Title	Minutes of the Board Meeting
Description	Minutes of the Board Meeting held 02 May 2024
Paper owner	Heather Baily
Paper author	Nick Hill
Agenda reference	01a
Meeting date	25 July 2024

The Board is invited to approve these minutes.

Board members wishing to request clarification on a paper should contact the paper's owner in advance of the meeting (preferably by email). Material responses to the requests will normally be circulated to all Board members prior to, or at, the meeting.

Freedom of Information

Reference to discussion on this paper at the meeting will usually be published in the Board minutes unless exempted under the Freedom of Information Act 2000. Board papers may be published or released on request unless exempted under the Freedom of Information Act 2000.

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 5 – paragraph 5.7 – FOI exemption applies – s35 – As information is part of government policy formulation

Agenda item 7 – paragraph 7.5 - FOI Exemption applies – s22 – As information is intended for future publication

Agenda item 10 – paragraph 10.4 – FOI Exemption applies – s43 – As there are parts which are commercially sensitive

Agenda item 11 – FOI Exemption applies - s22 – As information is intended for future publication

Agenda item 11 – FOI Exemption applies – s22a – As information is obtained in the course of, or derived from, a programme of research

Agenda item 14 – paragraph 14.4 – FOI Exemption applies – s31 – As some information is part of a live law enforcement investigation

Agenda item 17 – FOI Exemption applies – s42 – As the information is legally privileged

Minutes of the Board Meeting on 2 May 2024

Date: 2 May 2024

Time: 10:30 – 15:30

Location: 10 South Colonnade (face to face)

Chair: Heather Baily

Attendees:

Caroline Corby, non-executive director and Board member

Trevor Reaney, non-executive director and Board member

Duncan Worsell, non-executive director and Board member

Simon James, non-executive director and Board member

Paul Glibbery, non-executive director and Board member

Michelle Russell, Chief Executive and Board member

Dianne Tranmer, Director of Transformation and Board member

Paul Fullwood, Director of Inspections and Enforcement and Board member

Natalie Benton, Director of Corporate Services and Board member

Iestyn David, Head of Licensing and Service Delivery (standing in for the Director of Licensing and Standards and Board member)

Fiona Wilson, Head of Strategy and Governance

Nick Hill, Governance Manager (secretariat)

Kevin Barretto, Head of Finance and Procurement (agenda items 1 – 10)

Tony Holyland, Head of Individual Standards (item 5)

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

Julie Barwick, Senior Manager Industry Engagement (agenda items 5 and 6)

Rachael White, Data Protection Officer (agenda items 7 and 8)

Chris Levy, Senior Data Analyst (agenda items 7 and 8)

Motunrayo Sholola, Strategy and Planning Manager (agenda items 7 and 8)

Laura Johnson, Head of Estates and Project Executive (agenda item 9)

Steve Howe, Transformation Programme Manager (agenda item 9)

Jane Debois, Head of Business Standards (agenda item 11)

Churchill Kayode, Programme Manager, Business Standards (agenda item 11)

Chris Padgham, Complaints and Information Requests Manager (agenda item 12)

Staff observer

Karen Bermingham, Business Change Manager, Transformation Directorate

External attendees

Anita Bailey, Head of Safeguarding ALBs, Home Office

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

Apologies

Zöe Billingham, non-executive director and Board member

Maroof Rafique, Board apprentice

Jeremy Bennett, Head of Legal Services and Policy

Jodie Gibson, Head of Home Office Sponsorship Unit

Lawrence Ralph, Senior Manager, Strategy and Scheme Design (agenda item 11)

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 held face to face.

1.2   There were apologies from Zöe Billingham (non-executive Board member), the Board apprentice, the Head of Legal Services and Policy, the Senior Manager of Strategy and Scheme Design, and Head of Home Office Sponsorship Unit.

1.3   The meeting was quorate.

1.4   The Chair welcomed Paul Glibbery as the new non-executive Board member, who will take over from Trevor Reaney, whose last day is 6 November 2024.

1.5   The Chair welcomed Anita Bailey, Head of Safeguarding ALBs, Home Office and Shehla Husain, Deputy Director and Head of Public Protection, Home Office.

1.6   The Chair welcomed Karen Bermingham, the Business Change Manager from the Transformation Directorate, as a staff observer.

Declarations of interest

1.7   The Chief Executive and Chair declared that the Chief Executive's annual expenses are noted at agenda item 15, and are approved by the SIA Chair.

