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Title	Minutes of the Board Meeting
Description	Minutes of the Board Meeting held 23 July 2025
Paper owner	Heather Baily
Paper author	Ben Kirkham
Meeting date	6 November 2025

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.

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

Item 3a: Chief Executive's Report: Spending Review (3.12) : Section 36 – information that would prejudice the effective conduct of public affairs; Section 22 – information intended for future publication

Item 3a (3.15) Annex on Martyn's Law: Section 35 – formulation of government policy; Section 36 – information that would prejudice the effective conduct of public affairs; Section 22 – information intended for future publication

Item 4.2: Home Office Update: Section 36 information that would prejudice the effective conduct of public affairs; Section 22 – information intended for future publication

Item 5 (5.4 and the Board decision): SIA Annual Fee Review FY 2025–26: Section 22 – information intended for future publication

Item 6: Get Licensed Consultation Results and Licensing Criteria Proposals (until result published / confirmed by Home Office): Section 22 – information intended for future publication (Annex A); Section 36 – information that would prejudice the effective conduct of public affairs

Item 7: Close Protection Refresher Training Proposals 2025: (until announced in October) Section 22 – information intended for future publication (Annex A); Section 36 – information that would prejudice the effective conduct of public affairs

Item 11 (11.2) : Data and Digital Programme and ICT Update 2025–26: Commercially sensitive information – costings

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Minutes of the Board Meeting on 23 July 2025

Date: 23 July 2025

Time: 11.35-15:25

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
Paul Glibbery, NED Board member
Olivia Halfacre, Board Apprentice

Michelle Russell, Chief Executive and Board member
Debbie Bartlett, Chief Operating Officer and Board member
Phil Urquhart, Chief Digital and Data Officer and Board member
Ronnie Megaughin, Interim Director Martyn's Law and Board member
Lestyn David, Head of Licensing and Service Delivery (deputising for the Director and Board member)
Sarah Runchman, Head of Intelligence (deputising for the Interim Director and Board member)
Ben Kirkham, Governance Manager (secretariat)
[REDACTED] Principal Legal Advisor

[REDACTED] Digital Transformation Lead (item 9 - 11)
[REDACTED] Head of Business Standards, (item 9)
[REDACTED] Design and Delivery Lead (item 9)
[REDACTED] Head of Individual Standards (item 7)
[REDACTED] Senior Data Analyst (item 12a)

External observers:

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
Shaun Hipgrave, Director, Protect and Prepare, Homeland Security Group, Home Office

Nicola Podd, Head of Strategy & Governance and Chief of Staff
Paul Fullwood, Executive Director of Inspections and Enforcement 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
[REDACTED] Head of Legal Services & Policy
Jodie Gibson, Head of Home Office Sponsorship Unit

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

Welcome and apologies

- 1.1 The Chair extended apologies that the meeting was starting later than was usual and explained that Board members had held a cyber security incident scenario exercise prior to the meeting.
- 1.2 There were apologies given for Tim Archer Executive Director of Licensing and Standards and Board member, Pete Easterbrook Interim Executive Director of Inspections and Enforcement and Board member, Nicola Podd Head of Strategy & Governance and Chief of Staff , Preeya Sahni Head of Legal Services & Policy , Simon James NED Board member and Shaun Hipgrave Director, Protect and Prepare, Homeland Security Group, Home Office
- 1.3 The meeting was confirmed as quorate.
- 1.4 The Chair welcomed external observers from the Home Office Group Frances King, Deputy Director, Protect and Prepare, Homeland Security and Niall Donnelly, Head of Safeguarding Sponsorship, Home Office Sponsorship Unit, Strategy Directorate.

Declarations of interest

- 1.5 There were no additional declarations of interest made.

Minutes of previous meeting

- 1.6 The minutes of the Board meeting held on 8 May 2025 were approved as an accurate record. It was noted that Duncan Worsell had been omitted from the attendance list; this will be corrected in the final version of the minutes.

Matters arising.

- 1.7 **Action:** May-25-02: Fee Modelling, decision agreed by the Board (item 5), item closed.
- 1.8 **Action:** May-25-04: BAS Design, decision agreed by the Board (item 9), item closed.
- 1.9 **Action:** Feb-24-03: Home Office Bailey Review Recommendations, The Chief Operating Officer gave an update on progress to date, and the Deputy Director, Protect and Prepare, at the Home Office updated meeting that matter still awaits Ministerial decision, remains open.

