



Security Industry Authority



CORPORATE PLAN 2020-23

PROTECTING THE PUBLIC, RAISING STANDARDS

OUR PURPOSE

Protecting the public through effective regulation of the private security industry and working with partners to raise standards across the sector.

OUR PRIORITIES AND WHAT WE HOPE TO ACHIEVE

IMPROVING STANDARDS

PRIORITY: To improve standards in the private security industry.

WHAT WE HOPE TO ACHIEVE:

An industry which increasingly wants and takes responsibility for improving standards beyond those set by the regulator and for which buyers will pay because they recognise the value.

OUR PEOPLE

PRIORITY: To develop our people so individual, team and corporate performance continually improves in achieving our purpose.

WHAT WE HOPE TO ACHIEVE:

An organisation where people want to work and give their best because they are valued, developed and motivated. One that evolves to address challenges.

ADDING VALUE

PRIORITY: To deploy and develop our people and assets to optimise their value.

WHAT WE HOPE TO ACHIEVE:

A regulator that is well regarded for its expertise and has a reputation for achieving excellent outcomes for its stakeholders, the industry and the public.

HIGHLIGHTING THE INDUSTRY'S CAPABILITY

PRIORITY: To support government, police and others to work with us and the private security industry to shape and evolve the sector to respond to future challenges and opportunities.

WHAT WE HOPE TO ACHIEVE:

An industry that is trusted and valued by the public, police and stakeholders. One that is recognised as key to the protection of people, property and premises.

FOREWORD

(OCTOBER 2020)



Elizabeth France CBE
Chair



Michelle Russell
Acting Chief Executive

We developed this plan having challenged ourselves to develop fresh ideas to shape the future regulation of the private security industry, and to do so boldly. Shaping regulation means starting by shaping the SIA, its priorities and the way it works.

During the discussions we had we listened to the views of our staff, our stakeholders and the private security industry on how best to take regulation forward and build on the work which was already in train to highlight the industry's capability, and improve standards. We did so from a shared commitment to keeping protection of the public at the forefront of our thinking.

With nearly 400,000 licence holders, the role that those working in the private security industry has to support the wider public protection agenda should not be overlooked. Counter-terrorism and the Prevent Duty, serious and organised crime, modern day slavery and child sexual exploitation are key issues for us all, so it is right and proper that the industry should play a supporting role. In many areas it already does, and part of our role in improving

standards is to encourage that best practice in some areas to become normal practice in all areas.

However, since this plan was originally drafted earlier in the year, the world has changed.

The coronavirus pandemic has had a major impact on the private security industry, those it works with and the public it protects. The industry has played an important and critical role in protecting people, property and premises during this time and has been highly valued both nationally by society and by local businesses and communities across the UK. Key worker status, initially to support hospitals, supermarkets and the food supply chain but ultimately extended to cover the protection of vacant buildings, and the like, to deter crime and minimise avoidable calls on police resources has been delivered with great success. Our regulatory framework – particularly the flexibility of licence integration – has helped the industry to adapt to the change in immediate demands from door supervision to security guarding. However, the impact on other areas, particularly in the hospitality, the night-time economy, festivals and events industries have been significantly adversely

affected. Full recovery will take some considerable time and the shape and size of the sector may have changed forever.

Coronavirus also impacted on the SIA. Internally we were able to move to remote, virtual working almost overnight and to continue to deliver the vast majority of our services, mostly within our agreed key performance indicators. We, the other Authority Members and Executive Directors, would like to pay tribute to our staff for their own resilience and commitment during this difficult time.

Separately, we have seen a huge increase in focus on diversity and inclusion, primarily as a result of the Black Lives Matter movement following the tragic death of George Floyd. We are not complacent and recognise that there is more we must do in this area, to understand and act on both internally and externally. We are already making changes but a new diversity and inclusion strategy has become an additional priority for us.

As coronavirus continues to challenge the country, we will keep our plans under constant review.



WHO WE ARE

The Security Industry Authority (SIA) is a public body reporting to the Home Secretary. We were established under the Private Security Industry Act 2001 to contribute to public protection by setting and improving standards in the regulated private security industry. The Act covers England, Wales, Scotland and Northern Ireland and the following activities:

- ✓ Cash and valuables in transit
- ✓ Close protection
- ✓ Door supervision
- ✓ Public space surveillance (CCTV – closed circuit television)
- ✓ Security guarding
- ✓ Key holding
- ✓ Vehicle immobilisation (in Northern Ireland only)

Through effective delivery of our statutory responsibilities, we support the key priorities of the Home Office: reducing and preventing crime, and ensuring that people feel safe in their homes and communities.