Minutes of previous meeting

1.8   The March 2024 Board minutes were approved.

1.9   The March 2024 closed Board minutes were approved.

Matters arising

1.10 Action Feb-24-06: Data and Digital Transformation Programme update is on the agenda. To be closed.

1.11 Action Feb-24-07: The Licence Checker Project update is on the agenda. To be closed.

1.12 Action Feb-24-08: The SIA's regulatory remit on training update is on the agenda. To be closed.

1.13 Action Feb-24-09: The Head of Strategy and Governance to provide an update on a closed Board meeting action as part of the agenda. To be closed.

1.14 Action Mar-24-01: Non-Executive Directors committee membership update is on the agenda. To be closed.

1.15 Action Mar-24-02: Revised wording for the 1st recommendation of the Public Bodies Review was approved. Closed.

1.16 Action Oct-15-08, Jul-22-01 and Jul-22-02: The Head of Safeguarding ALBs, Home Office informed the Board that there have been no changes regarding an information sharing gateway as Home Office are waiting for a legislative window to progress it.

2. Chair's report

2.1   The Chair presented her paper which was taken as read. She reported that the first Stakeholder Forum meeting of 2024 had taken place on 20 February.

2.2   The Head of Safeguarding ALBs confirmed that the Public Bodies Review report had not been submitted to the Minister yet, although it was due to be shared the week commencing 6 May 2024.

2.3   SECRETARY'S NOTE: At the Board development day on 25 April 2024, the Board undertook a debrief on governance-related issues in light of the Post Office Horizon case, led by the Disclosure and Barring Service (DBS) Board Secretary, Martin Skeats.

DECISION: The Board approved the non-executive directors' individual responsibilities including changes to committee memberships as set out in Annex A.

3. Chief Executive's report

3.1 The Chief Executive presented her paper which was taken as read, highlighting three key points, articulated between 3.2 – 3.4.

3.2 The Chief Executive updated the Board that she was extremely pleased with the SIA's overall end of year performance in 2023-2024, despite an increase in the number of licence applications the SIA received.

3.3 The Chief Executive updated the Board of changes which saw the recruitment of the new Head of Business Standards, as well as the conclusion of the recruitment for a new Director of Licensing and Standards. She also noted that the Director of Transformation, Dianne Tranmer, and the Chief Information Officer, John Neil are both departing at the end of June and put her personal thanks and appreciation for all their work over a significant number of years on the record.

3.4 The Chief Executive updated the Board that the SIA has maintained its Customer Service Excellence accreditation. This is a national quality mark that seeks to recognise organisations that have a truly customer-focused commitment to all they do whilst providing a positive steer for customer-centred change.

3.5 A non-executive Board Member queried the increase in licence applications in the last two months of the year. The Head of Licensing and Service Delivery noted that it was difficult to specify a single reason. However, there was a notable number of applications from applicants in this period with nationalities other than British, with it being the first time that those applications exceeded those from holding UK nationality. At present there is no clear rationale, although separate analysis shows there is a significant number of people applying holding student visas. This may well be as they conclude their studies, they are ready to and seek work in the summer festival season. The analysis team will continue their work seeing if there is more insight on this from the application surveys.

4. Corporate (Board and Director) governance documents: annual review and proposed changes

4.1   The Head of Strategy and Governance presented her paper, and the Board was invited to note the annual review and agree the proposed changes to the corporate governance documents.

DECISION: The Board approved the changes proposed to the SIA Governance Framework, the Board Governance Protocols and Board Terms of Reference

DECISION: The Board approved the changes to the Board Scheme of Delegations and the People Committee Terms of Reference, following a minor amendment.

ACTION 02-May-24:01: The Director of Inspections and Enforcement to provide a high-level overview on how Section 19 delegations work with other agencies to the Home Office Sponsorship Unit.

5. Training and Qualifications update

New approach to updating and refreshing qualifications content

5.1   The Head of Individual Standards, the Head of Communications and the Senior Manager of Industry Engagement joined the meeting.

5.2   The Head of Individual Standards presented his first report, which outlined a revised approach to the review of qualifications content required for a licence, which the Board was asked to note.

5.3   The paper set out the SIA's approach to changing and keeping up to date licence-linked qualifications. It explained why the regulated qualifications route was being used, and outlined the constraints that make fundamental changes to regulated qualifications difficult to achieve quickly. This includes the fact that the cycle for a full review of 5 years is in keeping with the accreditation cycle that Ofqual and other qualification regulators use. The paper also showed the additional approaches which will be used to achieve more effective results and respond more quickly to emerging risks. These had been approved by the Executive Directors' Group in April 2024.

