

Title	Minutes of the Board Meeting
Description	Minutes of the Board Meeting held on 02 November 2023
Paper owner	Heather Baily
Paper author	Nick Hill
Agenda reference	01a
Meeting date	08 February 2024

The Board is invited to approve these minutes.

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Freedom of Information

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For completion by the author:

Should this paper be considered for exemption under freedom of information?

Yes

If yes, please provide the reason for non-disclosure and exemption that applies:

Agenda Item 1 – FOI exemption applies – s.35 – An arising matter relates to the formulation of government policy and change which has not yet been confirmed.

Agenda Item 4 – FOI exemption applies – s35 – There were discussions surrounding a topic which includes future government policy and FOI exemption applies – **s36** – The topic of discussion could prejudice the effective conduct of public affairs that would inhibit the free and frank exchange of views for the purpose of deliberations.

Agenda item 5 – FOI exemption applies – s.22 – Information intended for future publication, and it is reasonable in all the circumstances to withhold disclosure until the publication date **and s.35** – formulation of government policy and change which has not yet been confirmed.

Agenda item 5 – FOI exemption applies – s.22(a) – Information obtained in the course of, or derived from, a programme of research.

Minutes of the Board Meeting on 02 November 2023

Date: 02 November 2023

Time: 10:30 - 16:00

Location: Hybrid

Chair: Heather Baily

Attendees:

Caroline Corby, NED Board member

Zoe Billingham, NED Board member (joined remotely until item 4)

Trevor Reaney, NED Board member (joined remotely)

Michelle Russell, Chief Executive and Board member

Paul Fullwood, Executive Director of Inspections & Enforcement and Board member

Steve McCormick, Executive Director of Licensing & Standards and Board member

Dianne Tranmer, Executive Director of Transformation and Board member

Natalie Benton, Executive Director of Corporate Services and Board member

Fiona Wilson, Head of Strategy & Governance

Nick Hill, Governance Manager (secretariat)

Mary Halle, Head of Sponsorship Unit, Home Office (joined remotely)

Caroline Rowe, Public Protection Unit, Home Office

Kevin Barretto, Head of Finance and Procurement

Lawrence Ralph, Senior Manager Strategy & Scheme Design (item 4) (joined remotely)

Tony Holyland, Head of Individual Standards (item 5) (joined remotely)

Alero Harrison, Head of Communications (items 5, 6, 7 and 8)

Iestyn David, Head of Licensing Services (items 6 and 7)

Liz Wynds, Principal Legal Advisor (item 6)

Motunrayo Sholola, Strategy & Planning Manager (item 10)

Sophie Hillsdon, Transformation Lead (item 11)

Andrea Noble, Digital Transformation Lead (item 11)

Staff Observer

Yathu Mithiran, Data Analyst

Apologies

Simon James, NED Board Member

Shehla Husain, Deputy Director and Head of Public Protection, Home Office

1. Welcome and apologies for absence, declarations of interest, minutes of the previous meeting and matters arising.

Welcome and apologies

- 1.1 The meeting was hybrid.
- 1.2 There were apologies from Simon James, NED Board Member, and Shehla Husain, Deputy Director and Head of Public Protection, Home Office.
- 1.3 The meeting was quorate.
- 1.4 The Chair welcomed Yathu Mithiran, Data Analyst as a SIA staff observer.
- 1.5 The Chair welcomed Mary Halle, Head of Sponsorship Unit, and Caroline Rowe, Public Protection Unit as external observers from the Home Office.

Declarations of interest

- 1.6 There were no declarations of interest.

Minutes of previous Meeting

- 1.7 The July Board meeting minutes were approved.

