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Title	Minutes of the Board Meeting
Description	Minutes of the Board Meeting held 8 May 2025
Paper owner	Heather Baily
Paper author	Nicola Podd
Meeting date	23 July 2025

**The Board is invited to approve these minutes.**

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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.

**There are elements of these minutes that should not be released due to their nature and using exemptions under the following:**

Item 3.6, 3.7 and 4 (except 4.7 and 4.8): Martyn's Law; Section 36 –information that would prejudice the effective conduct of public affairs and confidentiality exemption (third parties)

Item 12: Bailey /enhanced section only; Section 36 –information that would prejudice the effective conduct of public affairs and confidentiality exemption (third parties)

section 22: Information intended for future publication and section 22 (a) information obtained during, or derived from, a programme of research.

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## Minutes of the Board Meeting on 8 May 2025

**Date:** 8 May 2025  
**Time:** 10.30-16:30  
**Location:** 10 South Colonnade, London (in person)  
**Chair:** Heather Baily

### Attendees:

Caroline Corby, NED Board member  
Duncan Worsell, NED Board member  
Hannah Wadey, NED Board member  
Steve Grainger, NED Board member  
Olivia Halfacre, Board Apprentice

Michelle Russell, Chief Executive and Board member  
Debbie Bartlett, Chief Operating Officer and Board member  
Pete Easterbrook, Interim Executive Director of Inspections and Enforcement and Board member  
Tim Archer, Executive 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 (item 8)  
Alero Harrison, Head of External Communication

Iestyn David, Head of Licensing and Service Delivery (item 5, item 6)  
[REDACTED] Senior Lead Licensing Operations (item 5 and 6)  
[REDACTED] Complaints & Information Requests Manager (item 7)  
Andrea Noble, Digital Transformation Lead (item 9)  
Laura Johnson, Head of Estates, Project Executive (item 9)  
[REDACTED] Head of Business Standards, (item 10)  
[REDACTED] Senior Data Analyst (item 11)  
Tony Holyland, Head of Individual Standards (item 12)

### Staff observers:

[REDACTED] Interim Principal Legal Advisor  
[REDACTED] Project Officer  
[REDACTED] Specialist, Licence Review Team

### External observers:

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

### Apologies:

Simon James, NED Board member  
Paul Glibbery, NED Board member

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

Francesca Green, Head of Corporate Information

Preeya Sahni, Head of Legal Services & Policy

Jodie Gibson, Head of Home Office Sponsorship Unit

 Strategy and Planning Manager

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

**Welcome and apologies**

- 1.1 There were apologies given for Simon James and Paul Glibbery (NED Board members), Paul Fullwood (Director of Inspection and Enforcement), Francesca Green (Head of Corporate Information), Preeya Sahni (General Counsel and Head of Legal Services and Policy), Motunrayo Sholola (Strategy and Planning Manager) and Jodie Gibson, (Head of Home Office Sponsorship Unit).
- 1.2 The meeting was confirmed as quorate.
- 1.3 The Chair welcomed Debbie Bartlett (Chief Operating Officer), Steve Grainger and Hannah Wadey (NED Board members), Shaun Hipgrave (Director, Prepare and Protect, Home Office) to their first SIA Board meeting
- 1.4 The Chair welcomed staff observers [REDACTED], (Interim Principal Legal Advisor), [REDACTED], (Project Officer) and [REDACTED], (Specialist, Licence Review Team).

**Declarations of interest**

- 1.5 There were no additional declarations of interest made.

**Minutes of previous meeting**

- 1.6 The 20 March 2025 Board minutes were approved as an accurate record of the meeting.

**Matters arising.**

- 1.7 Action: March-25-02: Income modelling, inclusion of 2024/25 actuals, item closed.
- 1.8 Action: March-25-03 Bailey Review and Enhanced Checks. Once the outcome and consultation matter has been agreed this item will be closed.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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### **2. Chair's report.**

2.1 The Chair presented her written report which included confirmation of the verbal update given at the March 2025 Board meeting for completeness and formal Board reporting and auditing purposes. She confirmed the recent appointments of Steve Grainger and Hannah Wadey as NED Board members; the renewal of Hayley Kelly on People Committee, for a further two year period as co-opted Member on People Committee and Zoe Billingham as co-opted NED member on the Martyn's Law Steering Committee. It was noted that the term of office for Simon James, Non Executive Director and Chair of the Audit, Risk and Assurance Committee is coming to an end in July 2025. The Chair had therefore secured Ministerial agreement to commence the public appointments process to recruit a replacement.

