

SIA Corporate Plan

(incorporating the SIA Strategic Plan 2018-21
and the SIA Business Plan 2018/19)

5 June 2018

Please note: This plan is subject to further changes based on the response by ministers to the recommendations from the Home Office Review of the SIA.



SIA Strategic Plan 2018-21

5 June 2018

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Introduction

From Elizabeth France CBE, Chair of the Security Industry Authority

This Corporate Plan builds on the SIA Corporate Plan for 2017-20. We have reviewed our vision, mission and strategic aims over the last year and these remain directly relevant to our core functions of public protection, safeguarding and national security, and are therefore largely unchanged. The first part of the document is the SIA Strategic Plan for 2018-21 and this is followed by the SIA business plan for 2018/19 which provides more detail around objectives for the year that will help us to achieve our strategic aims.

We remain committed to the vision of improving standards in the private security industry, with a changing emphasis over time so that the industry takes on more responsibility for these standards and the overall requirement for regulation is minimised. As set out in last year's plan, we will continue to focus on further reducing violence and criminality, engaging with buyers, working with partners on issues of national security, and tackling equality and diversity issues in the industry. In this plan we also continue to emphasise the importance of involving businesses in our work, and of ensuring that our staff are engaged and supported in delivering the plan. Of particular focus in 2018/19 and beyond will be reviewing the qualifications and training of those working in the industry to further improve knowledge and skills to facilitate even more effective protection of the public.

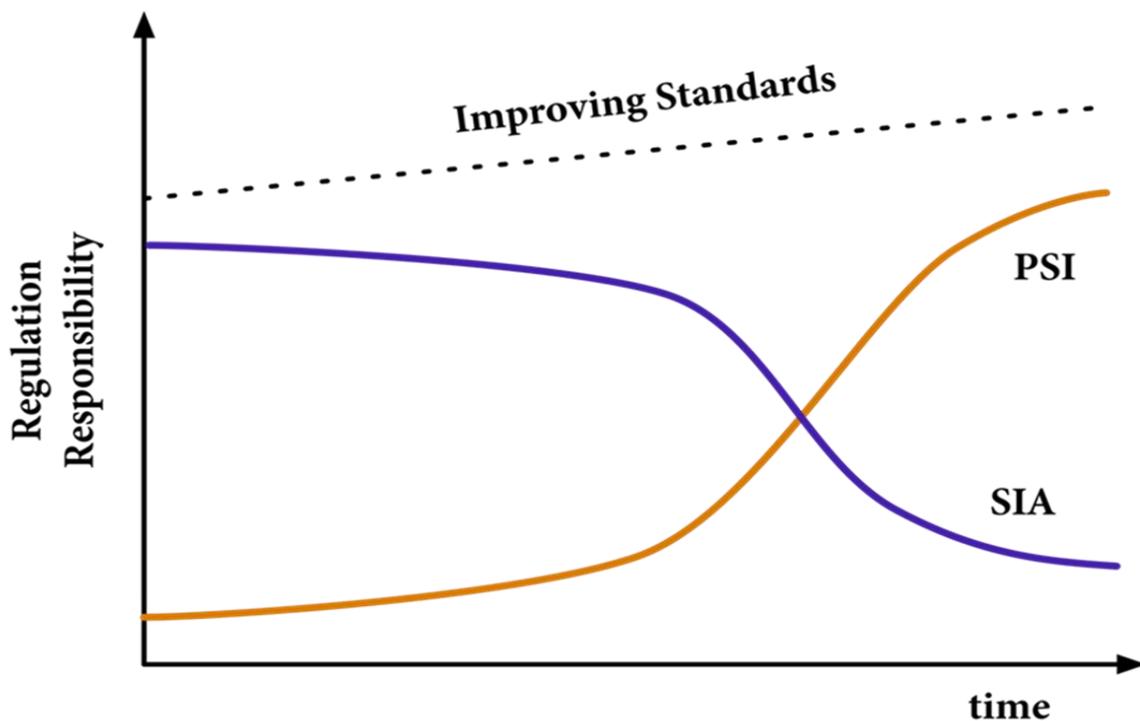
As for last year, this Corporate Plan was shaped by consultation with stakeholders in quarter four of 2017/18. We are grateful for the views of all stakeholders, particularly those in the private security industry, for their contributions to our corporate plans and for their ongoing work alongside the regulator to improve standards and protect the public.