Matters arising

- 1.8 Action May-23-01: Update on Department of Health and Social Care progress on trauma first aid training included on the meeting agenda. Closed.
- 1.9 Action May-23-08: Results of the Inspections & Enforcement Device Trial included on the meeting agenda as part of the Transformation Programme dashboard. Closed.
- 1.10 Action Jul-23-01: Licensing decisions risk appetite discussed at September Board Strategy Day, with an update included on the meeting agenda. Closed.
- 1.11 Action Jul-23-02: Update on the progress of changes to Get Licensed proposed to the Home Office included on the meeting agenda. Closed.

1.12 Action Jul-23-03: Update on the progress of licensing decisions on sexual offences included on the meeting agenda. Closed.

1.13 Action Jul-23-04: Update on the Home Office response to the recommendations from Simon Bailey's DBS review included on the meeting agenda. Closed.

[REDACTED]

2. Chair's report

2.1 The Chair presented her paper. She reported that the recruitment for a NED Board Member replacement for Alec Wood was underway, with seven interviews to be conducted in November 2023 and that from 2024 a Board Apprentice will be joining the SIA. The Chair reported that Hayley Kelly had joined the SIA as a co-opted NED on the People Committee. This appointment was made in line with the People Committee terms of reference which allows for the appointment of a co-opted NED where specific skills or experience are required and following consultation with the SIA Chair and Chief Executive (see paragraph 14 of People Committee terms of reference).

2.2 The SIA Stakeholder Forum took place on the 1st of November 2023 which the Chair noted as being productive and playing an important role in ensuring the SIA remains an effective regulator aware of and listening to industry developments. Three dates have been confirmed for 2024.

3. Chief Executive's report

3.1 The CEO presented her paper, highlighting that much of the key highlights in the report appear in the meeting as substantive items, but she drew Board

attention to the update on the Public Bodies Review (PBR), which was that the report was awaited and expected by the end of the year.

- 3.2 A NED Board Member asked what the emerging issues were from the PBR. The CEO confirmed that efficiencies were the sole focus of the review. The SIA had presented its plans for at least 5% efficiencies, potentially up to 8%; the review should confirm the robustness of these plans and may help the SIA identify where further efficiencies can be made. The Head of Sponsorship Unit, Home Office understood the review to be going well with no concerns having been reported to them as identified thus far.

4. Licensing decisions around sexual offences (agenda item 6 originally but brought forward due to the departure of a NED)

Response to the Bailey Review recommendations

- 4.1 The Chair welcomed the Head of Licensing and Service Delivery and the Principal Legal Advisor to the meeting.
- 4.2 The Head of Licensing and Service Delivery explained that the SIA had been progressing three separate but related workstreams to provide assurance on current licensing practices, manage down the risks associated with past licensing decisions, and identify potential changes to the SIA's licensing approach going forward.
- 4.3 The Head of Licensing and Service Delivery presented the first part of his report. Following the publication of the Bailey Review in April 2023, representatives from the SIA's Licensing and Service Delivery and Legal and Policy teams have held a series of meetings with the Home Office Public Protection Unit (PPU) to discuss the review's recommendations. These meetings have helped clarify points relating to the licensing regime; [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

overseas nationals. This review was about the DBS licensing regime only and applies to applicants residing in England and Wales.

4.8 [REDACTED]

4.9 The Chair concluded, reminding the meeting that the organisation’s risk appetite to public protection issues is averse, but there are consequences to the decisions which are made. [REDACTED]

[REDACTED] The Head of Licensing and Service Delivery added that there is a further meeting on the 22nd of November [REDACTED] with the Home Office.

Independent review on the SIA’s approach when considering sexual offences in licensing decisions

4.10 The Head of Licensing and Service Delivery presented the second part of his report. The independent review, which was carried out by experts in vetting and safeguarding from the International Programmes Department of the Home Office, was completed in July 2023. [REDACTED]

[REDACTED] The Chair noted her thanks for the work which had already been done.

4.11 [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Review of active licences held by licence holders with a criminal record

[REDACTED]

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Action: Nov-23-01: An update at February Board on the review of policy on licensing decisions around sexual offences.