2.2 The Board were asked to agree paragraph 3 of the Chairs report following the updated to Committee membership. Annex A set out a full overview of refreshed membership. It was noted that appointments to Committees must be reviewed annually by the Chair of the Board and any changes agreed at Board.

#### **The Board agreed these appointments.**

2.3 The Chair and Chief Executive, alongside several Executive and Non-Executive Directors attended the annual Security and Policing Conference at Farnborough. Lord Hanson, on behalf of the Minister of State for Security announced the SIA move to the Minister's portfolio, with Homeland Security Group being the new sponsoring department.

2.4 The Chair attended the Integrated Policing and Private Security Initiative second round table event, also attended by the Director of Inspection and Enforcement in March. The SIA role is to offer guidance and a regulatory perspective and not endorsement of any commercial outcomes, maintaining the SIA independence and integrity as a regulatory body.

2.5 The Chair asked Board members to note the Board Effectiveness Review 2025 process and timeline.

### **3. Chief Executive Report**

3.1 The Chief Executive presented her report, highlighting the following:

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- 3.2 The Chief Executive recognised overall good performance for 2024/25, meeting and/or exceeding all external facing KPIs (as well as many internal ones). She thanked all Executive Directors and their teams for their hard work throughout the year, noting all front line and supporting teams have delivered excellent results across SIA core statutory activities (licencing, compliance, enforcement and the Approved Contractor Scheme). The total number of licences now exceeds half a million (507,300), with 451,500 active licence holders and an in-year record high total of 200,394 licence applications. All whilst the SIA staff teams maintaining high standards of productivity, effectiveness and efficiency.
- 3.3 She welcomed the news on behalf of the executive as publicised at the Security and Policing Conference, Farnborough, of the SIA's move to the Minister of State for Security's portfolio, meaning that she and the teams were working with Home Office officials in Homeland Security Group. She also welcomed the Security Minister's commitment to review MR7 and MR8 recommendations again, which the SIA is on the public record of strongly supporting. The SIA submitted its business cases and response to the then Home Office officials and Ministers in 2022.
- 3.4 The Chief Executive confirmed that the governance arrangements for oversight, tracking and delivery of the Public Body Review recommendations are in place. She reminded the Board of the three levels of governance; an executive cross-organisation working group, sponsored by Chief Operating Officer; bi-monthly oversight meetings with Chief Executive and Chief Operating Officer and Head of Strategy and Governance and then the reports to this quarterly Board meeting forum.
- 3.5 The announcement by Cabinet Office, in April 2025, cross-government review of all Arm's Length Body's, (item 4). The Chief Executive took steps to ensure the SIA's position was put robustly and information to support the case provided to Home Office officials. The outcome of the review (Cabinet office leading) is not expected until later in the summer after the spending review. The Chief Executive recognised the positive support from Home Office officials in Homeland Security Group, and Home Office Sponsoring Unit and thanked them for their support throughout the process.
- 3.6 Martyn's Law update: The Chief Executive and Chair attended Parliament on 3 April 2025 the day the Terrorism (Protection of Premises) Bill, received Royal

Assent. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

- 3.7 The SIA set up team deployed to support the blueprint stage continue with a focus on working with Home Office on their communications and engagement plan, developing SIA statutory guidance and supporting Home Office on theirs and the proposed memorandum of understanding with key government agencies.

**4. Home Office update**

- 4.1 The Director and Deputy Director at the Home Office provided a verbal update on the following:

Martyn's Law

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

- 4.3 Confirming broad agreement from the Home Office, various protective security agencies and SIA on roles and responsibilities at high level to enable a memorandum of understanding to be agreed and signed.
- 4.4 A NED Board member raised a question timescale for delivery, recognising that this is already a challenging timeline for implementation. They stressed the importance of ensuring that the regulated entities in scope have access to the right information and guidance to support them to meet regulatory requirements ahead of Spring 2027.