WHAT WE DO

We have a statutory responsibility to license individual security operatives. We do this by applying criteria relating to identity, conduct and criminality. We establish the minimum competency requirements that individuals have to meet before applying for a licence.

We work closely with the police, local authorities and other government agencies to ensure that individuals and companies operating within the private security industry comply with the law. Our enforcement operations are part of this work. We work with training providers, trade associations and industry representatives on standards and the operation of our regime.

We set and approve standards of conduct and training. We do this by specifying the learning and qualifications needed for individual licensing. We require awarding organisations to have robust standards of assessment and appropriate processes for the awarding of qualifications recognised for licensing. Whilst we are not responsible for regulating

the delivery of qualifications, we collaborate with the UK's regulatory qualifications bodies where a threat may arise to our regulatory regime.

We have a statutory responsibility to recognise those businesses wanting to meet increased standards. We do this by managing the voluntary Approved Contractor Scheme (ACS). We apply eligibility and other 'fit and proper' criteria, and we establish terms and conditions of approval. We appoint independent assessing bodies to conduct assessments against the ACS standard before awarding approved contractor status.

Our regional intervention teams work with individuals, businesses and venues to raise standards and ensure compliance with regulation. Where encouragement fails, investigators employ a range of formal interventions. For the small percentage of cases which remain unresolved, these are escalated to a Criminal Investigation Team leading to, in appropriate cases, prosecution. Increasingly, SIA financial investigators are successfully applying to courts for confiscation orders against the assets of persons or businesses convicted of offences.

We work with police, partner agencies, security providers, buyers and venue owners to understand, identify and successfully mitigate a range of public safety and safeguarding risks. These include terrorism, serious and organised crime, modern slavery, labour exploitation and child sexual exploitation and abuse.

Our work is dependent on partnerships not just with the police and other public bodies, but increasingly with security providers. We seek, and continue to benefit from, the support and cooperation of those working in the private security industry and our many partners to provide effective regulation, and to pursue robustly those who choose not to comply.



OUR STRATEGIC PLAN

This three-year plan sets out our priorities for improvement and what we hope to achieve in relation to those priorities. It sets out the actions we will take over the coming years and how we will measure success. We will undertake this improvement activity alongside our core responsibilities set out above.

This will be the guiding document for all our work until 2023. Each year we will develop detailed business plans setting out the specific actions we will take under each priority area, plus success measures and performance targets where appropriate. These annual business plans will take effect in April each year.





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SECURITY

COURAGEOUS



RESPONSIVE



Our staff developed these values; they are the guiding force in how we deliver our work. These values direct our behaviour towards our stakeholders, partners and each other. We consider how well we reflect these values through performance reviews, recognition schemes, the annual staff survey and annual awards.



TOGETHER, UNITED



EFFICIENT AND PROFESSIONAL

VALUES

COURAGEOUS

We are confident in our approach, integrity and independence. We enforce proportionately without fear or favour. We are not afraid to challenge.

RESPONSIVE

We listen and we continually strive to improve.

EFFICIENT AND PROFESSIONAL

We deliver increasing value for money every year. We recognise and enjoy success; we are brave by recognising poor performance or failure. We put it right, share the learning and move on to the next success.

TOGETHER, UNITED

We are one team working with a common purpose. Everyone has value.



SECURITY

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WHAT WE WILL DO

IMPROVING STANDARDS:

To improve standards in the private security industry.

WHY THIS IS IMPORTANT

To protect the public, and gain the trust of customers and the community at large, the industry must deliver the right level of service. This will only happen if businesses are performing to the right standards with a workforce that has the skills to operate effectively.

The Approved Contractor Scheme has been transformational in driving industry standards. We want to improve standards further across the entire industry. We need to consider our engagement with those businesses that sit outside the Scheme, and whether the Scheme itself requires modification to be more inclusive in raising standards.

Whilst standards have improved significantly there are many challenges facing the industry. Drivers, such as the development of new technologies, mean that

change is inevitable. It is already influencing how businesses work. Our research tells us that many employers do not feel staff are equipped with the skills to meet future demands. We need to help industry address future skills gaps to ensure the public remain safe.