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1.10 **Action:** October-15-8 & July -22-01 & July-02: New powers for the SIA in the Communication Data Act has been granted, individual item closed.

2. Chair's report.

The Chair presented her report and highlighted the following:

- 2.1 The three-year term of Simon James, non-executive director concludes on 24th July. The Chair recognised that the non-executive director had also led the Audit and Risk Committee as Chair diligently over this time and expressed her gratitude for their support and intervention in the summer of 2024 when there were difficulties completing the annual accounts on time. The Chief Executive also put on the record her thanks on behalf of the executive to Simon James for supporting the Head of Finance and the then Director of Corporate Services to progress the accounts laying through to an effective conclusion. The Chair noted that the Public Appointments team are managing the recruitment exercise to identify a new non executive director for both the Board and as the Chair of ARAC and that interviews are scheduled for mid-August.
- 2.2 The Chair highlighted the Board Strategy session held on 5th June 2025. The purpose of the session was to discuss, consider and provide a steer on:
- I. The Annual License Fee review
 - II. The Efficiency Strategy; and
 - III. To provide an update on progress in preparing to the Martyn's Law regulatory function.

She commented that it was an important session to ensure that all Board members were sighted on progress ahead of future discussions on the new corporate strategy later in the year.

- 2.3 The Board has previously endorsed the corporate Estates Strategy which includes a commitment to identify locations outside of London. In November 2024, the Board agreed in principle, that Manchester was an appropriate second location for the SIA, it meets the key principles set out in the Estates Strategy and would serve as a meaningful tribute to those who lost their lives in the Manchester Arena attack, particularly in light of the SIA's forthcoming role as regulator under Martyn's Law. This position remains supported by Board members. Given the significance of the decision, formal confirmation was sought at the June strategy meeting, where the Board was convened and support reaffirmed. This decision is now recorded in the minutes for that short meeting.

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The Chair highlighted that work is now underway to prepare the next SIA Corporate Strategy to identify the organisation's key priorities for 2026-29 and inform business planning for the coming three years. The Chair noted that the Board would be meeting again in September and October to discuss and agree the high-level corporate priorities and key outcomes for the next strategy.

- 2.4 The Chair then discussed the meeting held in Scotland with senior representatives from Scottish Government. The following matters were discussed:
- I. Strategic updates about changes which might reasonably be anticipated over the next three years in Scotland.
 - II. Updates on our work towards establishing the new regulatory function for Martyn's Law.
 - III. Updates on current SIA inspections and enforcement work in Scotland.
- 2.5 The Board were then asked to consider and agree to the 2026/7 Corporate Governance Schedule. Annex A sets out the schedule for 2026 and Annex B sets out the schedule for 2027.
- 2.6 The paper outlined provisions for Board, Audit and Risk Assurance Committee, People Committee, and associated cycle of Executive Directors and SLT meetings considering lead up time for paper generation and submission.

DECISION: The Board agreed the 2026-27 Corporate Governance schedule.

- 2.7 The Board were also asked to note the timeline and activities outlined in the Strategic Plan 2026-29.

3. Chief Executive's update

- 3.1 The Board were invited to note the Chief Executive's Report, including Risk Report and Martyn's Law Programme Update.
- 3.2 The Chief Executive highlighted the great work the Executive Directors and teams do in balancing prioritising smooth and continued statutory service delivery, commencing key projects and change work under this year's business plan and responding to new demands.
- 3.3 The Chief Executive noted that the overall licence holders and the number of licences continues to rise, however the risk to licensing volumes and patterns previously highlighted to Board have materialised in terms of renewals taking place earlier to avoid refresher training.
- 3.4 A significant drop in applications from 'rest of the world' nationalities was also noted, particularly in student and dependant visa holders, attributed to 2024 visa policy changes.