[REDACTED]  
[REDACTED]  
[REDACTED]

- [REDACTED]
- [REDACTED]
- 4.6 The Chief Executive amplified the need for accurate and timely information to those in scope and in particular understanding which premises are in and out of scope for Martyn's Law legislation.
- 4.7 The Chair asked a question about progress on MR7 and MR8 review. There was no further update at this time.

#### Arm's Length Body Review

- 4.8 Head of Safeguarding Sponsorship, Home Office Sponsorship Unit, after providing further information on the Arm's Length Body Review context, confirmed that there was no further update on this or the Spending Review outcome.
- 4.9 The Home Office and Security Minister strongly recommended the continuation of the SIA in its current format. The Director, Prepare and Protect, confirmed that the SIA is in a strong position, delivering professional standards and efficiency in the industry.
- 4.10 The Chair thanked the Home Office for their continued support and update.

### **5. Annual Customer Satisfaction Survey Results**

- 5.1 The Head of Licensing and Service Delivery and Senior Lead for Licensing Operations joined the meeting and presented the paper, drawing the Board's attention to the following:
- 5.2 The overview of results, demonstrating the sustained and increasing standards of satisfaction. Both individuals and employers are more satisfied than before (and ever) with the licence application process. Satisfaction with new applicants has increase by 4% from 87% (2022) and 92% (2023). This is mirrored with renewals recording an increase of 5% from 84% (2022) to 89% (2023) and only 28 individuals (4%) and 7 employers (7%) reported dissatisfaction.
- 5.3 The overview of the main drivers: Individuals are most concerned with communication, quick responses and fair and timely decisions. There is improvement across all areas at 90% or above, except the pricing of the licence

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fee. Similar trends for employers, but not to the same extent, including feedback on making it simple. The SIA Licence and Service Delivery Team plan on a follow up business survey to understand this further.

- 5.4 Looking further back, favourability towards the SIA remains consistently high among individuals, declining since last year for employers, returning to similar levels in 2021. New and renewal applicants have continued to increase, following a small decrease in 2022 and disruption due to the launch of top-up training.
- 5.5 The trend continues for satisfaction on time taken to make licence decisions; reporting increases for individuals and sustaining satisfaction for employers. Satisfaction among renewal applicants is particularly high (89%). As expected, the longer the decision takes the more dissatisfied customers are, the greatest dissatisfaction at the 4-week point.
- 5.6 Customer contact shows significant improvement, up to 10% in some areas, following the introduction of the redesigned business support team. Improved satisfaction across time to respond, relevance of response and ability to contact.
- 5.7 26% of customers found it harder to renew their licence, however this is almost a 50% reduction from last year's results.
- 5.8 The Head of Licencing and Service Delivery concluded these were an excellent set of results, demonstrating year on year improvements across all customer groups.
- 5.9 The Interim Director of Inspections and Enforcement further highlighted the importance of this survey and its intersection with compliance work on suspensions and revocations; noting a tangible connection between satisfaction and compliance issues increasing our ability to deliver public safety outcomes.
- 5.10 The Director of Prepare and Protect, Home Office, asked how customers usually contact the SIA. The Head of Licencing and Delivery explained the SIA contract strategy, and confirmed contact of c230 calls a day from applicants. He also explained the Approved Contractor Scheme had moved to an account manager model which had made communications and resolution of issues more effective and efficient, in turn increasing customer satisfaction. He noted that the Home Office carry out public surveys and confirmed that this should now be expanded to SIA focussed/ relevant questions.

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5.11 The Chair thanked the Head of Licencing and Service Delivery for the presentation, recognising the efforts and contributions of the SIA teams.