What we do – our remit

The Security Industry Authority (SIA) is a Non-Departmental Public Body sponsored by the Home Office. We were established under the Private Security Industry Act 2001 – which covers England, Wales, Scotland and Northern Ireland – to regulate activities relating to the private security industry. We support the key priorities of the Home Office and of the Devolved Administrations by contributing to the reduction and prevention of crime, and to public protection. We also have a responsibility to support business growth.

Our vision is that of a private security industry so committed to improving standards and protecting the public that it needs minimal regulation.

This vision is helpfully illustrated by the following diagram, which shows a model of the changing responsibilities of the regulator (SIA) and the industry (PSI) over time, with a steady increase in standards.



It should be noted that this changing emphasis of regulatory responsibility, as most of the private security industry move from compliance with the regulations to a commitment to improving standards, will permit the SIA to become an even more proportionate regulator, targetting our work to address non-compliance by individuals or businesses. In this context 'standards' refers to the quality of work carried out by individuals and businesses and the contribution this makes to protecting premises, possessions and, most importantly, the public. This is consistent with the good regulation principle of earned autonomy – those who can demonstrate consistently good standards receive less scrutiny and intervention from the regulator. Different individuals and businesses are at different stages in this model and the SIA is committed to supporting all businesses, and individuals, to achieve higher standards.

We have a number of statutory functions. We license individual security operatives. We do this by applying approved criminality and other fit and proper person criteria and we establish that minimum competency requirements have been met before licensing individuals.

We set and approve standards of conduct and training. We do this by specifying the learning and qualifications required for individual licensing. We oversee the

standard of assessment and award of qualifications recognised for licensing. We endorse bodies awarding qualifications, which in turn approve training providers.

We maintain a register of approved providers of security industry services – the voluntary Approved Contractor Scheme (ACS). We do this by applying eligibility and other fit and proper criteria and we establish terms and conditions of approval. We specify management and operational requirements in the ACS and appoint assessing bodies to conduct assessments against this standard before awarding ACS status.

The Authority – the SIA’s non-executive board – is made up of a Chair and five Members. One Member is appointed to represent the interests of Scotland and one to represent the interests of Northern Ireland. The primary role of the Authority is to ensure that the SIA’s statutory responsibilities are met. It achieves this by setting the SIA’s strategic direction and providing both support and challenge to an Executive which is responsible for the discharge of these responsibilities on a day-to-day basis.

Generally, the regulated private security industry protects people, property and premises and is presently made up of the following sectors:

- Manned guarding
 - Cash and valuables in transit
 - Close protection
 - Door supervision
 - Public space surveillance (CCTV)
 - Security guard
- Key holding
- Vehicle immobilising (Northern Ireland)

Following the introduction of the Private Security Industry Act, over 1,250,000 individuals have completed SIA approved training courses. At the time of writing, around 325,000 individuals hold some 375,000 active licences. The ACS has over 800 firms, covering approximately 70% of activity in the regulated industry, with firms from all sectors and sizes of businesses.

How we do it – our strategic aims and high level business objectives

The SIA was established to protect the public and improve standards in the private security industry. These principles remain central to the work of the SIA and our existence means that the public can be reassured that the regulated private security industry plays an important role in keeping them safer.

The SIA is recognised as an effective and successful regulator. We have achieved this by developing a distinctive style of principled, proportionate and risk-based regulation, which we refer to as right-touch regulation. This is underpinned by close working relationships with our stakeholders and members of the public who come into contact with our regulation or have an interest in it.

Our mission is to hold the private security industry to account for continuously improving standards in order to protect the public.

We are confident that we can achieve this goal if we pursue four strategic aims which relate to the protection of the public; our relationships with stakeholders and the interested public; the way we look after our people; and the way we run the SIA and use our resources.

Strategic Aim One

To protect the public by delivering excellent regulation.

High level objectives 2018/19: To deliver right-touch regulation and high quality advice and guidance, targeting our resources where there is most likelihood of non-compliance and greatest risk to the public.