5.4 The Head of Individual Standards informed the Board that the aim is for the SIA to compress the time to change qualification requirements. The SIA is unable to move away from the current five-year accreditation cycle, however the paper articulated how the SIA can be more agile within it. The SIA will undertake annual internal reviews of the specifications, which will be conducted with the support of relevant expert working groups, culminating in a standing annual report to the Executive Director's Group in the October of each year. This review can deal with identifying the need for changes to 'top-up' and refresher training, with criteria for inclusion of content being those areas that are public-safety critical, relevant nationally, and are not already covered in some form in the specifications. Where changes to the specifications are accepted, there will be an expectation that qualifications will be changed too, subject to the constraints already covered.

5.5 The Deputy Director and Head of Public Protection, Home Office thanked the SIA for the work being done to implement changes to content on spiking in particular and was interested to see how the changes in training can cause behavioural change in that area.

Updates on content changes – April and October 2024 changes to spiking content in qualifications; and trauma bleed training (Manchester Arena Inquiry chapter 2 recommendation) update

5.6 The Head of Individual Standards presented his second report which provided an update on initiatives that have led to the updating of qualifications – spiking content and course content on trauma bleed training (Manchester Arena Volume 2 recommendation). The Board was asked to note the paper.

5.7 In September 2023, a statutory report was produced which would consider spiking training for door supervisors. The SIA developed recommendations for the report that would apply to door supervisor training which were agreed with the Home Office and Government. ███████████████████████████ ██ ██

5.8 Chapter 2 of the Manchester Arena Inquiry recommended that all security operatives must have training in stopping catastrophic bleeding and opening airways. The SIA worked with the Department for Health and Social Care

(DHSC), which has an over-arching monitored recommendation to build a standard for health care at events. The DHSC confirmed that this will not be ready until 2026. As the SIA is concerned about the timeline, in the interim it asked the Health and Safety Executive (HSE) to create a security-specific variation to the Emergency First Aid at Work syllabus. The HSE has agreed to this, and the requirement will be in place from October 2024 (similar to the requirements for forestry and construction courses).

5.9   The Head of Safeguarding ALBs, Home Office queried this approach if it were to differ substantially from the training the DHSC is developing for 2026. The Head of Individual Standards noted the risk, and the SIA will be mindful of the potential in differing standards.

5.10 The Chief Executive responded to the Head of Safeguarding ALBs, Home Office that the need to ensure security operatives being used in venues were trained and able to respond was relevant to and important ahead of Martyn's Law duties on venues.

5.11 The Head of Individual Standards left the meeting.

6. External Communications

End of Year Annual External Communications Report

6.1   The Head of Communications presented her end of year external communications report which the Board was asked to note.

6.2   This was the first year of the SIA reporting against the 2023-2026 External Communications Strategy and the SIA 2023-2026 Corporate Strategy.

6.3   The Head of Communications highlighted that the SIA was mentioned in 523 media items during the reporting year, 100 of which were influenced by SIA press releases, despite the ongoing resourcing issues in the team. The most reported stories of the year were the O2 Brixton Academy disaster and the BBC File on 4 report.

6.4   2023 was the SIA's 20th anniversary and to mark it a series of stories were produced highlighting how the regulated UK private security contributes to public safety. These stories will continue to be published until August 2024.

6.5 The Head of Communications updated the Board that a graphic designer has been appointed to the team on a two-year full-time contract which will reduce the SIA's reliance on an external design agency and enable it to be more efficient and agile in delivering creative content. A new events and engagement manager is also joining in May which will help the team.

6.6 The four main projects which the communication team will be supporting in the coming year are: Operation Empower; Operation Benchmark; the Business Approval Scheme; how the SIA can reach buyers of security.

6.7 On 22 July 2024, a Parliamentary reception is being held to recognise nominated licence holders for their contribution to public safety, which is being sponsored by Baroness Meacher. The Head of Safeguarding ALBs, Home Office offered her support to the event.

Stakeholder Strategy Update

6.8 The Senior Manager for Industry Engagement provided a verbal briefing on the Stakeholder Strategy and the progress so far.

6.9 The strategy was agreed by the Board in 2021 with the objective to improve standards across the private security industry. It was supported by an industry engagement and implementation plan, as well as industry special interest groups.

6.10 The purpose of the special interest groups is to build relationships across the industry in addition to the SIA-run stakeholder forum, which meets quarterly and is chaired by the SIA Chair. Following stakeholder feedback, 71% found the special interest groups effective.