4.17 The Head of Licensing and Service Delivery and the Principal Legal Advisor left the meeting.

5. Business Approval Scheme (BAS) (agenda item 4 originally)

5.1 Zoe Billingham, NED Board Member, left the meeting.

5.2 The Senior Manager of Strategy & Scheme Design joined the meeting remotely.

5.3 The Senior Manager of Strategy & Scheme Design presented his report. Prior to delivering the report he had presented it at the BAS Programme Advisory Board, which a NED Board Member was present for, and had met with the SIA's legal team to discuss the scheme's principles.

5.4 Furthermore, he advised that in early January 2024, the team would return to the Board to request permission from the Board to launch a public consultation on gov.uk from mid-January till the end of February 2024.

5.5 The Programme Advisory Board's members include a broad range of stakeholders to help the SIA understand what businesses are looking for from the BAS. The NED Board Member supporting the BAS Programme reaffirmed its importance in light of the SIA not being granted business licensing, though he noted that it is important to understand how it will add to public safety. The Chair added her endorsement for the scheme, hoping that it will support enhanced public safety in a practical way.

5.6 The Executive Director of Licensing & Standards highlighted the importance of designing a scheme which ensures that buyers of security use it. The Executive Director of Inspections & Enforcement supported this message, flagging the importance to make it advantageous to businesses to support the scheme.

5.7 [REDACTED]

[REDACTED]

ACTION: Nov-23-02: The Head of Strategy & Governance to arrange an extraordinary Board Meeting in early January 2024 to allow the Board to approve the public consultation for the Business Approval Scheme so it can run in the eight weeks prior to the next Programme Advisory Board on the 29th of February 2024.

5.8 The Senior Manager of Strategy & Scheme Design left the meeting.

ACTION: Nov-23-03: The Executive Director of Licensing & Standards to include an appendix on the next Business Approval Scheme update articulating report timelines and deliverables.

6. Update on progress by DHSC on trauma (agenda item 5 originally)

6.1 The Head of Individual Standards joined the meeting remotely.

6.2 The Head of Individual Standards presented his report to the Board. He updated the Board that progress by the Department for Health & Social Care has been slow and deliberate due to statutory changes taking up to three years to process. In May the Board expressed a wish to implement the changes as soon as possible. As a result, an alternative option which will not depend on the ongoing DHSC project is now proposed. The Head of Individual Standards requested the Board endorse the recommendations to implement the alternative enhanced first aid training proposals for operatives.

DECISION: The Board supported the alternative recommendation of liaising with the Health and Safety Executive to ensure a security industry specific syllabus for Emergency First Aid at Work is taken forward and implemented whilst at the same time developing a detailed implementation plan which will consider how all door supervisor, security guard and close protection licence holders will be required to take the additional training.

ACTION: Nov-23:04: The Head of Individual Standards to bring an update on the progress made to implementing the alternative approach to fulfilling the recommendation of Chapter 2 of the Manchester Arena Inquiry report, by the end of the Financial Year.

6.3 The Head of Individual Standards left the meeting.

7. Customer satisfaction survey

7.1 The Head of Licensing and Service Delivery joined the meeting.

7.2 The Head of Licensing and Service Delivery presented his report. Overall, it was a strong set of results with significant increase in multiple areas due to the redesign of the business support team and the support for renewed applicants. Individuals' customer satisfaction has dipped slightly compared to last year regarding the timeliness of licence decisions, however improvements are being made due to SIA's contact strategy increasing first contact resolution. He added that the government's new digital login OneLogin will help with some of the issues that are currently being faced.

7.3 The Executive Director of Transformation added that the SIA is looking at the OneLogin commitment timelines made by the Home Office to improve the digital services it provides but noted that the SIA needs assurance that all its applicants would be able to access successfully OneLogin and OneAuthenticate before it could adopt this.