1. To be transparent in our decision making and regulatory action, supporting those licence holders and businesses who are committed to achieving high quality and dealing firmly and fairly with those who do not comply with our standards.
2. To support higher standards in the private security industry through robust licensing decisions, operating the Approved Contractor Scheme, influencing buyers of security and working in collaboration with partner organisations.
3. To monitor changes in our environment and act where these changes have implications for protecting the public.

Strategic Aim Two

To maintain strong relationships with our partners and our stakeholders to improve the impact of our work.

High level objectives 2018/19

1. To work collaboratively with the Home Office and partners to reduce regulatory burdens and increase the impact of our work.
2. To engage with stakeholders on matters that are important to them and influence them in matters that are important to us.
3. To work with private security businesses to share best practice and support them in raising standards.

4. To improve the means we have developed to ensure the views of businesses, representative bodies and the interested public inform our regulatory approach.

Strategic Aim Three

To have a skilled, diverse and motivated team who are proud to work at the SIA and are committed to achieving our objectives.

High level objectives 2018/19

1. To further improve the SIA's working environment and culture, and uphold the values of the organisation.
2. To lead, motivate, involve and support colleagues to deliver excellent work.
3. To attract and retain the right people with the right skills.
4. To improve expertise and support delivery through high quality learning and development.

Strategic Aim Four

To seek continuous improvement in the way we run the SIA and our value for money for licence holders, companies with ACS status and the public.

High level objectives 2018/19

1. To maintain and regularly review governance arrangements which give appropriate oversight to matters within the SIA's legislative remit.
2. To develop and maintain high quality leadership and management practices.
3. To maintain and improve cost-effectiveness and quality by systematically reviewing systems, processes and procedures, and by working with others.
4. To ensure the continued financial viability of the SIA.

How we monitor performance

Financial plans

The Authority relies on an Executive to deliver the strategic plan on a day-to-day basis. To achieve this, the Authority agrees a high level financial plan for the coming years and the Executive develops detailed business plans in each of the years which set out how it intends to deliver our objectives. The Authority approves business plans prior to the Home Office's consideration for approval.

Efficiency plans

The SIA receives funding from two main sources. The vast majority (around 95%) comes from licence fees and ACS subscriptions, with the remainder coming from

our sponsors, the Home Office as Grant-in-aid for capital expenditure. The Private Security Industry Act 2001 precludes the SIA using licence fees to fund capital projects, so a bid is made for funding each year to the Home Office via the business planning process.

Over the period 2010-2015 we reduced our costs by 27%. These savings enabled a reduction of the licence fee from £245 to £220 in January 2012. At the same time annual ACS subscription charges were reduced by 12% from £17 to £15 per employee. Further efficiencies have enabled the SIA to keep the licence fee at £220 over the last six years, despite increasing costs in our operating environment. The SIA will continue to seek efficiencies and keep fee levels under review

We continue to review our processes and operating systems to streamline them as much as possible and keep them effective. This should minimise any burden on the regulated individuals and companies subscribing to the ACS. We are committed to work collaboratively with other regulators and organisations, including the Home Office, to be efficient and to realise benefits for those we regulate and to deliver better regulation. We have particularly productive partnership working with the police and HMRC.

Governance and performance reviews

While the Executive implements and monitors delivery of the business plans, there are a number of mechanisms in place by which the Authority steers, scrutinises and reviews performance.

The Authority holds ten board meetings per year. These provide the opportunity to assess a range of management information and more detailed reports on progress against elements of the strategic plan. They also allow the Authority to hold the Executive to account for the SIA's performance.

The board meetings, supplemented by a strategic development event in September each year, also provide the main means by which we set the direction on issues of strategic importance that emerge over the course of the year for each strategic plan.

The Authority is supported in its work by two standing Committees; the Audit and Risk Assurance Committee and the Human Resources and Remuneration Committee. In addition, ad hoc groups are created where significant input is required from Authority Members on major development or change issues.

The Authority is also held to account by the Home Office through regular meetings with the sponsorship and policy teams, attendance at board meetings and monthly performance reports to the Minister. The working relationship between

the SIA and the Home Office is underpinned by a framework agreement. The SIA is also subject to internal audit by the Government Internal Audit Agency and external audit by the National Audit Office. The SIA also contributes to a range of Home Office networks including those for Chairs, Non-Executive Directors and Chief Executives.