**ACTION MAY-25-01 Home Office to request Home Office public survey consider inclusion of SIA relevant questions on public views.**

### **6. Licensing - show and tell on efficiencies and productivity**

- 6.1 The Head of Licensing and Service Delivery and Senior Lead Licensing Operations gave a presentation on the licensing process, explaining how licensing checks are conducted, the team resourcing, the nature and scale of operational touch points and volumes. He explained the difference and implications of complex (multi-faceted, often relying on third party and additional information and requiring complex judgement in decisions) and simple (largely automated or with minimal manual intervention) applications. He explained the impact each have on the process, timeline and resource requirements.
- 6.2 The Head of Licensing and Standards went on to explain that despite the increase in overall volume, and complexity of applications over the last 5 years, the SIA has maintained resource levels flat whilst driving high standards of productivity and effectiveness. This resulted in 20% productivity gains and consuming and with much more complex work.
- 6.3 The Interim Director added that the SIA's intelligence team are supporting more some of the complex areas with additional checks – and a discussion took place on visa and right to work issues, given the recent and proposed changes to the Government's visa regime.
- 6.4 The Director of Prepare and Protect, Home Office asked about the appeals process. The Director of Licensing and Standards confirmed the second stage appeal referred to the statutory appeal process in the legislation; the first appeal is an internal review.
- 6.5 Head of Safeguarding Sponsorship, Home Office Sponsorship Unit, asked about KPIs and the degree the KPIs on licensing times is sufficiently stretching. The Director of Licencing and Standards confirmed the SIA had similar thoughts considering it from the licence holder's perspective what they wanted to know was what is the average turnaround time. He confirmed this KPI this is

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under consideration for review in the autumn as part of the strategic plan work, including how the KPI can be made more relevant to the wider public audience.

- 6.6 A NED asked a question about efficiency and improved processes and productivity and impact on team resource. The Head of Licencing and Standards highlighted the relationship between staffing levels and process stages and changes to the efficiency in them. The Senior Lead Licensing Operations added that systems and process improvement and digitisation does not eliminate the need for judgement calls and decision-making on complex matters.
- 6.7 The Chair thanked the Head of Licensing and Service Delivery and Senior Lead Licensing Operations for their informative and engaging presentation.
- 6.8 Both left the meeting at this stage.

### **7. 2024/25 Annual Report Complaints and FOI Requests**

- 7.1 Complaints & Information Requests Manager joined the meeting, presenting his paper, highlighting the following:
- 7.2 Overall complaint numbers are down over the year, despite overall licence volumes increasing. Applicant complaints represent 0.01% of all complaints, with time to make a licensing decision the main reason. It is evident in his view that the Customer Support Team are providing generally high quality, timely support to resolve difficult matters.
- 7.3 MP enquiries have maintained previous volume trends.
- 7.4 The consistently higher number of complaints in Scotland, is primarily in relation to the Scottish criminal checks - Disclosure Scotland - process.
- 7.5 The Chair thanked the Complaints and Information Request Manager for his report. The Complaints and Information Request Manager left the meeting.

### **8. Q4 and 2024/25 end of financial year report**

#### **Finance Report**

- 8.1 The Head of Finance and Procurement presented his report and highlighted the following:

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- 8.2 Excluding the licence rebate scheme contributions, the full year results for RDEL as at the end of P12 show a deficit of £0.94m vs a budgeted deficit of £2.6m i.e a favourable variance of £1.7m. Against forecast, the RDEL outcome is a favourable variance of c£0.4m
- 8.3 Including the licence rebate scheme contributions, the full year outcome position is a surplus of £2.8m vs a budgeted deficit of £0.7m i.e a favourable variance of £2.1m. Against forecast, this is a favourable variance of c£0.5m
- 8.4 Capital expenditure as at the end of P12 was £3.6m vs a budget allocation of £3.9m i.e, an underspend of £0.3m, however, this outcome is in line with the forecast reported to Home Office Finance.
- 8.5 The main drivers for the differentials are the notable increase in license applications over the year, increasing both income (c£5m) and expenditure, including processing costs (increase £3.5m), the legal costs (the required technical financial provision of █████ included for accounting purposes).
- 8.6 The Head of Finance and Procurement asked Board to note that these results may be subject to end of year adjustments as they are unaudited, although no material changes are expected.

### **Public Body Review Report**

- 8.7 The Head of Strategy and Governance highlighted that since the last meeting the new governance structure had been set up to oversee implementation of both Public Body Review recommendations and Efficiency Strategy. She reported good progress with many recommendations. The Board was due to consider the refreshed efficiency strategy at its next strategy day.