THANKS: The Board thanked the Head of Licensing and Service Delivery for the work his team are doing, and the continued improvement of the service applicants receive and asked this to be passed onto the teams.

7.4 The Head of Licensing and Service Delivery left the meeting.

8. External Communications forward look

8.1 The Head of External Communications presented her paper. The Brixton Academy disaster, the legislative powers in Northern Ireland, and training issues were the three most covered issues in the media. She also drew attention to the BBC File on 4 report regarding fraudulent training providers, although this did fall outside of the 2nd quarter update.

8.2 A NED Board Member asked about the wider media impact of the File on 4 report. The Head of External Communications responded saying that the media attention reduced very quickly, although it should be noted that a follow up BBC report is likely to be undertaken. It was also noted that a senior industry

stakeholder is currently attending training sessions and posting a daily blog as an investigation exercise, which is attracting industry attention.

- 8.3 The Chair asked what the SIA's plans were for a greater proactive communications approach to ensure that the wider public are aware of who the SIA is, and what it does as a regulator to support greater public safety. The Chair expressed her view that the public have limited knowledge of the work and role of the SIA and as such, the SIA has limited currency to rebut negative media reports. Her view is that greater proactive public facing communications would both raise awareness of the SIA's proactive role on public safety and support future media messages particularly in response to negative or contentious media reports.
- 8.4 The Chair thanked the Head of External Communications for her work, particularly on the SIA national conference on 21st of September 2023. She noted the wider strategic issue of positive messaging to the public, as well awareness of the organisation. The Head of External Communications noted that in the recent public trust and confidence research has been a percentage increase in the public's awareness of the SIA from 27% to 33%, and work will continue in 2024 raising awareness in light of the organisation's 20th anniversary.

9. Q2 Finance Report

- 9.1 The Head of Finance & Procurement presented his report. He sought approval for the changes to 2nd quarter forecast in 2023/24 as a result of the recent increased numbers in licensing behaviours, and approval of the Home Office budgetary submission approach for 2024/25.
- 9.2 A NED Board Member asked for an explanation of what the higher demand forecast model meant. The Head of Finance & Procurement provided an explanation of this change, and that as a result of the spike in licencing demand a higher demand forecast had been adopted for the remainder of the year.
- 9.3 The Head of Finance & Procurement stated that the organisation will not meet its 5% efficiency target in the first year alone due to the SIA spending in the first year, to invest in savings and efficiencies to be realised in the final two years of the cycle. The Head of Sponsorship Unit, Home Office added that there is an

expectancy in the Home Office itself of departments to make a 5% efficiency each year.

DECISION: The Board agreed for the ARAC Chair and finance expert NED Board Member on ARAC to review and approve the updated budget assumptions for 2024/25 outside of Board before submission to Home Office in early December.

10. Performance Report

2nd Quarter KPI dashboard and quarterly performance report

- 10.1 The Executive Director of Transformation presented her report. The KPIs have been set for the three-year period of the corporate strategy, following the good practice guidance from the NAO. A NED Board Member challenged the SIA's KPI's ease due to them all being green. The Executive Director of Transformation responded that in light of increasing volumes and some staff retention issues, this level of attainment will be difficult to uphold in the medium and longer term.
- 10.2 The Executive Director of Inspections & Enforcement was asked about the changes he previously indicated he was working on to better highlight the impact of inspections work, rather than numerical outputs.

ACTION: Nov-23:05 – The Executive Director of Inspections & Enforcement to bring an update on the KPI's for to a future Board

Business plan tracker and quarterly update

- 10.3 The Head of Strategy & Governance presented her report. She praised the work done by the Strategy & Planning Manager in producing this report for the first time.
- 10.4 A NED Board Member queried the deferral of the smart licensing functionality. The Executive Director Transformation responded that the earliest it could be rolled out would be July 2024 due to the card contract renewal, and therefore is outside the current business plan.

