usual in December, continuing the trend for Q3. This was due to applicants renewing earlier than usual, before 1 October 2022, which was the date of the introduction of the new top-up training requirements. The recent decrease in volumes allowed the Licensing and Service Delivery function to focus on resolving some of the more complex and longer cases. This resulted in an improving position on the number of open service requests, resolution times, and 'aged' cases; all improving significantly throughout the quarter. Key performance indicator KPI1a (processing of complex licence applications) has continued to be affected, as mentioned at previous Board meetings, due to the number of licence decisions involving Disclosure Scotland checks and time taken for these to be returned. The SIA team continues to liaise with Disclosure Scotland officials on what the issues are and ways to address these and avoid delays for SIA customers.
- 6.3 Among other highlights: key performance indicator KPI3 (reducing avoidable contact) was ahead of where it should be at this stage as a three year target; key performance indicator KPI2 (straight through decision making) was up by 36%; key performance indicator KPI4 (suspension of licences in the interest of maintaining public safety) continued to show swift robust action and successful collaboration between the licensing and inspections/enforcements teams. Authority Members noted their thanks to everyone that contributed to these positive results, noting the credit due on maintaining a sustained level of good performance against the targets in challenging times.
- 6.4 The Chair thanked the Senior Business Intelligence Analyst for all his work on the report, providing a helpful insight and clear grasping of implications.

**Agreed:** to note the report.

### 2021-22 Business Plan Q3 performance report

- 6.5 The Head of Strategy and Governance presented the report, noting good progress against most activities in the 2021-22 Business Plan, mirroring the operational performance results.

- 6.6 It was noted that only a few items were progressing at a slower pace than hoped. This included the mapping out of centres of excellence, the scoping and implementation of business management and information platforms, and the new contractual arrangements with awarding organisations; as well as activities relating to developing a new estates strategy to support the SIA's new ways of working. Outstanding items continue to be monitored. The Code of Conduct had been discussed earlier.
- 6.7 The Chair thanked those involved on behalf of all the Authority Members for the collective work and efforts that contributed to these good results.

**Agreed:** To note the report.

## 7. Technology and Innovation quarterly report (Q3)

- 7.1 The Chair welcomed the Chief Information Officer and Sarah King, the Digital Transformation Delivery Lead, who joined the SIA at the end of 2021, for a presentation on the ICT quarterly report.
- 7.2 The Digital Transformation Delivery Lead, leading on the technology side, reported overall good quality of service during the last quarter, particularly during December, with the exception of a major incident (mid-December), briefly impacting on the SIA staff's ability to connect remotely. This was promptly resolved, however following a lessons learnt review, a number of recommendations are being progressed to improve handling of such incidents and avoid a similar occurrence going forward.
- 7.3 As part of the service improvement programme for the function, a new performance indicator has been introduced, in relation to resolution times of incidents and service requests.

### **Data & Digital Strategy 2021-24 implementation progress:**

- 7.4 The Chief Information Officer advised that the roadmap work schedule was on track, with the programme shaping as scheduled. However, as referenced at agenda item 4, the capital delegation allocation for 2022 will have an impact on the planned work programme.

### **Other major projects:**

- 7.5 New Register of Licence Holders and Application Programming Interface (API) work: The solution's high-level design was completed in December 2021. The development and infrastructure preparation was now underway, including agreeing a test plan. The proof-of-concept activities are funded from monies awarded from the Department for Business Energy and Industrial Strategy, Better Regulation Executive, as part of the Regulators' Pioneer Fund for this year. This was a proof of concept project. Further deployment

and discussion of wider proposals are to be put before the Executive. Authority Members will be kept updated on progress and the key policy issues with wider general deployment brought to the Board for discussion and steer.

**Other digital and data risks:**

- 7.6 Post Office Interface work (SIA building and testing a new interface) - ensuring that work is completed within schedule (by 14 February 2022). Very close project management and monitoring remains in place for this work. The main risks were discussed at previous Board meetings, including at the SIA Audit and Risk Assurance Committee. Authority Members continue to receive regular updates and have been made aware of a more recent risk (identified on 14 January 2022, during testing), with specific issues with the enrolment part of the process. The successful roll out of the new Post Office system in the timelines remains a concern, however existing contingency measures are in place and considered by the project leads to be sufficiently robust and continue to stand.
- 7.7 Work continues on the SIA's approach to the threat of cyber-attacks, for a clearer understanding of risks, including looking at its response mechanism.
- 7.8 Authority Members noted their thanks for a clear and succinct report.