### **Annual fee review**

- 8.8 The Head of Finance and Procurement provided a verbal update on the 2025 Fee Review process and timeline.
- 8.9 He explained that annually the SIA (Board and Chief Executive) is required to review the licence holder fee to ensure compliance with Managing Public Money requirements and guidelines. This year a more comprehensive review is required given that the rebate scheme is expected to end ( at current volume rates, in/around November 2025).

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- 8.10 The Finance and Procurement Team and Licensing and Standards team have been working collaboratively to model and scenario plan options for retaining or increasing both our individual licence fee and ACS licence fee. The starting point is to seek to maintain the individual licence fee cost to the licence holder, whilst adjusting the fee recovery model for ACS. The ACS modelling demonstrates that cost recovery is currently sitting outside of tolerance; and this will be a key focus for the review. The entire process takes up to nine months because it involves Home Office and central processes – including Treasury approval and the new Statutory Instrument being laid.
- 8.11 A NED member raised a question for ACS members and their ability to consume an increase in fee, especially given the increase in National Insurance Contributions and to what degree will this impact the numbers on the voluntary scheme. The Head of Finance and Procurement responded that this will be included in the modelling, however, in line with Managing Public Money we must ensure we are within tolerance for our fee recovery, notwithstanding financial challenges on everyone including the industry.
- 8.12 Deputy Director of Protect and Prepare, Home Office raised a question as to what degree wider changes e.g. Business Approval Scheme, being considered in the modelling and scenario planning. The Director of Licensing and Standards confirmed this must be considered over the new three-year cycle.
- 8.13 The Head of Safeguarding Sponsorship raised a question on requirement to consult on fee changes; this would be addressed in the July paper to Board.

**ACTION: MAY-25-02: Head of Finance and Procurement to present modelling and scenario planning paper at June Board Strategy Day with full paper for approval at July Board meeting.**

### **9. Digital and Data Report: Q4 2024/25**

- 9.1 The Digital Transformation Lead and Head of Estates and Project Executive joined the meeting. The Digital Transformation Lead highlighted the following in this item:
- 9.2 Board members were reminded of the legal, estate and digital and data strategy and programme of activity. The RAG rating for progress on Data and Digital Programme Year 2 is overall green, having delivered on time in 2024/25. 2024/25 capital spend was now complete.

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- 9.3 The Digital Transformation Lead summarised various workstreams - Organisation CRM, Disaster Recover, HMPO project, phase 1 of the Common Data Platform, and the People Portal/CRM.
- 9.4 Following confirmation of capital funding for 2025/26 the Transformation team are in the process of creating a refreshed detailed pipeline, including Licence Checker and the next stages of the Common Data Platform and People Portal/CRM.
- 9.5 Whilst overall RAG status of the current Data and Digital Programme is green, OneLogin work strand remains red (slide 9). Home Office offered support on this.
- 9.6 For 2025/26 capital spend red RAG rated priorities include ROHL Enhancement, Organisation Portal and Business Approvals Strategy Register, where the capital funding was not made available. However, the work continues on BAS in planning terms to understand the business build requirements and technical options with an agreed date of November to finalise those details and new budget proposals, in line with the annual budget and business planning cycle for 2026/27.
- 9.7 The Digital Transformation Lead drew attention to the technical glossary appendix at the request of Board members (slides 12-18) which will now accompany future reports.
- 9.8 The Digital Transformation Lead thanked the Project Executive for their support and efforts as this is their last Board meeting. The Digital Transformation Lead left the meeting.

**ACTION: MAY-25-03 Home Office to follow up with SIA and enquire of DBS to provide insight/support on One Login / DBS requirements on levels of identity verification required and whether /how this is supported on OneLogin.**

### **10. Business Approval Scheme Programme Update**

- 10.1 The Head of Business Standards joined the meeting, and highlighting the following in her paper:
- 10.2 She reminded the Board that the Business Approval Scheme will eventually replace the Approved Contractor Scheme. The strategic intent of BAS is to both strengthen public protection, by driving business standards and ensuring

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transparency, especially for security buyers and modernise, to create an efficient and effective digital portal.