11. Technology and change quarterly report

- 11.1 The Transformation Lead and Digital Transformation Lead joined the meeting.
- 11.2 The Executive Director of Transformation presented her report. She welcomed the new Digital Transformation Lead to the organisation. She updated the Board that there was currently an issue with assurance on full disaster recovery. There is facility for the majority of services in the event of a catastrophe. However, there are issues with the working option for the post office interfaces. This means that whilst the SIA can still operate, it would have an impact on processing times. This has been raised with the IT supplier and will be an agenda item at the next ARAC in January 2024.
- 11.3 The Executive Director of Transformation provided an update on the digital services contract which is now at the final stages of contract negotiations and drafting, with an internal meeting scheduled next week to sign off the programme sequencing and to commit SIA resources. All the external approvals required for CEO signature have been secured; however, there is a risk (low) of the contract not being signed by the deadline in December.
- 11.4 The Executive Director of Inspections & Enforcement provided an update on the Inspections and Enforcement device trial. Along with the Executive Director of Transformation and the new Digital Transformation Lead they have decided to delay the introduction of the device trial as there were doubts that what was proposed would deliver the business need. Something better is required and instead it could hamper trust and confidence of staff. The Chair raised her concerns about the delay - this being a data and digital key deliverable in this year's business plan and based on previous Board updates was hoping for something to be delivered by now.

ACTION: Nov-23:06 – The Executive Directors to update the Board on the device trial solution at February 2024 Board.

THANKS: The Board formally thanked Sophie Hillsdon, who was departing, for their work done whilst at the SIA.

12. Licensing and Standards forward look report

- 12.1 The Executive Director of Licensing & Standards presented his report. He noted that unannounced visits to training providers were acting as a deterrent

to low training standards; however, a NED Board Member queried whether the SIA knew the real impact of these visits were, particularly as the attendees then knew the SIA were observing.

ACTION: Nov-23-07: The Executive Director of Licensing & Standards to provide an update on the impact of unannounced visits programme to date at February 2024 Board.

13. Inspections and Enforcement forward look report

13.1 The Executive Director of Inspections & Enforcement presented his report. He updated the Board on his work as Gold lead for the SIA's work following the BBC File on 4 report, which had identified malpractice and criminality of licence training providers. The SIA has worked to ensure the awarding organisations pursued the concerns - the training centres which were identified in the report have been closed down indefinitely. Regular strategic meetings between SIA with Ofqual are planned. Collaborative work with the Head of External Communications will be undertaken, as this is a significant public safety issue, which the SIA is totally committed to ensuring a robust approach is taken by all those involved.

13.2 The CEO added that a meeting with the Home Office was taking place on the same day to discuss the SIA's concerns about the adequacy of the current regime around training, where responsibility for assurance on qualifications and training delivery lies between different bodies and from a policy perspective across two governmental departments (the Home Office and Department of Education). The Chair thanked the Executive Director of Inspections & Enforcement for their update.

14. ARAC Update

14.1 The ARAC Chair presented the ARAC update, with the minutes noted. The Executive Director of Transformation provided an update on the multiple agency data breach which it was thought some historical SIA data (from pre 2015) might be included in, with a report due at January 2024 ARAC; the

precise details were still unknown as details from the third parties were still awaited.

15. People Committee Update

15.1 A NED Board Member presented the People Committee update, in the absence of its chair, with the minutes noted. The Executive Director of Corporate Services updated the Board that the Home Secretary has approved the 2023 pay award, meaning that formal negotiations can be entered with PCS Union. The Chair thanked Home Office colleagues for their support.

16. EDI update

16.1 The Head of Strategy & Governance presented the EDI update. The EDI strategy had been signed off, and an action plan is being developed to deliver and track progress.

17. Any other Business

17.1 The Chair thanked the Board Members for their attendance and all those who contributed recognising the capacity challenges that the SIA faces.

Next meeting Thursday 8 February 2024