The SIA is committed to the principles of better regulation and demonstrates good compliance with the Regulators' Code. Key to our role, and to improving our performance, is engagement with stakeholders. We operate a comprehensive stakeholder engagement programme and seek feedback regularly on the impact of our regulation and on how we can be an even more effective and efficient regulator.

Strategic performance report

The strategic performance report provides information about progress against a set of key performance indicators (KPIs) which collectively give an indication of the health of the business. The Authority monitors progress using a 'traffic light' system, whereby each indicator is assessed as red, amber or green and an indicator for direction of travel from the previous report. The Executive provides more detailed briefing on remedial action being taken on objectives where the traffic light is showing either red or amber.

Financial report

This report provides the Authority with assurances on the management of financial resources. The report provides commentary on the overall financial position, income and expenditure variances, forecast outturns, financial performance and financial risks.

Corporate risk register

The risk register is reviewed monthly by the Executive and by the Authority at meetings. The Authority assures itself that risks are being identified and managed appropriately.

Other regular reporting

In addition, the Authority receives quarterly reports which provide summary information relating to the activities of its four directorates: Corporate Services; Operations; Partnership and Interventions; and Strategy, Policy and Communications which improve the Authority's ability to bring strategic oversight to the work of the SIA. The Authority also receives regular reports from the SIA

Portfolio Steering Group, which monitors progress on all major change projects at the organisation.

Strategic performance framework

Key Performance Indicators (KPIs) for 2018/19

Reference	Performance Indicator	Target
KPI 1	Percentage of correct decisions to grant an individual licence against the SIA decision-making framework.	≥99%
KPI 2	<p>(a) Percentage of all correctly completed individual licence applications processed within 25 working days.</p> <p>(b) Percentage of all correctly completed <u>simple</u> licence applications processed within 15 working days.</p> <p>(c) Percentage of all correctly completed <u>complex</u> licence applications processed within 40 working days.</p>	<p>≥80%</p> <p>≥95%</p> <p>≥80%</p>
KPI 3	Percentage of all correctly completed individual licence applications taking more than 40 working days to process.	≤15%
KPI 4	Percentage of eligible companies that successfully re-register or renew their Approved Contractor Status	≥90%
KPI 5	Percentage of disclosures that indicate a public safety concern dealt with within five working days	100%
KPI 6	Percentage compliance with the licensing requirements, based on inspections of security operatives (based on at least 400 random, intelligence-led and sector-based inspections per quarter)	≥98%
KPI 7	Number of intelligence-led inspections of training providers per quarter.	≥5
KPI 8	Proportion of newly approved companies with ACS status inspected within 6 months	100%



SIA Business Plan 2018/19

5 June 2018

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Introduction

The SIA business plan for 2018/19 is based on the strategic plan for 2018-21. It provides more detail about the organisation's objectives for the 2018/19 business year that contribute to the strategic aims of the SIA. The business plan also outlines how the SIA contributes to the priorities of the Home Office and how we work with our sponsor department, and other organisations, to deliver our remit. Key projects for the SIA in 2018/19 are included in the plan, together with an indication of the resources required to deliver these projects alongside our statutory requirements.

Aims, objectives and milestones 2018/19

Strategic Aim One

To protect the public by delivering excellent regulation.

High level objectives 2018/19:

1. To deliver right-touch regulation and high quality advice and guidance, targeting our resources where there is most likelihood of non-compliance and greatest risk to the public
2. To be transparent in our decision making and regulatory action, supporting those licence holders and businesses who are committed to achieving high quality and dealing firmly and fairly with those who do not comply with our standards
3. To support higher standards in the private security industry through robust licensing decisions, operating the approved contractor scheme, influencing buyers of security and working in collaboration with partner organisations.
4. To monitor changes in our environment and act where these changes have implications for protecting the public

In 2018/19 we will:

- Review the training requirements of security operatives to further improve knowledge and skills to facilitate even more effective protection of the public .
- Implement a revised ACS which is more streamlined and focused on raising standards.
- Work with the Home Office and stakeholders to take forward any regulatory changes which might arise from the Review of the SIA.