6.11 The next steps are to improve consistency and visibility across the groups and allow for a joined-up approach supported by technology.

6.12 The Head of Communications and Senior Manager for Industry Engagement left the meeting.

ACTION 02-May-24:02: The Senior Manager for Industry Engagement to provide an update on the outcomes of the special interest groups at a future Board 2024.

7. Q4 Finance

7.1 The Head of Finance and Procurement presented his report, which covered quarter 4 of the 2023-2024 financial year and represented the year-end financial position, including the full year variance figures. The Board was invited to note the year-end financial outcome for the SIA on 31 March 2024.

7.2 The Head of Finance and Procurement informed the Board that expenditure was within the 1% tolerance against the period six predicted outturn and therefore, in line with the requirements outlined in the Accounting Officer's delegation letter from the Home Office. The capital expenditure for the year was £1.5 million, which was in line with the allocation from the Home Office. He noted that the results may be subject to post-year-end adjustments; any changes are not expected to be of a material nature.

7.3 The Data Protection Officer, Senior Data Analyst, and Strategy and Planning Manager joined the meeting.

7.4 A non-executive Board Member queried the licence income for the year end being 9.8% above budget. The Head of Finance and Procurement assured the Board that the model is continually refreshed and based on the latest data trends available. He added that they work closely with the Licensing and Service Delivery team and the Corporate Information team to provide projections. The Senior Data Analyst assured the Board that historical data was used rather than historical predictions.

7.5 The Head of Safeguarding ALBs, Home Office thanked the SIA for its engagement this year. ████████████████████████████████ ██ ████████████████ She advised the Board that she will keep the executive updated on what this fee will be and when it will be introduced. The Head of Finance and Procurement confirmed that the outcome of the DBS fee will directly impact on the SIA licence fee review.

Action 02-May-24:03: The Head of Safeguarding ALBs, Home Office to look at the business case of the DBS programme and if there was anything of use to the SIA, particularly from an efficiency perspective.

8. Performance Report

Quarter 4 and end of year key performance indicators dashboard and quarterly performance report

8.1   The Chair welcomed the Senior Data Analyst to his first Board meeting.

8.2   The Senior Data Analyst presented the quarter 4 dashboard alongside the key performance indicators (KPIs) and summarised the key highlights.

8.3   The Board was asked to note that KPI 8a (85% of all complex individual licence application decisions are made within 25 working days) continues to be challenging to achieve although showing green. This is despite a significant increase in the number of 'complex' applications requiring manual intervention from Licensing and Service Delivery staff. This is because the number of applications from outside the UK has continued to grow, resulting in a substantial increase in the number of right-to-work checks being carried out by Licensing and Service Delivery throughout the 3-year life of the licence.

8.4   The Data Protection Officer and Senior Data Analyst left the meeting.

Business Plan 2023 – 2024 Q4 and end of year performance report

8.5   The Strategy and Planning Manager reported on the SIA's performance for quarter 4 against the 2023 – 2024 business plan, which it was asked to note.

8.6   The Strategy and Planning Manager informed the Board that of the 18 key deliverables set out in the Business Plan, 14 were completed, two were amber, and two were red. She added that the two which were amber will be completed in quarter 1 of 2024-2025. Of the 94 deliverables, 72 were completed. The remaining deliverables which were red, were unable to be completed due to awaiting approval or procedures which needed to be completed and outside of the SIA's control. These will continue into the 2024-2025 Business Plan.

8.7   The Chair thanked the teams for their hard work in undertaking the ambitious business plan.

8.8   The Strategy and Planning Manager left the meeting.

9. Data and Digital Q4 update

Transformation Programme 2023 – 2024 Annual Review

9.1   The Head of Estates and Project Executive and the Transformation Programme Manager joined the meeting.

9.2   The Chair welcomed the new Transformation Programme Manager to his first Board meeting.

9.3   The Head of Estates and Project Executive presented the first report, which was an update on the programme of work undertaken in 2023-2024, which the Board was asked to note.

9.4   The Head of Estates and Project Executive highlighted that much of the work undertaken in the last year was in support of the Data and Digital Strategy.

9.5   There were ten deliverables in 2023-2024, four of which were completed, one which was ongoing, three were rolled into 2024-2025, one was postponed till 2024 – 2025, and one which was on hold.