**Agreed: To note the report.**

## **8. Licensing and Standards forward look report**

The Director of Licensing and Standards presented the quarterly Licensing and Standards forward look report. Among some of the highlights, were the areas the team were working on:

### **8.1 Business Standards:**

- The SIA's business standards strategy and voluntary approval scheme work continued, a fuller update on this will be provided at the May Board meeting.

### **8.2 Individual Standards:**

- To monitor the impact of the changes to licence-linked qualifications and top-up training on door supervision and security guarding licence renewals (current figures suggesting that renewals rates are as predicted).
- The changes to close protection qualifications, to be implemented on 1 April 2022 and ensuring top-up training for existing close protection operatives is available from October 2022.
- The funded apprenticeship route project - on course for implementation at the end of March 2022.

### 8.3 Licensing & Service Delivery

- Post Office Interface work (as detailed at agenda item 7).
- Further discussions with the Scottish Government and Disclosure Scotland, exploring options for expediting the process of licence decisions requiring a Disclosure Scotland criminal records check.
- The SIA's refreshed Contact and Service Strategy – this is due to be considered by the Executive in March 2022. Authority Members asked that the implementation and outcome of this should take into account/weave in with the SIA's Stakeholder Strategy.

### Analysis of impact of raising training standards on the number of first time and renewal licence applications

- 8.4 The Chair welcomed the Head of Individual Standards, Tony Holyland, for a presentation on this item.
- 8.5 This refers to an analysis requested by Authority Members, on the impact of changes to the training standards on licence applications. The Head of Individual Standards explained that initial results indicated that the level of first time and renewal applications remains stable at this stage. These findings, specifically in relation to door supervisors and security guards prior to, and including 2020 (at 53%) before the implementation of the licence-linked qualifications changes in October 2021 indicate that the number of renewal applications over the past months is consistent with the average rate of renewal. Contact about qualifications is also at usual levels. The team will continue to monitor any impact this may have on licence application numbers going forward.
- 8.6 Authority Members were content with the update; there were no concerns raised.

**Agreed:** To note the report.

### 9. Inspections and Enforcement forward look report

- 9.1 The Acting Director of Inspections and Enforcement presented the report.
- 9.2 He highlighted some of the key activities/ initiatives over the next quarter the team were involved in:
- The Commonwealth Games 2022, Birmingham, 28 July - 8 August 2022. The directorate is engaged with the Organising Committee about private security industry involvement in the event.
  - Strategic Assessment Review 2022 - work underway by the Intelligence function, expected to be finalised in February. The findings will be presented

to the Strategic Tasking and Coordination Group scheduled for 10 March 2022.

- Pubwatch Conference 2022- Nottingham, 22 February 2022. The key theme for this year's conference is 'vulnerability', including discussions on violence against women and girls. The SIA is co-sponsoring the event.
- An Operation Sentry exercise in Scotland (cancelled in December 2021) is planned to take place in late February/early March.

9.3 As part of the directorate's upcoming activity, an invitation was extended to Authority Members, should they wish to join an on-site demonstration visit (in relation to the Commonwealth Games 2022). Authority Members expressed an interest in taking part in this type of exercise.

**Action:** The Acting Director of Inspections and Enforcement to provide Authority Members with further details once confirmed. (February-22-05)