Many security operatives do an important job well, and many companies provide a working environment that supports this. However we still see occasions when behaviour and professionalism fall below the high standards of which the majority are proud. For the industry to be seen as a credible player in the field of public protection, appropriate standards of skills, behaviour and professionalism are required. Raising standards will increase credibility and trust. In turn, this enhances the prospect of the industry having a stronger voice in the debate about national security and its role within that.

WHAT WE HOPE TO ACHIEVE

An industry which increasingly wants and takes responsibility for improving standards beyond those set by the regulator and for which buyers will pay because they recognise the value.

HOW WE WILL DO IT

We will

- ✔ Review how we engage with businesses to develop more inclusive arrangements. This could mean providing opportunities for businesses who are not in the ACS to register with us, and understand what standards they should be meeting on the journey to being an approved contractor.
- ✔ Consider how aspects of the design of the ACS, such as how we recognise other standards, can be changed to encourage businesses not currently approved to be part of the Scheme.
- ✔ Work with industry to facilitate the establishment of professional structures to help individuals to develop their skills and manage their careers. A first step will be to work with industry to form a representative skills body to give

industry a voice on skills needs for the sector.

- ✔ Work with industry to scope out other arrangements that will drive skills. This includes the recognition of centres of excellence delivering high quality vocational education and training.
- ✔ Review with industry opportunities to align and develop continuous professional development (CPD) arrangements to produce a commonly recognised and understood framework.
- ✔ Propose a code of conduct for licence holders and applicants with the aim of improving standards of behaviour.

WE WILL KNOW WE HAVE SUCCEEDED WHEN

- ✔ There is an industry wide recognised system of continuous professional development.
- ✔ There is a robust strategic skills entity defining industry skills.
- ✔ There is access to high quality vocational education training for the industry.
- ✔ We have a scheme of approvals that is comprehensive and enables businesses to improve standards.
- ✔ A code of conduct is agreed and implemented.

OUR PEOPLE:

To develop our people so individual, team and corporate performance continually improves in achieving our purpose.

WHY THIS IS IMPORTANT

Achieving successful outcomes for our stakeholders and the private security industry is dependent upon us being an effective organisation. We want to attract and retain high-calibre staff who use their skills, knowledge and experience to deliver our corporate priorities. Staff will be motivated to give their best if they have an environment in which they are valued, can flourish, and are engaged in our purpose.

As a publicly funded body, it is incumbent on us to be as efficient as we can in discharging our responsibilities. We want licence fees to be as low as possible because regulation should not be prohibitive. Investing in our staff so they can achieve a high level of performance and creating a culture of continuous improvement will deliver that efficiency.

We are a small organisation licensing hundreds of thousands of people, regulating a substantial industry and raising standards in a complex landscape. We need expertise to support that industry and navigate the landscape.

WHAT WE HOPE TO ACHIEVE

An organisation where people want to work and give their best because they are valued, developed and motivated. One that evolves to address challenges.

HOW WE WILL DO IT

We will

- ✔ Develop a clear sense of organisational purpose for the present and the longer term so individuals can see the opportunities that exist for them. This will be done in a collaborative way so staff have more of a voice in shaping the organisation's future.
- ✔ Cultivate understanding by adopting an authoritative position on key issues which affect the industry.
- ✔ Ensure we harness our collective knowledge about stakeholders and our interactions with them so we are responsive and deliver excellent outcomes.
- ✔ Treat each other with respect by living and celebrating our values, enjoying our successes and learning from our failures.
- ✔ Evolve our culture to foster collaboration across the organisation, development of ideas and delegated decision-making – providing other means by which staff have more of a voice in the organisation and its future.

- ✔ Take into account the needs of our diverse workforce and their range of expectations and how these policies and processes can best support the culture we require.
- ✔ Develop and implement a new People Strategy and a Diversity and Inclusion Strategy, focussed on both our own staff and those we regulate.
- ✔ Realise value from being in the government hub by working with other organisations in it to share experiences, learn, and provide opportunities for development.

WE WILL KNOW WE HAVE SUCCEEDED WHEN

- ✔ We have a strong corporate narrative about who we are, what we do, how we do it and why we do it – and every member of staff understands that and is confident in using it.
- ✔ We have established our areas of expertise, these are recognised externally and we are using them to effectively support the private security industry and deliver our regulatory remit.

