

Minutes of the SIA Board meeting held on 5 May 2022

List of Attendees

The Authority Members present at this meeting were:

Heather Baily – Chair
Alec Wood – Deputy Chair
Trevor Reaney
Kate Bright
Zoë Billingham

The Executive Members present at this meeting were:

Michelle Russell – Chief Executive
Paul Fullwood – Director of Inspections and Enforcement
Stephen McCormick – Director of Licensing and Standards
Dianne Tranmer – Director of Corporate Services

SIA staff attending this meeting were:

Ronnie Megaughin - Head of Compliance and Inspections
Beatrice Locke – Executive Team Lead, Board (Secretariat)

External guests attending this meeting was:

Laraine Spackman – Assistant Director, Counter Fraud Capability and Partnerships, Fraud Investigation Service, HM Revenue and Customs (in attendance and presenting at item 12 on the agenda)

External observers attending this meeting were:

Mary Halle – Head of Home Office Sponsorship Unit, Home Office
Anita Baily – ALE Strategic lead, Head of Safeguarding and DBS sponsorship, Home Office Sponsorship Unit, Home Office
Andrew Chambers – Department of Justice, Northern Ireland (up to and including item 11)
Darren Miskimmin – Department of Justice, Northern Ireland (up to and including item 11)

1. Welcome, Declarations of Interest and Approval of minutes and matters arising

Welcome and apologies

- 1.1 Apologies were received from Shehla Husain – Deputy Director and Head of Public Protection Unit, Home Office.
- 1.2 The meeting was quorate.
- 1.3 The Chair welcomed colleagues from the Department of Justice, Northern Ireland as additional observers and Laraine Spackman from HM Revenue and Customs, speaking to item 12 at the Board meeting. The Chair thanked the Department of Justice for allowing the SIA to hold its Board meeting at Stormont.
- 1.4 The Chair also welcomed the other 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

- 1.5 There were no new declarations of interest made.

Matters Arising and Actions

- 1.6 The minutes of the previous meeting held on 24 March 2022 were agreed as an accurate record and approved by the Board.
- 1.7 There were very few matters arising outstanding; two matters which were actions for the Home Office, that is the recruitment of new Authority Members (raised in the Chair's report under agenda item 2) and the HMRC information sharing gateway (agenda item 12). It was agreed that both matters would be discussed under those items.

2. Chair's report

- 2.1 The Chair presented her report to the meeting.
- 2.2 Among some of the highlights:
 - Following Ministerial approval, a shortlist of 8 candidates for current roles as Non-Executive Directors, resulted in interviews taking place in early April (one candidate withdrew). The outcome of the interview process and recommendations have been reported to the Minister and the Chair awaits approval to proceed to appoint two candidates.
 - Ronnie Megaughin, the Head of Compliance and Inspections and the Chair had recently held a productive meeting with Mark Roberts, Chief Constable of Cheshire and Mick Johnson, Head of National Football Policing Unit. The meeting discussed the sports ground exemption that impacts both the SIA and the Sports Ground Safety Authority (SGSA). It was noted that following the Board discussion in February, the Chief Executive had called a workshop, to bring together the key external government stakeholders. The purpose was to

ensure the risks the SIA had raised were recognised, bring all new personnel in those organisations up to speed and with the aim of agreeing solutions to mitigate the risks and improve public safety. Chief Constable Roberts had agreed to join the discussion.

- 2.3 To manage the risks arising from the delays in Authority Member recruitment and appointment, the Chair confirmed that her request for Trevor Reaney's term as an Authority Member to be extended until early November had recently been approved by the Home Office.
- 2.4 The Chair also confirmed that she had agreed with Authority Members individual leads for outreach and liaison in Wales and Scotland, to supplement that for Northern Ireland and England. Alec Wood will assume responsibility for Scotland and Kate Bright for Wales.

Agreed: To note the report.