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- 3.5 In that time the SIA customer support teams had worked hard to reduce work in progress; The number of applications awaiting decisions fell to 6.074, with older cases (6+ months) reduced to 254, reflecting improved processing efficiency.
- 3.6 The Chief Executive highlighted the new powers that the SIA have been granted under the Investigatory Powers Act 2016 to request Communications Data. All requests will be routed through the National Anti-Fraud Network's SPoC service, with IPCO notified.
- 3.7 She also drew attention to the first SIA case under the new Money Laundering POCA powers being underway. The SIA also secured its first proceeds of crime confiscation in Scotland, totalling over £40,000.
- 3.8 The Chief Executive noted that the new telephony system has been launched for the Licensing Teams, improving reporting and customer service. Cyber Essentials certification has been renewed, with preparations underway for Cyber Essentials plus.
- 3.9 The Chorus and Symphony leadership programmes concluded successfully, with over 50 managers and leaders participating across the organisation.
- 3.10 She noted for the record that Paul Fullwood had departed as Executive Director of Inspections and Enforcement, thanking him for his work and Ronnie Megaughin had been appointed as Interim Executive Director leading on the Martyn's Law preparatory work. The Chief Executive noted SLT departures including, Yasin Patel, Head of Finance and Procurement, Preeya Sahni, Head of Legal Services and Policy, and noted Jane Debois, Head of Business Standards, would be leaving in the Autumn. She put on record formally her thanks to all of them for their work and contributions.
- 3.11 The Chief Executive advised that the recruitment was live for the forthcoming appointment to the position of Director of Martyn's Law and was generating significant interest.

[REDACTED]

- 3.13 The Chief Executive also noted the progress of work on training malpractice led by Pete Easterbrook - Unannounced inspections continue with 24 visits conducted in the last quarter, 11 of those visits conducted from information received from members of the public, resulting in awarding organisations withdrawing approval of 4 providers.
- 3.14 The Chief Operating Officer asked the Board to note the Strategic Risk Report. She highlighted the strategic risks to the Board and noted they remained at 9 associated with licensing, qualifications and compliance activities.

[REDACTED]

4. Home Office update

4.1 The Deputy Director, Home Office and The Head of Safeguarding Sponsorship, Home Office asked the Board to note the Home Office update on spending review and Ministerial priorities. The Board received an update from the Home Office regarding the Cabinet Office ALB Review.

[REDACTED]

4.3 The Board then discussed a point raised at the recent Stakeholder Forum meeting. The Chief Executive shared her thoughts that one theme was a desire for prescriptive and more regulation and yet this was at odds with the HMG policy and approach to deregulation, and so the larger and membership views in the industry appeared misaligned with the deregulation agenda, particularly impacting medium-sized and smaller businesses.

4.4 The discussion also highlighted the industry desire for the SIA to set maximum standards at the entry level. It was important for the SIA to remember that a significant proportion of security operatives are self-employed, rather than directly employed.

4.5 Specific focus was drawn to awaiting MR7 and MR8 decisions from Ministers. The Deputy Director, Home Office confirmed there was no further news on this; but noted a number of submissions to Ministers had been made.

4.6 The Chair thanked the Home Office representatives for their update.

5. Annual Licence Fee Review

- 5.1 The Chief Operating Officer asked the Board to consider and approve the recommended approach towards the Annual Fee Review 2025-26.
- 5.2 The Chief Operating Officer started by confirming that the amount paid by individual applicants is currently £184, whilst the statutory fee is currently £204, representing a cost saving that may not be widely recognised by licence holders. This has been subsidised from the historical surplus which runs only to the end of the current financial year. This is the lowest level at which the licence fee has been set. The fee for a second licence (multi-licence) is £92. It was also noted that the Approved Contractor Scheme (ACS) fees have remained unchanged since 2007.
- 5.3 The Board received an overview of the volumes and fee recovery forecast, supported by a Bayesian Non-Linear (BNL) model, which has been endorsed as the preferred forecasting model by ARAC and the Board. The Chief Executive Officer expressed a degree of optimism regarding the financial outlook over the forthcoming three-year cycle.



- 5.5 It was noted that a response was awaited from the Home Office Security Minister on the Bailey Review recommendations. The Security Minister is also considering the implications of MR7 particularly in relation to CCTV operators and security guard licence holders, which would impact volumes and MR8.
- 5.6 The Chief Operating Officer presented the different fee scenarios to the Board. Following discussion, the Board agreed to Scenario 3, with all elements of the proposal receiving support, although with some challenge and scrutiny as to whether this was achievable.
- 5.7 The Chief Operating Officer confirmed that the executive would closely monitor progress against forecasting over the next few months. A non-executive director commented on the industry's general reluctance to associate higher fees with improved service quality.
- 5.8 It was further noted that, should a marked decline in licensing applications be observed by September, the situation would be subject to re-review.