- 10.3 The programme is currently within phase 2 of the roadmap, forming a detailed scheme design. This includes the mobilisation of four project streams, completion of detailed design components for a second consultation, regulatory impact assessment, operational requirements, and specification of the Register of Approved Contractors. The two later projects will be Industry Readiness and Operational Readiness.
- 10.4 Work has progressed with the detailed scheme design, focusing on eligibility criteria, approval criteria and approval types. Additionally, the gap analysis process maps are development and the first draft on the Branding and Marketing project is complete. The second consultation is scheduled to start towards the end of this financial year. A more detailed update will be presented to the November 2025 Board meeting ahead of the consultation go live date.
- 10.5 Whilst progress has been made the programme is overall RAG rated RED (Annex 3), due to resource challenges (filling expert posts) and the dependency on the Organisation Portal (and lack of capital funding available this year) impacting the timeline. The Business Standards team are working in partnership with the Transformation team to realise benefits from the People Portal and accelerate requirements in anticipation of funding for 2026/27.
- 10.6 A NED Board Member made the point that our ability to raise fees will be easier given the improved system and experience.
- 10.7 Deputy Director of Prepare and Protect Home Office asked a question about alignment of BAS with the review of MR7 and MR8, and SIA's ability to mobilise to business licensing at speed if required. The Director of Licensing and Standards confirmed that MR8 impact is being considered in development of the BAS programme work.
- 10.8 A NED Board member raised a concern about the pace of progress. The Head of Business Standards agreed that progress to date had been slower than anticipated but this was unavoidable. There is a heavy reliance on a small number of people doing all the design requirements.
- 10.9 The NED Board member went on to ask why it is was providing so difficult to design. The Head of Business Standards responded, the complexity is in the assimilation of differing views, ensuring the thresholds and ability to evidence

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them is set at the right level and is able to be assessed independently to assure quality, and that the legal implications of decisions taken to set new thresholds are considered. Additionally, ACS technical platform is a complicated and old one; so, the new build more be made simpler and robust.

10.10 The Chair added her concerns about timeline and progress.

**ACTION: MAY-25-04: The Head of Business Standards to include more on the design issues, technology funding and requirements and programme risks in her next report.**

10.11 The Chief Executive assured Board members that this is a key priority for Director of Licensing and Standards and Head of Business Standards and that one of the lessons learnt on programme set up on the sequencing of securing resource (programme v SMEs) for critical projects was being fed into People Committee discussions and other programmes.

10.12 The Head of Business Standards left the meeting.

## **11. Performance Report**

### **Q4 and end of 2024/25 Key Performance Indicator (KPI) dashboard**

11.1 The Senior Data Analyst joined the meeting, presented their papers and highlighted the following:

11.2 KPIs were met or exceeded for all KPIs for 2025/26, despite the increase in volumes. This demonstrates a strong delivery.

11.3 The increase for both new applicants and renewals was highlighted, but this was due to the expected peak in early renewals due to changes in qualification refresher training being made mandatory and early renewals. Licence volumes are expected to return to usual levels over the next quarter.

11.4 For 2025/26 there has been a clarification made to the wording of KPI 1a and KPI 2b which reflected in this and future Board reports.

11.5 The Chief Data and Digital Officer drew the Board's attention to and congratulated the Senior Data Analyst who passed his level 4 qualification and thanked him for his report. This was echoed by the Board.

11.6 The Senior Data Analyst left the meeting.

### **Demographic data**

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- 11.7 The Director of Licensing and Standards introduced the item and provided Board members with context. Since 2001 we have been recording demographics on a voluntary basis with over c500,000 returns. It has been agreed that this data should be published.
- 11.8 A NED Board member asked various questions about some of the data collected and the format of the questions including the expressions given to some subsets and the relevance and quality of maternity / pregnancy data results for example. She recommended that before a final decision is taken on publication, the SIA checks the new recommended good practice on question sets and publication as identified in the recent Sullivan Report: An independent review of data, statistics and research on sex and gender. Additionally, she questioned the need and rationale to publish the data given the confusion and ambiguity which appeared present in some parts of the data sets included.
- 11.9 The Chair raised a similar question about the categorisation of the characteristics for disability to understand how these subcategories (which appeared very extensive and potentially confusing) were determined.
- 11.10 The Executive were keen to publish those parts of the data set if they were assured and not problematic – some parts were already published each month
- 11.11 The matter was reverted to the executive and the Director of Licensing and Standards confirmed he would follow up the Sullivan Report results before the Executive made the final decision on publishing all (or some) of the data.