3. Chief Executive's report

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

Performance:

- She reported that the Executive were very pleased with the SIA's overall end of year performance for 2021/22. There was good delivery in all core activity areas (licensing, and associated compliance and enforcement activity, and the voluntary Approved Contractor Scheme (ASC)); ending the year with 158,000 licence applications processed, 393,313 licence holders on the register, 827 ACS on the register and a number of successful and notable prosecution outcomes achieved.
- Quarter four had inevitably been focussed on our core regulatory services and timely delivery of the remaining Business Plan key deliverables.
- There were significant improvements in performance in the last quarter, whilst noting that targets had been set at stretching levels. These had been achieved notwithstanding higher volumes than planned (5%), challenges of fluctuating volume rates and so workloads, new training requirements, changes to ways of working and impact of the pandemic.
- The business had also dealt with two unexpected major pieces of work – the Post Office changes and cloud services issues. These had been led by the CIO and ICT team but involved teams across the business. They had all been well managed as additional work and including the risks associated with these issues under pressure and in tight timescales.
- Corporate Services, Risk and Assurance, and Strategy and Governance functions had all provided essential services to support and provide critical challenge to these activities.

Personnel Changes

- Paul Fullwood returned to the SIA on 3 May 2022 – the Chief Executive thanked again Ronnie Megaughin for covering the role since January 2022 and asked this be formally recorded in the minutes.
- There is a significant amount of change and transformation work underway. The Chief Executive reminded the Board that Dianne Tranmer will be moving over to concentrate on leading this work over the next few years as the Director of Transformation, including in particular around our digital and data work and the re-procurement of our main systems supplier contract, as well as the work on the estates strategy.
- Natalie Benton will be joining the SIA from Monday 27 June 2022 leading the remaining Director of Corporate Services role for that period. She is currently the Executive Director of Strategy and Performance at the Disclosure Barring Service.

Strategic Updates

- In the strategic space, there has been a significant amount of activity contributing to various public protection outcomes in our remit; the work following the Manchester Arena Inquiry, Violence Against Women and Girls and spiking, the sports ground exemption risks and around powers.
- In answer to a question, the Director of Inspections and Enforcement and Chief Executive confirmed that the report from the Home Affairs Committee on Spiking was published on 26 April. The SIA is referenced in it, as expected as the Director of Inspections and Enforcement gave witness evidence, however the recommendations, which included some about training, are primarily directed to government and the Home Office.
- The results of the third Customer Service Excellence external assessment by CFE (the Centre for Assessment) was received. An exemplary achievement was awarded to the SIA. The SIA held onto 12 “Compliance Plus” ratings and gained an additional Compliance Plus this year for “outstanding delivery” that the SIA continued to provide through and post the pandemic, increasing the total to 13 Compliance Pluses. Aside from the formal report, the assessor remarked that he was genuinely impressed with the understanding the senior leadership showed in relation to staff wellbeing given challenging times (pandemic and current climate). This is a testament to the customer focus and the commitment, service, care and culture of the teams across the organisation.

Cyber risks as a result of CDEL allocation for 22/23

- The Chief Executive reminded the Authority Members of the updated position on corporate level risks as set out in her Chief Executive report. Some of these were also referred to in other agenda item papers, in particular the Technology, Innovation and Change Quarterly report at agenda item 6. The Chief Executive confirmed that since the Capital Funding allocation (CDEL) allocation for this year was confirmed in March (the SIA was awarded £1.5 million against a bid of £2.8 million) the cyber risks associated with this had been escalated to a corporate risk on the register and the matter had been further examined in greater detail at ARAC on 20 April 2022.

- The list of “must do” requirements total £2.1 million, and includes the time critical work on cloud services. The consequences of the lower allocation inevitably also delayed the remedial action to address the “technical debt”, and had consequences for the procurement of the systems contract.
 - The Home Office had been clear that any additional funding is not likely to be made available until much later in the year and even then there will be competition for it. It had been agreed and reported to ARAC that the SIA would get on with focussing on utilising the £1.5 million made available and revise the data and digital implementation plan for 22/23 accordingly.
 - The Director of Corporate Services reminded the Board that the re-procurement exercise would need to begin later this calendar year as the existing contract terminates in late 2023. A fuller update will be given at the July Board meeting.
- 3.2 The Chief Executive also updated the Board on the recent escalation of a new corporate risk to business continuity arising from recruitment and retention issues. This would be explained in greater detail later in the meeting under the report from the Chair of the Remuneration Committee.
- 3.3 Alec Wood, Authority Member, echoed thanks and praise to Ronnie Megaughin for his work while acting up as Director of Inspections and Enforcement. This was endorsed by the Board.
- 3.4 Trevor Reaney, Authority Member, recorded his appreciation of excellent performance with the additional challenges of the impact of COVID-19 on the SIA work and ways of working. He reiterated that it has been a good year for the SIA and he would like to acknowledge that with thanks to the executive.
- 3.5 Zoë Billingham, Authority Member, echoed that this was a really astonishing year with performance and added her thanks to the Chief Executive and everyone on the team.