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[REDACTED]

Action: Chief Operating Officer to oversee the continuation of the annual licence fee review on the basis of the agreed recommendations and to update the Board if financial forecasting based on licence demand over the next 3 months made the agreed proposals unviable.

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8. Buyers Strategy

- 8.1 The Chief Executive introduced the item on a new Buyers' Strategy for 2025/6 and its alignment with the wider strategic plan, including previous efforts to strengthen the role of the Approved Contractor Scheme (ACS). It was acknowledged that this remains a challenging message to communicate effectively to the market subject to financial constraints. The Chief Executive expressed appreciation to the Senior Manager for Industry Engagement for their contributions to this work. Chief Executive invited the Board to note the Buyers' strategy 2025 and related work.
- 8.2 The Senior Manager for Industry Engagement explained the strategy's aims, including a shift in focus away from cost as the primary driver for buyers, towards promoting responsible procurement of security services. It was noted that cost continues to be a significant barrier for many buyers.
- 8.3 Two key deliverables were highlighted:
- I. Addressing the lack of awareness or full confidence in ACS and use of the Register of Approved Contractors among buyers.
 - II. Establish a new buyer engagement mechanism through a Special Interest Group (SiG) to build relationships with new and existing buyers.
- 8.4 Implementation of the SiG is already underway, with the first scheduled meeting for 11th September 2025, broader implementation activity is planned for quarter 4.
- 8.5 The Chair thanked the senior manager for their input.
- 8.6 The Interim Director for Martyn's Law noted the link between responsible buying of security and Martyn's Law. A distinction was made between the individual responsible for purchasing security services and the person who owns the associated risk, highlighting the need to allocate resources and engagement towards buyers.

9. Business Approval Scheme

- 9.1 The Chair welcomed the Head of Business Standards, the Digital Transformation Lead and the BAS Design and Delivery Lead to the meeting.
- 9.2 The Chief Executive, in the absence of the Executive Director of Licensing and Standards, presented how the plans for the new business approvals scheme would fit

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into and complement a mandatory business licensing regime. She also highlighted the alternatives to business licensing Home Office officials had suggested to the SIA and explained how these were not supported by the SIA as they would not be effective in achieving the same outcomes as mandatory business licensing.

The Board discussed the current licensing requirements for managers and supervisors under the PSIA legislation, noting at least a non-frontline licence is required. The discussion also covered the scope of basic checks, and whether the new scheme should be voluntary or mandatory, with a shared ambition to establish a clear baseline standard for business approval.

- 9.3 It was noted that current funding constraints mean resources cannot be allocated, limiting progress on BAS. The Digital Transformation Lead informed the Board that capital funding from the Home Office had not been secured for the Business Approval Scheme new register and organisational portal this financial year. However, some savings had been achieved through other work which may generate some money to invest later this year if the design work had been sufficiently progressed.
- 9.4 The Design and Delivery Lead provided an overview on his experience and outlined BAS group's commitment to working at pace to move the scheme forward. While a framework is in place, the group is seeking investment to support further development.
- 9.5 An update was provided on current workstreams, including the development of Code of Conduct for BAS. The Design and Delivery Lead explained that Security Guarding is currently assessed against BS 7499, which includes 458 standards, with a further 20 references and 180 checks required by companies. It was acknowledged that substantial work is needed to establish a robust code of conduct within the BAS space and timeline set.
- 9.6 The Board was informed that high-level progress plans has been developed in recent weeks, with encouraging momentum. The Chair asked about the feasibility of launching a consultation in December as planned; it was suggested by the executive that two timelines would be required, one for full development and one for consultation readiness.
- 9.7 The Chief Executive noted that the Executive Director of Licensing and Standards had updated her that the consultation would be ready in Q4. She explained that whilst funding was not available this year from the Home Office, the team were working from an existing foundation and not designing the scheme from scratch and preparatory work could be conducted this year. A baseline already exists, and the Executive Director is confident that the programme will regain momentum.