9.6   The Target Operating Model was the project put on hold due to other projects being prioritised for funding. The Chief Executive noted that the Target Operating Model is closely linked to the Strategic Workforce Plan, which is discussed at the People Committee meeting. A review is currently being undertaken prior to work starting on the Target Operating Model, alongside other pieces of work (including work generated by the Government's 'Levelling Up' agenda) to ensure they are planned together and delivered successfully.

Transformation Programme 2024-2025 Dashboard

9.7   The Head of Estates and Project Executive presented the second report, the 2024-2025 programme dashboard, which the Board was asked to note.

9.8   The Head of Estates and Project Executive noted that the same format was used as 2023-2024, highlighting what is currently being worked on by the Transformation directorate, or instead by the relevant director.

9.9   There are eight projects in the data and digital delivery plan, one of which has already been completed (CIVET). Three are under way, with three more to begin in July. The final project is estimated to begin in August 2024.

9.10 The Director of Transformation advised that the SIA has completed its work on disaster recovery. This project will conclude once the IT supplier, Version 1, has concluded its workstreams.

9.11 The Head of Estates and Project Executive noted that staff capacity was a transformation programme risk, however with the appointment of the

Transformation Programme Manager this has been mitigated. A non-executive Board member noted that an additional aspect to this risk is the organisation's ability to absorb change. The Director of Transformation advised that resources have been allocated to ensure the change can be managed (a role overseeing benefits and change is in place). The Head of Estates and Project Executive added that training for staff was part of the costs factored in for the projects.

9.12 The Head of Estates and Project Executive and the Transformation Programme Manager left the meeting.
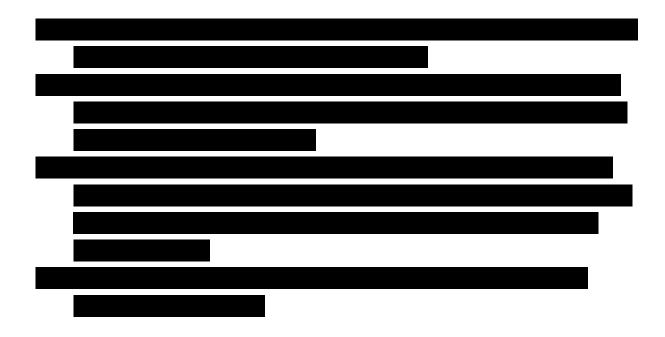
10. Data and Digital Licence Checker Update

10.1 The Director of Transformation presented her paper on the licence checking project, which the Board was invited to note.

10.2 The licence checking project is supported by three workstreams that contribute to the objective of being able to check operative licences effectively, efficiently and professionally in the field.

a) Management of the print services contract procurement (including licence cards) due to expire at the end of June 2024, which was in hand.

b) Technical changes to the Register of Licence Holders which would enable better external access to basic licence holder data on/through the external register and/or portal.

c) The facility to enable better remote checking of licences by investigators on inspections (through appropriate tools and devices) for Inspections and Enforcement teams.

10.3 A non-executive Board member raised concerns about the slow pace at which this work is being delivered. She noted that in the 2024-2025 Transformation Programme Dashboard this project was not mentioned, nor has any money been allocated to it.

10.4 The Chief Executive confirmed that the new solution on the licence checker project had only just been brought to the executive. The advice from the Director of Transformation was that the app solutions were not recommended

on cyber security grounds. She further advised that the solution had to balance cyber security risks, costs, and delivery time but crucially, meet the inspection users' essential requirements. The briefing from the team was that the strategic solution with Version 1 involving the development of the Customer Relationship Management tool and provision for a web-based application to check identity would satisfy all requirements but will take two years to deliver as originally planned in the strategy. █████████████████████████████

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████████████████████████ In addition, it would also not include the ability to record official notes of the inspection results and generate the report into the main systems. The Director of Inspections and Enforcement confirmed that the original proposal would not have been good enough and he did not have enough confidence in the solution. The Board stressed how important it was to find a solution and as quickly as possible.

10.5 The Head of Finance and Procurement left the meeting.

ACTION: 02-May-24:04: The Director of Transformation to ensure firm proposals for the solution and provide a firm timeframe on the delivery of the licence checker project before she leaves at the end of June 2024.

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12. Annual Report on Complaints and Freedom of Information requests

12.1 The Complaints and Information Requests Manager joined the meeting.

12.2 The Complaints and Information Requests Manager presented his report, which the Board was asked to note.

12.3 The Complaints and Information Requests Manager updated the Board that logged complaints had decreased from 735 to 682 in 2023-24, although the number of submissions had increased by 20%. He noted that this is only the second year they have recorded submissions, so no meaningful trends can be identified so far.