Agreed: To note the report.

Accompanying External Communications Report

- 3.6 The Chief Executive presented, on behalf of the Head of External Communications, the external communications report.
- 3.7 Some of the external communications report highlights included:
- The Online Services team implemented 70 change requests across the 5 platforms it manages. 92% of this work related to changes on GOV.UK; 4% related to changes to our licensing site (STeP).
 - The SIA marked International Women’s Day – with a month-long social media campaign #celebratingherstory. The campaign featured stories of women working in a variety of roles in the industry. The campaign was featured as a tile on our home page (GOV.UK/SIA). On linkedin the posts were viewed over 33,000 times on LinkedIn and a total of 71,949 times.
 - The year long communications campaign about the changes to Close Protection New qualifications and Top up training had concluded. Highlights

included a powerful and thoughtful guest blog by Rick Mounfield which was viewed over 200 times on the day.

- The Operation Sentry counter terrorism event in Glasgow received extensive coverage in the Scottish Media and trade press. Coverage included a BBC Scotland interview with the Head of Compliance and Inspections and a feature in Professional Security.
- Grant for Good Causes – the announcement that a total of £113,000 had been awarded to nine charities and community groups.

3.8 In response to a question from an Authority Member, the Director of Licensing and Standards confirmed that he was satisfied that there were active regular communications to support the changes to training for close protection licences across different channels.

3.9 The Chair, echoed by Authority Members, recorded thanks to the Head of External Communications for the report.

Agreed: To note the report.

Annual Complaints Report

3.10 The Chief Executive presented, on behalf of the Head of Risk and Assurance, the annual complaints report. There were c630 complaints received in the financial year ending 31 March 2022. The number of complaints received was noted as very small in consideration of 158,000 licence applications managed.

3.11 Teams across the SIA continue to identify learning points and remain very good at building on such learning points. Authority Members welcomed the transparent and positive approach from the SIA's teams to learning from mistakes and being open to different ways of responding to similar issues next time to improve the customer experience. It was acknowledged that there would be more learning as the new approach to complaints bedded in. It may be useful to analyse the results in another 6 months' time and include examples of where complaints had led to system or approach changes that benefit customers.

3.12 Authority Member, Trevor Reaney, asked if next time the report could also include Freedom of Information Requests, which it was acknowledged were handled by the Legal Services team.

3.13 The Head of the Home Office Sponsorship Unit, suggested it may be beneficial once further data is available to consider analysing the results in themes and against different locations.

Agreed: FOIA requests data should be provided as part of future annual complaints reports.

4. Finance report (Q4) and Year End Finances

4.1 The Director of Corporate Services presented the report on behalf of the Head of Finance. Among some of the highlights, were the following:

- March is the final month of the 2021/22 financial year in year 2 of the SIA's three-year cycle. It was noted that the figures were provisional as the results were still subject to post year adjustments. The financial result for the full year was a surplus of around £3.2m against a budget deficit of £1.9m. The licence rebate scheme generated an additional £3m in income and increased the surplus to £6.3m.
- This year the SIA processed 158,478 licence applications, which contributed to a total income of £30.6m.
- Total expenditure for the year ending 2021/22 was £27.4m, £3.6m below budget and the materials variances included:
 - £1.8m underspend in staffing costs, due to recruitment issues.
 - £0.3m underspend in training costs as the take up rate on physical training courses was lower.
 - A further £0.3m on lower travel and subsistence costs.
 - Office related expenditure saw an overall saving of £0.3m. The budget was based on the forecast provided by GPA at the start of the year, however the actual costs raised by GPA were lower.
 - IT related costs were underspent by £0.2m due to a combination of savings from software renewals and the delay of the data audit.
 - Some other initiatives and events that were planned to take place in the year did not due to the pandemic and staffing issues resulting in savings in communication and other costs of £0.4m.
 - £0.6m was not used for unexpected projects and initiatives mid-year.