- Undertake inspections of security operatives and businesses to assess compliance with the licensing and ACS requirements.
- Take appropriate regulatory action in cases of non-compliance.

Strategic Aim Two

To maintain strong relationships with our partners and our stakeholders to improve the impact of our work.

High level objectives 2018/19:

1. To work collaboratively with partners to reduce regulatory burdens and increase the impact of our work.
2. To engage with stakeholders on matters that are important to them and influence them in matters that are important to us.
3. To work with private security businesses to share best practice and support them in raising standards.
4. To improve the means we have developed to ensure the views of businesses, representative bodies and the interested public inform our regulatory approach.

In 2018/19 we will:

- Continue to work in collaboration with HMRC, the police and other law enforcement agencies to protect the public.
- Further improve our communication, stakeholder engagement and customer service functions in order to provide high quality information, advice and guidance.
- Organise a range of events for stakeholders to update them on our work, share good practice and seek feedback.
- Continue to run the SIA Strategic Forum to engage with key industry stakeholders on a regular basis.
- Continue to improve the operation of our digital licensing system for the benefit of licence holders and businesses.

Strategic Aim Three

To have a skilled, diverse and motivated team who are proud to work at the SIA and are committed to achieving our objectives.

High level objectives 2018/19:

1. To further improve the SIA's working environment and culture, and uphold the values of the organisation
2. To lead, motivate, involve and support colleagues to deliver excellent work

3. To attract and retain the right people with the right skills
4. To improve expertise and support delivery through high quality learning and development

In 2018/19 we will:

- Conduct a staff survey to assess how well the SIA meets the needs of staff and how we can improve.
- Deliver a SIA Leadership and Management Development Programme for all managers.
- Promote and monitor equality of opportunity and diversity within the SIA.
- Ensure that staff development activities meet the needs of all staff and of the organisation.
- Relocate the SIA Head Office to a Government Hub that provides a high quality and productive working environment.

Strategic Aim Four

To seek continuous improvement in the way we run the SIA and our value for money for licence holders, companies with ACS status and the public.

High level objectives 2018/19:

1. To maintain governance arrangements which give appropriate oversight to matters within the SIA's legislative remit
2. To develop and maintain high quality leadership and management practices
3. To maintain and improve cost-effectiveness and quality by systematically reviewing systems, processes and procedures, and by working with others
4. To ensure the continued financial viability of the SIA

In 2018/19 we will:

- Undertake a self-assessment of the effectiveness of the SIA Board in order to identify any opportunities for improvement.
- Manage all major projects using a portfolio approach with regular reports to the SIA Board and the Home Office.
- Continue to use a 360° feedback system for all managers at the SIA.
- Continue to improve the efficiency of our work and reduce costs where possible.
- Seek to ensure an unqualified audit report for the Annual Report and Accounts 2017/18.

Collaborative work

SIA regulation of the private security industry supports the objectives of the Home Office and the Devolved Administrations to protect the public. We contribute to public protection by regulating to reduce criminality and to set, approve and raise standards in the security industry. The SIA also supports the Home Office safeguarding agenda. At the end of November 2013, the issue of vulnerable people became a compulsory part of the SIA approved door supervisor training. In 2014 we introduced specific content for training across all security sectors on how to spot and report signs of child sexual exploitation.

In addition to the Home Office, the SIA also works in collaboration with other partners, such as police forces, HMRC and Home Office Immigration Enforcement. For example, we are working in partnership with the National Police Chief's Council (NPCC), the British Security Industry Association and the Association of Police and Crime Commissioners (APCC) to promote closer collaboration between the police and private security (the Police and Security Initiative, PaS).

The objective of PaS is *"to improve collaboration between the Police, Private Security Industry and Security Teams of Businesses"* with three public outcomes:

- greater effectiveness and lower cost through more coordinated public/private security;
- support of the crime prevention strategy;
- support for violence reduction.

In 2018/19 we will work with partners to extend this approach to other areas of the UK.

Key partnership initiatives for 2018/19

The SIA will be involved in three key initiatives working with partners in 2018/19.