12.4 The Chair thanked the Complaints and Information Requests Manager for his report.

12.5 The Complaints and Information Requests Manager left the meeting.

13. Licensing and Standards forward look report

13.1 The Head of Licensing and Service Delivery presented the Licensing and Standards forward look, which the Board was asked to note.

13.2 The report highlighted initiatives and activities that the Licensing and Standards directorate will be initiating or focussing on during quarter 1 of the 2024 – 2025 financial year which are over and above core business activity.

13.3 The Head of Licensing and Service Delivery highlighted that the Individual Standards team will be looking at the delivery of the new quality strategy. The strategy and its proposed deliverables will be presented to the Executive Director's Group. The Deputy Director and Head of Public Protection, Home Office supported this work and queried the scale of commercial training malpractice. The Director of Inspections and Enforcement noted that the SIA could not be sure, as the it does not lead on this; however, they are writing to the six awarding bodies as part of an external review.

13.4 The Deputy Director and Head of Public Protection, Home Office asked if the BBC is to undertake a follow up report on the BBC File on 4 report into training malpractice. The Director of Inspections and Enforcement confirmed that was the SIA's understanding and noted that the SIA continues to play its part, within its remit, on tackling the issue.

14. Inspections and Enforcement forward look report

14.1 The Director of Inspections and Enforcement presented the Inspections and Enforcement forward look, which the Board was asked to note.

14.2 The Director of Inspections and Enforcement informed the Board of work to investigate and tackle training malpractice and training criminality.

14.3 The Director Inspections and Enforcement informed the Board about new work aimed at tackling labour exploitation within the private security industry. Currently the SIA is not able, without Regulation of Investigatory Powers, to regularly and closely monitor individual social media accounts where this abuse is taking place. It has limited powers within the Private Security Industry Act 2001 to tackle labour exploitation and is dealing with an increasing ask from the industry to tackle this critical issue, which undermines public safety and dilutes standards across the private security industry. The Head of Safeguarding ALBs, Home Office queried the SIA's role, noting it is the responsibility of the Gangmaster Labour Abuse Authority to regulate labour exploitation, and HMRC minimum wage issues. The Director of Inspections and Enforcement confirmed that the SIA is in contact with each of them. He also reported that as more 'rest of the world' security operatives come into the industry, they can be at higher

risk of labour exploitation. It is an issue and increasing risk that the SIA needs to be mindful of.

14.4 The Director of Inspections and Enforcement highlighted a joint inspection with the ██ ███████████████████████████

14.5 The Director of Inspections and Enforcement reported that new protective equipment has been procured and distributed to staff which includes better PPE and items suitable for field investigation work, which received positive feedback from both staff and the industry allowing them to perform their roles effectively.

15. Audit, Risk and Assurance Committee update

15.1 The ARAC Chair and non-executive Board member provided a report on the last ARAC meeting.

15.2 The Head of Safeguarding ALBs, Home Office noted that the Head of Safeguarding Sponsorship, Home Office Sponsorship Unit attended ARAC, and the Home Office continues to hold an interest in the Government Internal Audit Agency's (GIAA) audit into SIA prosecutions. The Director of Corporate Services noted that her team attended a Whitehall Prosecutions Group recently, attended by the Attorney General and Solicitor General, to share best practice and engage with other public bodies that undertake private prosecutions.

15.3 The annual data protection and ARAC report were noted.

16. People Committee Meeting update

16.1 Caroline Corby, non-executive Board member had chaired April's People Committee meeting and provided a report of the meeting to the Board.

16.2 The non-executive Board Member noted the People Committee annual report and the positive staff survey results.

16.3 The SIA staff observer left the meeting.

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18. Equality, Diversity and Inclusion update

18.1 The Head of Strategy and Governance informed the Board that the Equality, Diversity and Inclusion report had been attached for noting, following its discussion at the April 2024 People Committee.

19. Any Other Business

19.1 The Chair noted the Board undertook a development workshop on 25 April 2024 on how its members worked together and improvements that could be made to improve its effectiveness. This has been tied in with the recommendations from an external Board effectiveness review which took place in 2023.

19.2 The Board asked the executive to minimise repeat items for presentation at Board which had already been presented in committee meetings, which the Head of Strategy and Governance noted.

19.3 Dianne Tranmer, Director of Transformation is leaving the SIA for another role. On behalf of the Board and the SIA, the Chair thanked her for all her work at the SIA over the last 20 years and wished her well in her new employment.

Date of next meeting: Thursday 20 June 2024