4.2 Authority Members noted a number of the reasons for the underspend was due to Covid. Authority Member, Trevor Reaney, suggested that the relatively high numbers of licence applications and the financial position at the end of the year supported the decisions taken on the annual fee review.

4.3 Two Authority Members raised questions on forecasting. It was noted that the Audit and Risk Committee had recently completed a deep dive on the forecasting model. Authority Members asked for confirmation that the financial projections for this financial year (22/23) included the necessary lead in time for recruiting to both existing vacancies, the new additional posts agreed and continuing turnover. The Chief Executive confirmed that the same question had been raised recently at the Remuneration Committee meeting. She reported that after that meeting, the Head of Finance had confirmed to her that this was the case; i.e. that the financial budget he presented to Board in March had included those assumptions.

4.4 An Authority Member asked if in 2022/23 higher costs were expected due to significantly increasing inflation rates. The Director of Corporate Services confirmed that assumptions had been made for inflation rates (although not at 10%) prior to the approval of the budget. She noted that some of SIA's costs were subject to fixed costs (such as travel cost rates) or were costs subject to

other increase calculations (such as staff salaries). She confirmed that staff satisfaction around pay is an issue of concern and its impact on turnover was included in the recently escalated corporate risk around business continuity and recruitment and retention.

Agreed: To note the report

5. Performance Report

Q4 KPI dashboard and Quarterly Performance Report, including annex on NI statistics

5.1 The Director of Corporate Services presented the report on Q4 KPI dashboard and Quarterly Performance Report, on behalf of the Head of Corporate Information. The papers included an annex on the Northern Ireland related statistics in the annex prepared by Corporate Information team. These included the 3,455 paid licence applications from applicants with a home address in Northern Ireland in 2021-22 and 9,730 active licences. Among some of the general and UK wide performance highlights, were:

- With many licence holders renewing early due to the top up training, 51,226 paid applications were received in quarter two and under half that number (24,322) in quarter 3. For the final quarter, 36,878 paid applications were received, more in line with pre-top-up quarterly trends, suggesting that the profile of applications was settling back down.
- The teams had responded to growing levels of incoming intelligence following the resumption of the night time economy after the pandemic. 1,626 items of information and intelligence from members of the public, private security industry, partners and SIA teams were received and assessed in the quarter, almost twice the 814 intelligence logs from quarter 4 in the previous year.
- The team had been liaising with other arm's length bodies to benchmark and establish best practice on forecasting models. The original budgetary forecast for 21-22 was 150,569 paid applications. The 158,852 received represented a variance of 5.5%. The forecast for this coming year 2022-23 (a traditionally lower year and financial deficit year) is 140,057 paid applications.

5.2 In response to a question by Authority Member, Trevor Reaney, the Director of Inspections and Enforcement explained that not all intelligence reported was actionable by the SIA, but it was still recorded on the SIA systems. Authority Member, Alec Wood, drew attention to the excellent results for KPI8, which was the rate of success for prosecutions which resulted in 85% resulting in successful prosecution.

Business Plan Q4 performance report

5.3. The Chief Executive presented the Business Plan performance report on behalf of the Head of Strategy and Planning Manager. This reported on the 19 key

deliverables identified in the Business Plan against each of the four strategic priorities. The Board noted the report and the successful delivery against almost all the planned activities.

6. Technology, Innovation and Change Quarterly report (Q4)

6.1 The Director of Corporate Services presented the report on behalf of the Chief Information Officer. Among some of the highlights she drew attention to, were:
On service:

- The quality and availability of front line digital services delivered across the last quarter of 2022 was very good, with no major service interruptions during core business hours.
- 99 technology “changes” were implemented.