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- 9.8 The Board noted the ongoing recruitment challenges into expert posts, with the most recent recruitment round to key posts proving unsuccessful. The Head of Business Standards expressed her view that salary expectations were the key barrier. The Head of Business Standards confirmed that a full review of the recruitment strategy is underway to inform future planning and resolution.
- 9.9 The Chair acknowledged the Head of Business Standards would shortly be leaving the organisation and thanked her for her contributions to the development of the scheme over the last year or so.
- 9.10 The Chair thanked the Head of Business Standards, the Digital Transformation Lead and the BAS Design and Delivery lead for their input, and they left the meeting.

10. Finance and Procurement report

- 10.1 The Chief Operating Officer invited the Board to note the Q1 Finance Report and FY 2025/26 and presented the headlines.
- 10.2 It was reported that licensing income for the period ended P3 (1 April 25 – 30 June 25) was £ 7.4m against a budget of £8.5m, decreased of 13% against projections in the new forecasting model. This adverse position has been driven primarily by the significant reduction in licence applications following a spike in applications in the last quarter of 2024/25 as a consequence of new refresher training and potentially a lower number of applications as a result of visa changes.
- 10.3 While overall expenditure has also reduced, it is not currently offsetting the shortfalls in income. It was noted that IT costs were incurred earlier than anticipated, impacting the financial outturn for the period.
- 10.4 A revised forecast was presented in the paper, and the Chief Operating Officer confirmed that a detailed re-forecast across teams will be carried out over the summer.
- 10.5 The Chief Executive invited the Board to note progress against the recommendations for the SIA set out in the Public Bodies Review (PBR). The PRB Working Group Tracker was shared with the Board, showing three recommendations are now complete, five on track, one with an amber rating and one with a red rating. The Chief Executive explained that the current approach of the government's OneLogin is not considered fit for purpose for the SIA's statutory objectives- therefore this the one recommendation in the Review which cannot therefore be implemented at this time.

11. Digital and Data Programme Update

The Chair welcomed the Digital Transformation Lead to the meeting and invited the Board to note the Digital and Data Programme & ICT Update 25/26. It was reported that a strong progress has been made, with the overall programme currently rated

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green on the RAG status. The People Portal and People CRM have been signed off, placing the programme on track to enter the discovery phase. For One LogIn system comparative reviews are underway to assess its effectiveness. Data deletion was highlighted as a high priority and the Licence Checker is progressing well.

- 11.1 The team was commended for their work with the commercial managed service provider returning a strong proposal with smart timescales. However, it was noted that offline capability remains a critical issue, and further input from Version1 is awaited to address this.

- 11.3 The Digital Transformation Lead left the meeting.

12. Performance Report

- 12.1 The Chair invited the Board to note the Key Performance Indicators dashboard and welcomed the Senior Data Analyst to the meeting.

- 12.2 The Senior Data Analyst provided an overview of the following KPI's:

- I. KPI1b – Risk-led inspection Activity, with the objective being to increase Risk-Led inspections by 35% from 2024-2025, while June exceeded the monthly target, overall Q1 performance is below target due to some staffing constraints and a strategic shift towards lower-yield areas in line with the new strategy. Recovery is anticipated in Q2.
- II. KPI 6 – Public Protection Joint Activity, with the objective being an increase year on year joint activity with partners. Activity has declined compared to Q1 primarily due to resource and financial constraints, and a strategic focus on business inspections, which has impacted the volume and outcomes of joint public protection effort.
- III. KPI 4 – Maintaining staff retention rates at 85% or higher. Retention remained stable and above target throughout Q1, indicating a positive and healthy workforce environment.

- 12.3 The Chair requested an explanation for the decline in KPI 6.. The Head of Intelligence (deputising for the Interim Director and Board member), provided an update on partnership joint working activity, reaffirming that this remains a key priority for the team. While the number of inspections this quarter may not appear high, the work continues as business as usual, with strong collaboration across agencies.

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- 12.4 Several significant joint deployments in progress, particularly with HMRC and immigration enforcement. These operations have required extended planning due to their scale and complexity and are expected to be delivered in the current quarter.
- 12.5 The Head of Intelligence (deputising for the Interim Director and Board member) emphasised the quality of the joint working taking place and the positive feedback received. Considering this the Chief Executive recommended that targets be clearly populated, either on the Excel tracker or directly in the written updates, to ensure clarity on what outcomes are being aimed for, especially in areas receiving such strong feedback.