### **Business Plan 2024/25 Q4 and end of year performance report.**

- 11.12 The Head of Strategy and Governance presented the report and highlighted the following:
- 11.13 The annual business plan and its tracking process is now well-established. The report provided a complete overview of the end of year performance and achievements of the organisation in 2024/25. She reported there was much to be celebrated.
- 11.14 By exception, the key deliverables in the business plan that were not met were the : Organisation Portal (due to feasibility and funding issues) and BAS progress was not as far as would have liked although the consultation was conducted to time.

### **12. Licensing and Standards Q1 2025/26 updates**

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12.1 Head of Individual Standards joined the meeting. The Director of Licencing and Standards presented their paper and highlighted the following:

### **Get Licenced Consultation**

12.2 The combined public consultations on the proposed changes to Get Licensed, covering the inclusion of additional relevant offences and a further tightening of the approach to criminality in licensing decision ran from 11 March, closing on 20 May 2025.

12.3 There has been a proactive and continuous communication campaign to secure maximum engagement and results, include SteP broadcast messages and webinars. To date, he reported there had been around 3,200 responses.

12.4 The headlines were that 75% of responses received support for the inclusion to additional offences and 93% support the tightening of the approach to criminality in licencing decisions.

12.5 The final outcome will be presented to July Board meeting with the executive's recommended changes to the criteria. Once the proposed changes are approved by the Board, they will be submitted for final Ministerial approval, as required under the legislation. The Director of Licencing and Standards confirmed he would liaise with the Ministerial approval timeline with the Deputy Director of Protect and Prepare at the Home Office after the meeting.

### **Refresher Training Launch**

12.6 The Head of Individual Standards presented his paper, highlighting the following:

12.7 The mandatory refresher training and qualifications for Door Supervisor and Security Guard renewing their licences came into effect on 1 April 2025.

12.8 Implementation of this policy change saw an increase in early renewals in Q4 2024/25. There have been a few system issues related to the codes used by Awarding Organisations causing delays, which is being managed.

12.9 The refresher training is centred around safety-critical skills e.g. physical intervention, searching and spiking.

12.10 A similar change in policy is to be applied to refresher training for Close Protection operatives renewing their licences. The Board were asked to note that to provide sufficient notice of the changes, the implementation of the Close

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Protection refresher training is proposed as qualifications being agreed and offered by October 2025, with it being a mandatory requirement from February 2026.

### **Progress report on 5-year Strategic Review of the Content for Licence Linked Qualifications**

12.11 The Head of Individual Standards highlighted the following:

12.12 The Ofqual regulatory accreditations on several Licence Linked qualifications are due to expire in April 2026. To ensure the standards that will form the basis of the success qualification are updated and remain fit for purpose the usual 5-year comprehensive review of the qualifications is commencing in the Autumn. It is currently in the planning phase.

12.13 A 12-month extension is in place with Ofqual and the Awarding Organisations for the old qualifications to remain valid so that new qualifications can go live in April 2027. The work will require at least one public consultation due to the impact on licence holders and cost implications.

### **Scotland DBS check changes**

12.14 The Director of Licensing and Standards highlighted the following:

12.15 Disclosure Scotland has recently changed its process for applicants obtaining a criminal record check, digitising some parts of the process. The older, manual, paper-based process, will continue to run in parallel to support the full roll out of the digitised service. The SIA welcomes this long awaited change.

12.16 With the change, the new Disclosure Scotland process will change the Standard checks previously used to become 'Level 2' checks, which are broadly equivalent to an Enhanced Check with DBS. This is at no extra cost to the applicant. Whilst this will not require changes to SIA operational processes, it may require some technical system changes and as it is a much smaller pool, the results when they start coming in is likely to help inform the SIA view of the proposal to move to Enhanced Checks as part of the Bailey review.