6.2 On the Digital and Data Programme and Key Change Projects

- The CDEL allocation, referred to in the discussion under agenda item 3, forced a change to the planned spend profile for this financial year (FY22/23), and consequently the team had to revisit the plan for Phase 2 under the Digital and Data Programme to focus exclusively on the essential and necessary work only for this financial year.
- The highest priority is the Network Re-design and Re-implementation workstream, to enable resolution of the cloud services work and management of the associated risk. This involves migrating our core services out of our existing host’s data centres, into a new provider and using the opportunity to improve our network resilience with a new network design and build based on best practice. The plan is for the services migration period at the end of May and early June 2022 which will significantly manage the risk to service continuity.
- The design work, and subsequent migration activity will be followed by a more strategic piece of work (if agreed under Phase 2 of the Programme which remains under review).

6.3 The Authority Members were concerned about the impact of the lower CDEL allocation. The Chief Executive confirmed, whilst recognising it was a challenging settlement across the Home Office, she would be writing to the senior sponsor director at the Home Office in response to the final allocation. She would be making clear the SIA had had to completely replan this year’s activities and set out the consequences including cyber risks of not being able to complete the full Digital and Data implementation plan.

6.4 In response to a question by Authority Member, Trevor Reaney, the Director of Corporate Services explained that the CDEL decision had an impact on the planned re-procurement, and that a fuller brief would be included in the report to the July Board.

6.5 In response to a question by Authority Member, Zoe Billingham, the Director of Corporate Services confirmed that as many steps as possible had been taken to manage the risk of service interruption as a result of both the risk to the continuation

of the SIA's cloud services and the planned work to migrate them by the end of June. Different mitigations and alternative plans should the services fail had been scoped out since earlier in January. However, it was still a risk the executive were concerned about and as a result was the reason for prioritising the work to mitigate the risk and resolve the issues.

6.7 The successes of both the Post Office interface project, (Go Live took place on 23 February 2022) and Register of Licence Holders project was also noted.

7. Licensing and Standards forward look report

7.1 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:

7.2 Business Standards

- The function has progressed setting up a number of Special interest Groups (SiG) designed to help us listen to stakeholder views and feedback. The groups would act as 'critical friends' and 'sounding boards', ensuring that the complexity and variation across the industry is captured. Each SiG then has representation at our Stakeholder Forum designed to provide our Chair and Executive with a wide view of current issues facing the Private Security Industry.
- Work and advice continues with Crown Commercial Service as they finalise their procurement frameworks for next year. A significant success is securing the inclusion of mandatory ACS under core sections of Framework RM6257.

7.4 Individual Standards

- Following the launch of the revised Close Protection Training last month, the SIA and Awarding Organisations are working on the implementation of top-up training for 1 October 2022. This includes measures previously agreed to maintain the integration arrangement whilst preserving the public safety critical aspects of the training.
- The Director of Licensing and Standards highlighted to the Board it was possible the implementation date might slip to January, dependent on the ability of the new training course for applicants.
- The SIA hosted an apprenticeship trailblazer day at 10SC on 11 April 2022 to assist employers with the development of assessment criteria. This will assist in full implementation of the apprenticeship for the industry in July.
- Customer satisfaction research will commence in June. This year a more qualitative narrative to benchmark service levels with other organisations is planned.

- The research topic for this year's Strategic Research Initiative is 'Influencing the security budget'. Field research is currently being carried out and the report should be available in the summer.

7.4 Licensing and Service Delivery (L&SD)

- Work to action and implement the new approach to Customer Service and Contact Handling approved in March has started. The first of the initiatives - the redesign of the Business Support function - is already progressing at pace, with two new Business Relationship Managers (BRMs) having recently joined, and recruitment started for four Customer Support Officers ('CSOs') who will move from the Customer Support team to take up the new roles in June. In line with the approach set out in the Contact Strategy, these CSOs will provide more responsive management of incoming business queries and will work proactively with ACS security businesses to resolve licensing matters and support the businesses in their use of the licensing system. A named SIA single point of contacts have also been allocated to the biggest 45 ACS businesses based on turnover, and contact is currently underway, with meetings scheduled throughout the next few months.

