

Title	Minutes of the Board Meeting
Description	Minutes of the Board Meeting held 20 March 2025
Paper owner	Heather Baily
Paper author	Nicola Podd
Meeting date	8 May 2025

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:

Item 1.8 Section 22, information intended for future publication - subject to progress with the business case

Section 22, information intended for future publication, agenda item 4 (Business Plan and Budget 2025-26) and 5 (Bailey Report Recommendations).

Minutes of the Board Meeting on 20 March 2025

Date: 20 March 2025

Time: 10.30-12:30

Location: 10 South Colonnade, London, hybrid

Chair: Heather Baily

Attendees:

Caroline Corby, NED Board member
Simon James, NED Board member
Paul Glibbery, NED Board member
Duncan Worsell, NED Board member
Olivia Halfacre, Board Apprentice

Michelle Russell, Chief Executive and Board member
Paul Fullwood, Director of Inspections and Enforcement and Board member
Fiona Wilson, Interim Director of Corporate Services and Board member
Pete Easterbrook, Interim cover Director and Board member
Tim Archer, Director of Licensing and Standards and Board member
Phil Urquhart, Chief Digital and Data Officer and Board member

Nicola Podd, Head of Strategy & Governance and Chief of Staff (secretariat)

Yasin Patel, Head of Finance and Procurement (items 1-4)
Alero Harrison, Head of External Communication (items 1-3)
Andrea Noble, Digital Transformation Lead (item 4a)
[REDACTED] Principal Policy Advisor (item 5 and 6)
[REDACTED] Principal Legal Advisor (item 6)
[REDACTED] Principal Legal Advisor (item 6)

Staff observers:

External observers:

Frances King, Deputy Director, Protect and Prepare, Homeland Security, Home Office
Niall Donnely, Head of Safeguarding Sponsorship, Home Office Sponsorship Unit, Strategy Directorate

Apologies:

Preeya Sahni, Head of Legal Services & Policy
Jodie Gibson, Head of Home Office Sponsorship Unit

1. Welcome, apologies, declarations of interest, minutes of previous meeting, matters arising.

Welcome and apologies

- 1.1 There were apologies received from Jodie Gibson, (Head of Home Office Sponsorship Unit) and Preeya Sahni (General Counsel and Head of Legal Services and Policy).
- 1.2 The meeting was quorate.
- 1.3 The Chair welcomed Niall Donnelly (Head of Safeguarding Sponsorship), and Frances King (Deputy Director, Prepare and Protect) to their first meetings.
- 1.4 The Chair welcomed Pete Easterbrook, as interim Director for Inspection and Enforcement covering for Paul Fullwood, whilst he was working on the preparatory work for the Martyn's Law regulator set up programme.

Declarations of interest

- 1.5 There were no additional declarations of interest made.

Minutes of previous meeting

- 1.6 The 6 February 2025 Board minutes were approved as an accurate record of the meeting.

Matters arising.

- 1.7 **Action: Feb-25-01.** The Head of Strategy and Governance reported a delay with the assurance meeting with Home Office because of staff absences and capacity. This is now scheduled, and further updates will be presented to Board, in due course. Propose closure of this action.
- 1.8 **Action Feb-25-02.** The Director of Inspection and Enforcement confirmed that the Home Office officials responsible for SIA PSIA functions and the prospective Martyn's Law function, agree the SIA should pursue PIDA designation for Martyn's Law functions. The drafted PIDA remit has been expanded and in final stages of consultation with the Home Office. The next step is to discuss with officials from the Department of Business and Trade which has oversight of the PIDA arrangements. Propose closure of this action.

1.9 **Action Nov-24-02.** Filling the resourcing gaps for the lead Programme Manager confirmed a priority for the new Chief Digital and Data Officer. Agreed closure of this action.

1.10 Home Office **Action Feb-24-03:** Director of Licensing and Standards is to provide an update on Home Office Bailey Review recommendations on the agenda (item 5).

1.11 **Action Nov-24-02.** The Interim Director of Inspections and Enforcement is presenting a proposal to change KPI 1(a) (item 4cii). Agreed closure of this action.