13. Licensing and Standards quarterly forward look

- 13.1 The Chair noted that much of the content under this item had already been covered earlier in the meeting.
- 13.2 The Head of Licensing and Service Delivery invited the Board to note the report, highlighting the initiatives and activities the Licensing and Standards Directorate will be focussing on during quarter 2 of the 2025-26. Highlights include:
- I. The re-procurement of independent assessment services for ACS now has all three current suppliers lined up for contract and ready for implementation from 1 October.
 - II. The new Telephony System 59 has received strong staff feedback, reflecting improvements in customer service.
 - III. Working with Disclosure Scotland is ongoing, with a temporary pause taken to assess progress. These developments are expected to contribute to a reduction in contact volumes related to licence application progress, supporting more efficient service delivery.
 - IV. Continuity in supporting the People Portal and People CRM project.
- 13.3 The Head of Licensing and Service Delivery also noted the continued efforts to support staff and improve operational progress. The key points included:
- I. Collaboration with the Post Office ongoing to improve the effectiveness of identity checks carried out.
 - II. Updated web guidance published.
 - III. Work on Right to Work checks.
 - IV. The DBS has suggested a potential solution that may enhance Right to Work checks that could result in the need to be processed at the Post Office being replaced by a simpler solution, with good progress being made.

14. Inspection and Enforcement quarterly update forward look

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14.1 The Head of Intelligence invited the Board to note the Inspections and Enforcement Report for the end of Q1 2025–2026 and took the paper as read. Key developments highlighted included:

- I. The new triage and assessment function went live, improving feedback loops for public concerns and now moving into permanent stand up and recruitment
- II. Work on the 2025/26 strategic assessment as part of the planning cycle
- III. Continued intelligence collaboration with partners, including Home Office Immigration and Enforcement.
- IV. Increased inspections at commercial premises have helped fill intelligence gaps, with good compliance levels observed.
- V. Two major deployments are planned to include support for county lines operations.
- VI. Operational activity at Silverstone, marking the SIA's first operational presence at the event (previously refused).
- VII. Operation Jupiter, supporting money laundering prosecutions
- VIII. Disclosure and PIP training rolled out internally and to partners, including the GLAA, strengthening operational capability.

15. ARAC quarterly report

15.1 The Deputy Chair of ARAC reported that the ARAC meeting primarily focused on the sign-off of the annual report, with input from the GIAA and National Audit Office.

15.2 As two Board members were unable to respond to the written approval request due to circumstances beyond their control, the Board was asked to formally ratify the Board's approval of the annual accounts and reports 2024/25.

DECISION: Noting ARAC's advice to the Board that the annual financial statements for 2024/25 represent fairly the financial position of the organisation, and their recommendation to the Board and Chief Executive, as Accounting Officer, their approval, the Board formally ratified the decision to recommendation to the Chief Executive to sign the financial statements, reports and accounts.

16. People Committee quarterly report to Board

16.1 The Chair of People Committee took the paper as read and provided an update on the business of the last meeting. The Committee continues to take an appropriate light touch approach to support and allow the new Head of HR to reset the HR function; his work is progressing well.

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16.2 The key focus of the meeting included monitoring the response to findings and the development of HR policy, which requires some catch up and supporting the ongoing reset of the HR function and overseeing the business-as-usual activity, including progressions with the Committee's remit.

17. EDI Committee

17.1 The Chief Executive provided an update on the recent EDI Committee meeting; considering the gender pay gap and ethnicity pay gap results and workforce demographics data. The Chief Executive also expressed her thanks to the senior leaders for their support and noted her pride in the organisation's diverse and representative workforce.

18. Any Other Business

18.1 The Chair noted that the 24 July is International Security Officers' Day and raised it as an opportunity for those in the office to thank to licence holders for their service.

18.2 The Board recorded its gratitude to Simon James, non-executive director and Chair of ARAC who was unable to attend the meeting, acknowledging his contributions over the past three years, including support to the Board Apprentice and chairing ARAC for over a year.

The meeting closed.

Date of next quarterly Board meeting: 6 November 2025

Date of Board Strategy meeting: 25 September 2025