Agreed: To note the report.

8. Inspections and Enforcement forward look report

- 8.1 The Acting Director of Inspections and Enforcement presented the report, which he had prepared. He highlighted some of the key activities/ initiatives over the next quarter the team were involved in:

Welfare and Vulnerable Engagement (WAVE) Training and Ask for Angela Scheme

- Compliance and Inspections and Communications have been working with Safer Sounds to promote and introduce the above training and 'Ask for Angela' scheme. A recent successful training event - open to security businesses and licensed security operatives – and opened by Amy Lane, the London night time Czar took place on 26 April 2022.

College of Policing Professional Training for SIA employees

- An application was submitted to the College of Policing to seek approval for the SIA to deliver training to our employees as part of the Professionalising Investigations Programme (PIP) and the Intelligence Professionalisation Programme (IPP) was successful.
- SIA compliance officers, inspectors and investigators working within Compliance and Inspections (C&I) will undertake the training required to reach PIP Level 1, and those within the Criminal Investigation Team (CIT) to PIP Level 2. This will ensure teams work to a nationally accredited and widely respected qualification, benefit from continuous professional development and provides

assurance that SIA investigatory work is being undertaken in line with the national minimum standards.

- Discussions have also been held with colleagues in another Home Office ALB with a view to collaborating on the delivery of the training to reduce cost and bring benefits from closer working relationships between both organisations.

Body Worn Video

- The Inspections and Enforcement Directorate teams will undertake a pilot trial of body worn video (BWV), which, if successful will be rolled out to all C&I and CIT team members. It was noted that this will bring a considerable number of benefits including an improvement in the quality of evidence, increased staff safety, and more straightforward resolution of complaints/allegations related to the conduct of our staff.

Recruitment

- Following approval for the significant increase in resources, work is now underway to recruit an initial 20 posts identified as critical to providing the foundation to achieving the strategic vision for the directorate over the year.

Operation Sentry

- The previously cancelled Operation Sentry event in Scotland was finally delivered at the premises of the Kokomo Nightclub in Glasgow on Sunday 10 April 2022. Door supervisors from the resident security provider SIA ACS company SecuriGroup, were tested for preparedness and response in 4 live play scenarios. Along with inputs from the SIA Planning Team, debrief contributions were made by Police Scotland Counter Terrorism Security Advisors (CTSAs) and staff from the Scottish Ambulance Service, Scottish Fire & Rescue Service and Glasgow City Council Licensing Team. Representation was also present from the Organised Crime Unit in Scottish Government.
- The next Operation Sentry event will be held in Leicester on the 17 May 2022.

Multi Agency Working City of London Police

- The SIA are to embark on joint working with the City of London Police. The first night of the operation will be held on 28th April in partnership with the Safer Streets initiative. Agencies involved in the operation include the SIA, City of London Police Licensing Team, Sector Policing and Special Constabulary, Local Authority Licensing Team, Transport for London, London Fire Brigade Fire Inspections Team, Street Pastors, The Samaritans and Safer Streets Team.

I&E Training

- The I&E Directorate annual training event took place in March in Milton Keynes. Presentations were delivered on a variety of subjects including tackling serious organised crime in the industry, partnership working with HMRC, and on the importance of diversity and inclusion with input from the SIA's Chair of the

R.A.C.E group. John Sutherland, a retired Metropolitan Police Chief Superintendent, also provided an inspirational presentation.

Grants for Good Causes

- On 7 April the beneficiaries of the 2021/22 grants for good causes was announced. Altogether a total of £113,000 was awarded to nine charities and community enterprise groups. The funds arise from successful prosecutions under the Proceeds of Crime Act.

8.2 Alec Wood, Authority Member, welcomed the developments made to professionalise the SIA's work including with PIP training and body worn cameras.

8.3 In response to a question by Authority Member, Zoe Billingham, the Director of Inspections and Enforcement provided assurance that the pilot would look at storage and effective use of the data from the body worn cameras.

Agreed: To note the report.