**Agreed:** To note the report.

#### **Manchester Arena Inquiry work update**

- 9.4 The Acting Director of Inspections and Enforcement gave an update.
- 9.5 SIA progress on both monitored recommendations continues to be driven through an established governance structure which comprises the SIA Internal Regulatory Affairs Board and the joint SIA and Home Office Working Group. There are also three SIA and Home Office sub-groups specifically looking at monitored recommendations (MRs), one dealing with MR7, another with MR8, and one other dealing with the interface between the two. On the same note, the SIA has also taken forward more work identifying any related legal issues necessary to resolve relating to these recommendations.
- 9.6 There were no new associated risks to raise. The main risks to the SIA to progress and implementation related to dependency on the Home Office as the ultimate decision maker to any changes in policy or legislation, and to SIA capacity should major changes follow.
- 9.7 The SIA's work on both recommendations continue to be led by the Director of Inspections and Enforcement, and the Acting Director.
- 9.8 The SIA teams continue to work closely with Home Office officials and to continue its stakeholder engagement to progress this work. It is anticipated that once the Home Office led research is completed, options will be considered at the July Board meeting.
- 9.9 The Deputy Director and Head of the Public Protection Unit, Home Office agreed on the importance of a collaborative approach and of the results of the research evidence. From the Home Office perspective, they would need to be satisfied that any significant changes could be justified on the basis they make a tangible impact on public safety and this could be demonstrated by evidence.

**Agreed:** To note the report.

## **10. SIA Audit and Risk Assurance Committee update**

- 10.1 The Chair of the Audit and Risk Assurance Committee gave an update on the committee activity in the last period. The draft minutes from the last meeting on 19 January 2022 were noted by the Board.
- 10.2 The Chair of the Audit and Risk Assurance Committee was content with how things were progressing. There were no specific concerns to raise that had not already been discussed in other items.

**Agreed:** To note the update.

## **11. SIA Remuneration Committee update**

- 11.1 The Chair of the Remuneration Committee gave an update on the committee activity in the last period. The draft minutes from the last meeting on 26 January 2022 were noted by the Board.
- 11.2 The Chair of the Remuneration Committee noted the positive progress made against the SIA's People Strategy which was to be discussed at the next Remuneration Committee on 28 April 2022. Whilst recruitment activity remained relatively high, assurance on progress to fill vacancies has been provided by the Executive. She thanked the committee and the team for all their work and support during her time as Chair of the committee. She was handing over to Zoë Billingham, who will be chairing this committee going forward.
- 11.3 The Chair thanked the Chair of the Remuneration Committee for all her work, dedication and commitment to these matters; Kate Bright remains a Member of the committee.

**Agreed:** To note the update.

## **Matters for strategic discussion and decision**

### **12. Increasing our Inspection and Enforcement Capacity and Visibility in 2022-23**

- 12.1 The Chief Executive introduced this item, reminding the Authority Members that the strategy had already been agreed in principle by the Board in September, and this item was about updating the Authority Members on the

- proposals for implementation and set out and seek approval to the required increase of resourcing to implement the strategy.
- 12.2 The Acting Director of Inspections and Enforcement explained that the SIA was seeking to adopt a more proactive approach to compliance, inspections and enforcement work, to include: increased visibility and capacity in inspections and enforcement, embedding an intelligence and risk-based approach, the development of an enhanced tasking process, achieving outcome-focused enforcement leading to more effective sanctions, increased collaboration with partners, smarter deployment of resources and the overall improvement of business processes through a tactical delivery plan.
- 12.3 This new approach would deliver a 40% increase in inspection activity, a 15% increase in criminal investigations capacity and a 10% increase in intelligence volumes capacity. This required an increase of a total 49 posts (41 in the inspections and enforcement functions, four related to ACS and Business Standards, two in Legal Services and two other related posts). The intention was also to concentrate inspection resource in the highest risk areas and in line with locations of highest concentration of large public footfall venues.
- 12.4 Authority Member, Alec Wood, asked about the plan to split recruitment in inspections over both the 2022-23 and 2023-2024 financial years. The Acting Director explained that this was to take into account recruitment and onboarding processes, notably the desire to ensure mentoring of new staff remotely was effective and there was capacity to do so well.
- 12.5 The Chair asked for assurance that these proposals have been subject to executive scrutiny. The Chief Executive confirmed that all new posts asked for and existing unfilled posts across all areas have been closely examined, following a rigorous scrutiny exercise, resulting in some other posts no longer assessed as necessary being deleted.
- 12.6 Authority Member, Trevor Reaney, asked if the executive were confident this was enough resource. The Chief Executive responded that from one perspective there might never be sufficient resource and referenced the same comments made by the Chairman of the Manchester Arena Inquiry. It was essential the SIA worked effectively in partnership with other bodies. However, the proposed uplift was assessed as sufficient resource for the immediate expansion; but will be kept under regular review.
- 12.7 The Board were reassured that the executive had identified the importance of ensuring in the recruitment processes, efforts were made to appeal to a diverse background of candidates and talent across the UK. The Chair encouraged the team to be creative (for example, exploring different ways of advertising). In response to Authority Member, Zoë Billingham's query in relation to the risk of losing existing staff and retention rates, the Acting Director confirmed that the directorate's general retention rates were particularly good and therefore this was not a current concern.
- 12.8 Authority Members were fully supportive of the proposals. They agreed there was a need to be more proactive and visible in our compliance and enforcement work through smart effective resource deployment, intelligence led and responding to area needs.