12.17 The Head of Individual Standards left the meeting.

### **Bailey Review recommendations and the use of Enhanced criminal record checks.**

[REDACTED]

**13. Inspection and Enforcement Forward Look Report Q1, 2025/26**

13.1 The Interim Director of Inspections and Enforcement and highlighted the following:

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- 13.2 Inspection activity remains solid, with both risk-led and intelligence led checks exceedingly quarterly and annual targets in 2024/25.
- 13.3 There were nine new criminal investigations opened in Q1 and seven closed, with a positive prosecution outcome. Whilst there have been no Proceeds of Crime Act confiscation orders this quarter, a business subject to a previously reported penalty has been formally convicted and fined.
- 13.4 For SIA front-line staff the provision of PIP level 1 and 2 is being rolled out.
- 13.5 A NED Board member raised a question on our ability to anticipate the volume and location of risk and intelligence led inspections to support deployment of resources. The Director confirmed that the team collate and analyse data to identify trends, including management of resources.
- 13.6 The Chair raised a question about training malpractice and the ability of an organisation to reopen under a different name. The Director of Inspections and Enforcement responded that there is nothing legally preventing an organisation from reopening under a different name, however, the new organisation would most likely need fresh approval from the Awarding Organisation to deliver the training and be an approved training centre of an AO. This is one reason why the operational and partnership work with Awarding Bodies is so important.

### **14. Audit, Risk, and Assurance, Committee update**

- 14.1 On behalf of Chair of ARAC, a NED ARAC member provided a verbal update to Board members on the 30 April 2025 ARAC meeting, highlighting the following:
- 14.2 The minutes of the meeting will follow as there was insufficient time between ARAC and Board on this occasion.
- 14.3 The Committee had reviewed the initial audit results for the annual accounts and reports. The next meeting of ARAC was due to formally sign them off.
- 14.4 There were no proposed changes to the terms of reference of ARAC this year.
- 14.5 The annual ARAC effectiveness review 2025 has commenced.
- 14.6 ARAC discussed and reported on the outcome of the advisory audit for recruitment and onboarding, confirming oversight of HR risks and issues by People Committee.

### **15. People Committee Update**

- 15.1 The Chair of the People Committee provided a verbal update and highlighted the following:

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- 15.2 The annual review 2024/25 for the People Committee will be circulated to Board members after the People Committee May 2025 meeting due to timing of the meetings.
- 15.3 The People Strategy was reviewed and noted the delivery plan already incorporated many of the outcomes of the advisory audit for recruitment and onboarding.
- 15.4 The People Committee discussed their role and remit considering the merits of returning to a remuneration Committee, which was rejected. The Committee decided to retain the wider people focus, particularly, during this period of significant change and with the support of the executive.

**ACTION: MAY-25-05: The Head of Safeguarding Sponsorship Unit to follow up with any news on when the annual pay remit guidance might be published.**

### **16. EDI Committee update**

- 16.1 The Chief Executive and Chair of the EDI Committee gave a verbal update and highlighted the following:
- 16.2 She reported on the strong representation across SIA networks. There has been a recent refresh of Executive and SLT champion responsibilities, with the Chief Data and Digital Officer picking up champion roles on Gender and Chief Operating Officer on Parents and Carers.
- 16.3 The Chief Executive will be handing on the role of Chair to the Director of Licensing and Standards, and the Chief Operating Officer will resume the role of Executive sponsor on Committee.
- 16.4 The Committee received and considered the annual pay gap reports for gender, ethnicity and disability, ahead of People Committee and in anticipation of internal distribution and publication of the pay gap reports.
- 16.5 The Board Chair confirmed alignment of NED Board members with networks and groups.
- 16.6 The Board Chair thanked the Chief Executive for her leadership of the EDI Committee, recognising the improvements and prioritisation of inclusion and diversity across the organisation.

### **17. Any Other Business**

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17.1 The Chair thanked the Head of Finance and Procurement, who was moving on, for their leadership and contributions during their time in employment.

17.2 The meeting closed.

**Date of next quarterly Board meeting: 23 July 2025**