9. Audit and Risk Committee update

9.1 The draft minutes from the last meeting of the Audit and Risk Committee on 20 April 2022 were noted by the Board.

9.2 The Chair of the Audit and Risk Assurance Committee, Trevor Reaney, confirmed that there were no specific issues to raise with the Board that had not already been discussed in other agenda items.

9.3 The Chair of the Audit and Risk Assurance Committee presented the Audit and Risk Assurance Committee annual report to the Board, summarising the activity undertaken.

9.4 The Chair of the Audit and Risk Assurance Committee also asked that the GIAA Audit Plan for 22/23 be approved by the Board.

Agreed: To note and accept the ARAC annual report and approve the 22/23 GIAA audit plan.

10. Remuneration Committee update

10.1 The Chair of the Remuneration Committee, Zoe Billingham, formally noted her personal thanks to Authority Member, Kate Bright for her handover to her as Chair of the committee. She also thanked her on behalf of the whole committee for her stewardship as Chair of the Committee during the last year.

- 10.2 The Chair of the Remuneration Committee, presented the annual report from the committee to the Board, noting that during most of the period, the Chair of the committee was Kate Bright.
- 10.3 The draft minutes from the last meeting on 28 April 2022 had not been circulated prior to the meeting due to the meeting only taking place the week before. However, the Chair of the committee summarized the key outcomes from the meeting. She explained that the Remuneration Committee concentrated its discussions around pay and recruitment risks and the people strategy. A forward plan has been agreed to ensure a new people strategy that will support both the organisation now and new Corporate Plan for 2023 and will be discussed by the Remuneration Committee at its meeting in October.
- 10.4 The Chair of the Committee also confirmed that the executive and the committee had agreed to escalate the risk to business continuity arising from recruitment and retention issues to a corporate risk, from a Directorate level risk. With recruitment to both existing turnover vacancies and the creation of the significant number of new posts agreed for the Business Plan for 22/23 the recruitment pipeline was now significant; with over 100 posts to be filled. Work will be needed to manage this number of recruitments and those from future turnover vacancies.

Agreed: To note and accept the Remuneration Committee's annual report to the Board.

Matters for strategic discussion and decision

11. HM Revenue and Customs

- 11.1 The Chair welcomed again Laraine Spackman, Assistant Director at HM Revenue and Customs to the meeting.
- 11.2 Laraine Spackman, gave a presentation to the Board on the strength and depth of the joint working between the two organisations. She explained how the current working partnership had come about and gave examples of some successes it had had for both HMRC and SIA. She also covered some of the challenges and issues, and the importance and support for progress on a new legal gateway. The Head of Home Office Sponsorship Unit confirmed there was no update on the information sharing gateway.
- 11.3 She was also pleased to report that the partnership between SIA and HMRC had been joint runner up in the Partnership Excellence category of the Public Sector Counter Fraud Awards for 2021.
- 11.3 The Director of Inspections and Enforcement and Head of Compliance and Inspections echoed the praise for the outcomes achieved through the partnership and highlighted the opportunities and continued benefits of strong partnership

work with HMRC. They also reported that the SIA and HMRC meet regularly, including yesterday in Belfast, on 4 May 2022 to continue a series of meetings between both agencies.

11.4 The Chair thanked Laraine Spackman for her presentation on behalf of the Board and welcomed the continued success of the HMRC and SIA partnership.

12. Update on project on Voluntary Approval Scheme Strategy

12.1 The Director of Licensing and Standards provided an update on the Voluntary Approval Scheme Strategy and project. This was the project to support the formal review of the Approved Contractor Scheme (ACS).

12.2 In response to a question from an Authority member the Director of Licensing and Standards confirmed the project is bearing in mind the parallel SIA work on, and the potential impact of, the monitored recommendations from the Manchester Arena Inquiry (specifically recommendation 8 on business licensing).

Action: It was agreed: that a brief update on the project progress would be included in the L&SD report for July Board and with more detailed update on the progress of the review of the Approved Contractor Scheme project would be provided later in the Autumn. (May-22-01)

12.3 The Chair closed the meeting and thanked all for their attendance and participation.

Details of next meeting

Date: 28 July 2022. **Venue:** London.