- 12.9 Progress on successful recruitment and training will be monitored through the SIA Remuneration Committee and included in directorate quarterly reports to the Board.

**Agreed:** To approve the significant increase in resourcing to support this work.

### **13. Violence Response Strategy including work related to violence against women and girls and update on emerging outcomes and impact of the SIA Public Protection Campaign**

- 13.1 This item relates to the SIA's work and tactical plan contributing to tackling violence against women and girls. This included a live public safety campaign, raising awareness, specifically targeted at frontline licence holders, their employers and security companies.
- 13.2 The Head of Communications gave an overview of the key campaign activities: a series of industry roundtable discussions (throughout August/September 2021); broadcast messages to all frontline licence holders over a period of two weeks (October 2021); weekly social media posts signposting on best practice guidance produced by other agencies; e-alert and regular updates to SIA Approved Contractor Scheme (ACS) employers being asked to flag the broadcast messages to their staff; SIA National Conference (November 2021) – including the live session with Maggie Blyth, National Police Chiefs' Council, lead on violence against women and girls; updates on the SIA's GOV.UK website pages to coincide with Inspections & Enforcement's Operation Sheraton, and QR codes created for the field and stakeholder teams to promote easy guidance access.
- 13.3 The Board were pleased to welcome Kirsty Tagg, SIA Investigations Officer, in Compliance and Inspections who is our SIA champion on violence against women and girls to provide first-hand feedback from her involvement. She explained her particular interest in this work area and reported that feedback on the ground from security officers and businesses she had engaged with was positive. The learning was to broaden the target audience to include public and venues to enhance the public protection reach. Kirsty Tagg explained that in the next theme the SIA would be supporting and working with safer streets, in the area of transport and seeking to share best practice.
- 13.4 The Chair noted thanks on behalf of the Board for all of Kirsty Tagg's contribution, enthusiasm and dedication to this work, alongside the wider teams.
- 13.5 The Acting Director of Inspections and Enforcement commented on the importance of the SIA continuing to carry out work to raise public awareness, and actively seek to broaden the target audience. He reported that the function was already looking at expanding its communication and engagement channels, in response to feedback. It was noted that this was an

ongoing public safety campaign, continuing into the next financial year, phased throughout the year.

- 13.6 In response to a Home Office question on how the SIA was responding to spiking and the obvious close links to this work, the Chair confirmed the SIA's approach was that spiking was an element of this work, and the SIA was working in close liaison with the National Police Chiefs' Council and the Home Office. The Director of Inspections and Enforcement's evidence to the Home Affairs Committee Inquiry into spiking on 19 January 2022 explained the SIA's approach, noting on the need for a government-led national strategy plan.
- 13.7 Authority Members agreed that the important issues of spiking could not be looked at in isolation. They encouraged the SIA teams to continue to work closely with the Home Office, the devolved administrations, police and other relevant partners on these matters.

**Agreed:** To note the update.

## 14. Any other business

### SIA Sub-Board committees – changes

- 14.1 The Board noted and approved the update of changes to Committee membership following Zoë Billingham joining as an Authority Member. Zoë Billingham was appointed to the Remuneration Committee as a member and would take up the role of Chair of the SIA Remuneration Committee from April 2022, with Kate Bright standing down as Committee Chair, but remaining a member.

### Recent Prosecution Case

- 14.2 The Chair drew Authority Members' attention to a recent successful prosecution case, a convicted security director (story featured in various press coverage, between 23-25 January 2022). She highlighted this as a shining example of SIA work.
- 14.3 The Chair closed the meeting and thanked members and staff for their attendance and participation.

## Details of next meeting

**Date:** 24 March 2022. **Venue:** London.