- ✔ Staff have a meaningful voice in the day-to-day business and shaping the longer-term future.
- ✔ We combine internal promotions with attracting high-calibre people so we have an excellent workforce delivering excellent outcomes for stakeholders and the industry.
- ✔ We have fulfilled our People Strategy.
- ✔ We have maintained or improved our staff survey results and ensured that they compare favourably to the Civil Service and other ALB survey scores.



ADDING VALUE:

To deploy and develop our people and assets to optimise their value.

WHY THIS IS IMPORTANT

To have confidence in the private security industry, there must be trust in the industry's regulator. We will be more effective if we improve our understanding of the industry we regulate. We must remain relevant and efficient so we can continue to raise standards in the private security industry, support it to be compliant and take appropriate enforcement action.

Whilst there are many areas where we can only influence, there are also many where we exert control directly and it is incumbent upon us, as the regulator, to push progress in those. The physical licence is a token of the regulatory regime: its credibility is key to the trust that exists between us and the public and our partners. We know there are counterfeit licences in circulation. We also know the risks arising from the use of those licences: individuals working without the required training pose

a threat to members of the public. Those issuing counterfeit licences tend to be involved in serious and organised crime. As such, where we disrupt illegal activity relating to our remit, we may also impact wider criminal activity.

Data is an increasingly complicated and voluminous landscape: as a result of technology and population growth, there is more of it than there ever used to be. There are also laws and protocols to be observed in the use and sharing of data. We need to have a clear strategy for operating within that landscape so we can optimise data in pursuit of our regulatory purpose whilst not breaching any guidelines or laws related to data. Confidence and trust will grow as we become more accomplished in receiving, analysing and taking action on information. In turn, individuals and organisations will be more likely to share information with us which is of particular value where we have identified knowledge gaps.

Improving the efficacy of our decisions and interventions will increase confidence that we licence the right people and focus compliance and enforcement on those who are posing a significant threat, whatever the nature of that threat: public safety, exploitation of vulnerable people, serious and organised crime or terrorism.

WHAT WE HOPE TO ACHIEVE

A regulator that is well regarded for its expertise and has a reputation for achieving excellent outcomes for its stakeholders, the industry and the public.

HOW WE WILL DO IT

We will

- ✔ Establish a means of knowing more about which businesses operate within the private security industry so we develop a granular understanding of that industry and can more effectively work with it to raise standards.
- ✔ Enhance the integrity of the licence itself to reduce counterfeiting, using technology to remotely expire, remove and reactivate licences and enabling the licence to provide a window to other data.
- ✔ Work with industry and our partners to explore whether a smart licence, that uses technology to provide real-time data, could also support them in their work.
- ✔ Use existing government capability to cleanse and analyse our data sets to improve our decisions on individual licences and Approved Contractor Scheme companies and to support our compliance and enforcement activity.
- ✔ Explore how enhanced data analysis capability can be shared with partners and the industry to support their objectives whilst ensuring this is done within data protection parameters.
- ✔ Engage with the industry to understand how technology will affect its operations and use that knowledge to determine how we may need to change the regulatory regime and our ways of working.

- ✔ Complete the SIA's journey to full convergence with the Government Transformation Strategy by migrating all internal and external digital services to a loosely-coupled, service oriented architecture based on public cloud and open source components.

WE WILL KNOW WE HAVE SUCCEEDED WHEN

- ✔ We have consolidated SIA's structured and unstructured data into a coherent model that supports the SIA's strategic decision-making and facilitates analysis for business planning, intelligence and wider law enforcement purposes.
- ✔ We can use our data to effectively support government policy making and decisions which affect the private security industry.
- ✔ We are more proactive and sophisticated in our handling of data to tackle non-compliance and improve public safety.

- ✔ We are sharing information appropriately with the private security industry to enable businesses to work and plan more effectively.
- ✔ We have re-engineered our digital licensing system based on users' needs making compliance easier and providing efficiencies in running costs.
- ✔ We have made it harder to create and use counterfeit licences.

HIGHLIGHTING THE INDUSTRY'S CAPABILITY:

To support government, police and others to work with us and the private security industry to shape and evolve the sector to respond to future challenges and opportunities.