[REDACTED]

2. Chair's report.

- 2.1 The Chair provided an update on her and the Chief Executive's recent meeting with Dan Jarvis MP, Security Minister. Both had confirmed the SIAs commitment for the SIA to take up the responsibility as Martyn's Law Regulator with care and diligence, and with the support of the Board. The Chair welcomed the Minister's recent letter to her, that clearly defines the expectations and focus for the SIA on the PSIA responsibilities. It had set out a clear focus for the first time for the SIA on the business approval scheme, training malpractice and criminality, and ensuring only legitimate and appropriate licence holders are given licences. The Chair and Chief Executive reinforced the continued commitment to Home Office priorities, including violence against women and girls, notwithstanding the move to the Security Minister portfolio.
- 2.2 The Chair, accompanied by Interim Director of Inspection and Enforcement, the lead Non-Executive Director for Scotland and the Head of Compliance and Inspections, had a productive meeting in March with the Scottish Minister for Victims and Community Safety. The Minister was updated on several key priorities including our commitment to the Equally Safe strategy in Scotland and progress towards our new regulatory function for Martyn's Law. The meeting underlined the SIAs commitment and continued working relationship with the Scottish government colleagues.
- 2.3 The Chair provided an update on the recent meeting with the Chief Executive with both Lord Hanson and Figen Murray at the government's Farnborough event. This reinforced the SIA's commitment to discharge the Martyn's Law regulatory functions with due diligence and care, ensuring synergy and alignment with existing PSIA functions.
- 2.4 The Chair provided an update on the public appointment process, commenced in November 2024, confirming two non-executive director appointments of Hannah Wadey, replacing Zoe Billingham and Steve Grainger, who will bring skills relevant for the new Martyn's Law functions and join the Martyn's Law Strategic Oversight Committee. Both bring a wealth of experience and expertise in protective security, industry experience and public safety.

3. Chief Executive Report

3.1 The Chief Executive provided an update on the various meetings held at the Home Office's Police and Security event, in Farnborough. The closed round table organised by the Home Office was attended by senior leaders in the industry, Home Office officials and senior SIA staff. The industry representatives confirmed their support for the Ministerial announcement that morning of SIA's move to the Security Minister portfolio, and the Minister's intended review of MR7 (closing the inhouse licensing gap) and MR8 (business licensing). There were additional productive discussions on the industry post qualification skills agenda, the continued need for industry and government collaboration, and the partnership relationship between private security and policing.

[REDACTED]

3.3 The Chief Executive provided an updated on the recent publication of SIA's Public Body Review, 2024 ("PBR"). She commented on the strong position of the SIA in meeting its regulatory and efficiency duties. The one recommendation for the Home Office, (the outstanding Chair's letter) is now complete, it having been received on 24 February 2025. The governance arrangements that will oversee tracking implementation of the PBR recommendations, alongside the monitoring of the efficiency strategy, has been agreed by the executive, with the first meeting of the new working group scheduled for April 2025.

3.4 The Chief Executive provided an update on the reparatory Martyn's Law work. She confirmed that for the SIA this continues at pace, working towards the deadline set by the Home Office for their contracted KPMG blueprint work. She thanked all SIA colleagues who had been working on the KPMG work on the blueprint, particularly to Head of External Communications and Head of Strategy and Governance, who were doing this work in addition to their existing responsibilities.

3.5 The Chief Executive provided an update on recent executive changes. Debbie Bartlett, currently at the Home Office, will be joining the SIA as Chief Operating Officer on 28 April. She put on the record her thanks to Fiona Wilson, for

- 4.6 The Director of Licensing and Standards informed board members, that whilst this presents risk for the delivery of the business approval scheme to the original time lines, there is an opportunity to think differently about how the business approval scheme can be best delivered in relation to the other technology developments, in parallel with the Martyn's Law work.
- 4.7 One NED thanked the Chief of Digital and Data Officer and Transformation Lead for the work carried out, clearly defining what work is to be undertaken and how the different workstreams intersect. He made the point that there is a significant dependency on ensuring the business adopts the improvements, for benefits to be fully realised. The Chief of Digital and Data recognises this, and this is central to workforce planning in 2025/26 to increase the skills and knowledge of staff across the SIA. Additionally, the NED requested further information on spend recovery at a future meeting.