WHY THIS IS IMPORTANT

Today the private security industry is a broad-based sector operating in a complex environment.

Regulation does not apply to all business with in-house security being an exemption to the Private Security Industry Act. Companies provide services that are regulated alongside those that are not, for example, security guarding and facilities management. Many of those services have a direct bearing on public safety. We encounter private security services in our everyday lives: at shopping centres, events, leisure facilities, clubs, bars, government buildings and industrial sites.

Whilst industry is expert in providing these services, the tendency of buyers to focus on price makes raising standards difficult. We need

to influence the behaviour of buyers so there is a greater breadth and depth of understanding of the value inherent in the services now provided by the private security industry.

There have been considerable improvements in private security standards and public safety since regulation began over 15 years ago. The private security industry has evolved in the services it offers and how it responds to market pressures. New types of private security have entered the market that would not have been envisaged when the Act was passed in 2001. We believe it is important that the regulatory legislation is updated to reflect the security environment we experience now and will encounter in the future.

The public protection agenda is significant and only increasing in scale. From counter-terrorism,

the Prevent Duty and wider event safety arising from the Manchester Arena Inquiry, through to modern day slavery and child sexual exploitation. This should be everyone's agenda and private security clearly has its part to play.

The private security industry is increasingly being asked to take on a wider role in protecting the public, particularly in relation to counter terrorism, first response and supporting the delivery of law enforcement, when the skills of warranted police officers are not needed. This is a challenging prospect, not least because of the autonomy exercised by the 45 police forces in the UK. We know that a number of exemplars exist across different parts of the United Kingdom. The industry, police and the public would benefit from a common understanding of how this best practice can enhance public protection. This would enable police to focus on their core, highly skilled activities and help the industry to define future opportunities.

This shared understanding is key to defining a broader vision for national security and acknowledging the role of the private security industry within that vision. We need to stimulate the debate on national security and help the industry have a voice in that debate.

We recognise that we cannot deliver these things alone and, sometimes, final decisions rest with others. But this does not limit our ambition and enthusiasm to work with partners in a supportive capacity, to meet the wider public protection and safeguarding agendas.

WHAT WE HOPE TO ACHIEVE

An industry that is respected, trusted and valued by the public, police and stakeholders. One that is recognised as key to the protection of people, property and premises.

HOW WE WILL DO IT

We will

- ✔ Drive dialogue between ourselves, the industry and government to produce a vision of how the public and private security sectors will work together.
- ✔ Work with the National Police Chiefs' Council and others to ensure that private security and policing have consistency of relationships across the UK.
- ✔ Promote the value of the private security industry to buyers, including both those who undertake the buying task and those who benefit from the end product.
- ✔ Find non-legislative solutions in order to further our objectives.

WE WILL KNOW WE HAVE SUCCEEDED WHEN

- ✔ There is a shared understanding of the role for private security in supporting the Government's agenda for protecting the public, preventing and detecting crime and other priority areas.
- ✔ We have supported the National Police Chiefs' Council to recognise the best practice arrangements in place in some areas, with agreed working practices at national level.
- ✔ We have shared our understanding of the strategic threats the industry faces with our partners.
- ✔ We have published a body of knowledge on private security best practice to inform those in charge of buying security.
- ✔ Understanding amongst buyers about the value of the private security industry has increased and is manifesting itself in buyers' behaviour.
- ✔ The guidance we give to the industry is acted upon.

DELIVERING OUR PLAN

We are held to account by the SIA Board and its sub-committees (the Audit and Risk Assurance Committee and the HR Remuneration Committee), the Home Office and the industry itself. Our engagement with the industry takes many forms including monthly newsletters, an annual stakeholder conference, private meetings, speaking at industry events and the Strategic Forum.

As a public body, our funding and expenditure must comply with the Private Security Industry Act 2001 as well as government requirements as set out in *Managing Public Money*. Our operational activity is fully funded by the fees that we charge to businesses and individuals. The achievement of full cost recovery occurs over our three year business cycle and its pattern of licensing and approvals. The ACS is funded by the fees charged to member businesses. Our capital spend is approved by the Home Office and is funded by government grant.

The business plans we produce for each financial year will include information about how we will use our resources to deliver this plan. Our business plans will provide details of the work we will be doing, the projects we have in place and how we will measure our success.





Security Industry Authority

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