ACTION MARCH-25-01: Chief Digital and Data Office to include a more detailed report on cost recovery and benefit realisation at a future Board meeting.

[REDACTED]

- 4.9 The Chair thanked the Chief Digital and Data Officer and Transformation Lead for their paper and their work and support, extending this to their teams.

Budget 2025/26

- 4.10 The Head of Finance presented the final budget position for 2025/26 highlighting its impact on the three-year financial plan and the key changes since the February 2025 Board meeting. Firstly, that the Chief Executive, in her role as the Accounting Office has agreed to the new Bayesian Non-Linear income forecasting model, resulting in higher levels of income prediction. Secondly, the Home Office has provided an indicative budget allocation for 25/26.

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4.13 The Head of Finance drew board members' attention to the risk that the c.£182k licences for 2025/26 may be overstated, given the end of 2024/25 position, but this is expected to balance out over the three-year period.

4.14 The Head of Finance updated board members on the proposed reserve list items, including primarily target operating model commissions and legal costs.

4.15 The Chair of ARAC provided his support for the Bayesian Non-Linear Model. He asked if it was possible to update the model for 2025/26 based on actuals from 2024/25. The Head of Finance confirmed this was possible. Additionally, the Chair of ARAC sought clarification about the impact of the capital funding on efficiencies.

ACTION: MARCH-25-02 Head of Finance to update 2025/26 income model with 2024/25 actuals, following year end, and share with ARAC Chair.

[REDACTED]

DECISION: The Board confirmed agreement with the assumptions and key decisions set out in the paper underpinning the 25/26 budget figures, approving the budget for 2025/26, accepting the associated risks.

4.18 The Chair thanked the SIA and Home Office team for their excellent leadership and management of the 2025/26 budget issues.

Business Plan 2025/26

4.19 The Chair reinforced the importance of this business plan, as it represents the continuation and culmination of the SIA's three-year strategy and is the basis by which the SIA will transition into the Martyn's Law regulator. It is also important that it consistent with the new Minister expectations, and Home Office policy steers.

4.20 The Head of Strategy and Governance updated board members on the changes since the plan was reviewed in February 2025. This included integration of feedback from the Home Office, executive directors and board members and inclusion of Chairs' letter priorities and alignment. Ensuring the language, tone and flow was appropriate and relevant to audiences, including the public and ministers.

4.21 Finally, the revision of KPI 1(a) which is to be presented in the following agenda item. The Head of Safeguarding Sponsorship recognised the proactive and collaborative approach of the SIA with the Home Office, which will help facilitate sign off prior to Easter recess.

4.22 Prior to final agreement, the board considered the revised KPI 1a proposal prior to final decision.

Key performance indicator 1(a) – item 4cii

4.23 The interim Director of Inspections and Enforcement reminded board members of the context of this discussion and the commitments to review the update provided in October 2024, and then again at the February 2025 board meeting. As agreed at the start of this process, the intention was not to do a wholesale review and change of the performance indicators; this will happen as part of the process to develop the new three-year strategic plan for 2026/29.

4.24 The interim Director highlighted the challenges across public bodies to demonstrate their impact as opposed to outputs.

4.25 The proposal is to enhance rather than replace KPI1 (a) with a new measure to demonstrate national compliance, including targeted sectors. This will be a

[REDACTED]

however, from the responses seen so far there is broad support with the proposed changes.

7. Any Other Business

- 7.1 The Chair reenforced her thanks to Strategy and Governance, Finance, and Transformation teams for their efforts in getting the Business Plan and budgets in place for 2025/26.
- 7.2 The published Public Body Review is further endorsement of the excellent work being undertaken by SIA.
- 7.3 2025 clearly represents a year of significant change for SIA.
- 7.4 The Chair closed by extending her personal thanks to Fiona Wilson, who has been with the SIA for over ten years. During that time, she has held multiple roles, including Head of Strategy and Governance, and most recently Director of Transformation and Interim Director of Corporate Services. She leads with integrity and kindness, and her legacy is felt throughout the organisation. She will be sorely missed.
- 7.5 The Chair closed the meeting.

Next Meeting:

Date of next quarterly Board meeting: 8 May 2025