1. Violence reduction

We have developed a strategy to reduce violence associated with private security, be this violence directed towards security operatives whilst they are doing their jobs or violence committed by security operatives themselves. The strategy aims to identify and share measures that are proven to help, particularly in the night-

time economy, hospitals and public areas in general. Violence reduction has become a top priority for us. The issues that contribute to violence are complex and we cannot provide a solution by ourselves. We will play our part alongside partners, using our influence and powers to enable and to support the private security industry to reduce violence. We will improve public protection by reducing the risks from violence in the night-time economy. We will work with the private security industry and with partners to:

- promote voluntary harm reduction measures
- intervene directly or through referrals to third parties to target high risk individuals, businesses and venues
- prevent harm by setting standards for individuals and businesses that drive violence reduction
- inform change in the industry by gathering and using information effectively to underpin our interventions and those of partner agencies
- focus efforts on areas of greatest harm, including the safeguarding of vulnerable adults and children.

2. Counter-terrorism

Private security has long played a part in protecting the public and the critical national infrastructure, including from threats of terrorism. The heightened security threats of recent years have served to bring a sharper focus on the role which private security can play and whether its capabilities are being used by the State to the fullest potential. The SIA has been playing its part, working alongside others in the public and private sector. We have been facilitating greater collaboration between the Counter Terrorism (CT) law enforcement community and the large numbers of private security operatives in areas such as door supervision, security guarding and public space surveillance (CCTV) in particular. Themes of development have included communications and information, adequacy of training, guidance in the form of a bespoke CT tactical menu for private security businesses and their clients. Trust and confidence through assured standards and accreditation have featured too. A particular focus in 2018/19 will be to enhance training opportunities for security operatives to enable them to make a greater contribution to the CT agenda.

3. Working with buyers

We engage with the buyers of security services to encourage them to support the industry to deliver higher standards. We have had successes in Scotland, notably in the construction industry, where criminal elements within the private security industry often target their efforts. We have received a commitment from a number of businesses, including a large national infrastructure organisation, that they will only provide security contracts to SIA approved contractors, and are working hard

to make buyers aware of the benefits of hiring an SIA approved contractor and the common warning signs of poor quality security providers.

Key projects for 2018/19

The SIA is planning to manage three key projects in 2018/19. These projects are managed using a portfolio approach and are overseen by a Steering Group chaired by the Chief Executive that reports to the Authority each quarter.

The key projects are as follows.

1. Review of the Approved Contractor Scheme (ACS)

We will implement the findings of our on-going review of the ACS in phases during 2018/19. The scheme continues to be a success, with good membership numbers, particularly in terms of market share. However, we want to ensure that it remains fit for purpose. We have placed particular importance on making the revised scheme more appreciated by buyers and we recognise the need to raise awareness of the benefits of using an ACS provider amongst buyers of these services.

We will be giving greater emphasis in the new standard to criteria measuring good customer service. We will also make the scheme simpler and easier to understand.

We have been looking at the 'fit and proper' eligibility criteria, to ensure that those businesses able to apply for ACS status are of a high standard.

Transition from the current ACS to the new version will be done at an appropriate pace, to allow businesses plenty of time to prepare for the new scheme.

2. Review of training in the Private Security Industry

During 2018/19 the SIA will be reviewing how training can be used to improve standards in the private security industry. This will involve looking at the content, delivery and assessment of our licence-linked qualifications. This will include considering to what extent the qualifications need to be updated to reflect the need for security operatives to play their part in public protection, safeguarding and national security, including counter-terrorism. We will also review how we can best support the delivery of training not directly linked to licensing, such as Project Griffin and the Community Safety Accreditation Scheme (CSAS).

3. Improving the SIA website

The SIA website is an important tool for communicating and interacting with licence-holders, companies with ACS status, stakeholders, partners and the general public. This project will involve gathering feedback on the current website, looking at good practice in other public bodies and making proposals for improvement. The implementation of changes to the website is likely to take place towards the end of 2018/19.

The Review of the SIA

A review of the SIA was announced by the Home Office on 14 July 2015 and carried out in 2016. The review report will be laid before Parliament in due course. The Government will carefully consider the review and its recommendations to inform future action on the regulatory regime of the SIA. The SIA will support the Government as required during this process.

Human resources

During 2018/19 it is expected that the SIA will employ around 240 permanent staff. In the early part of the year this will be complemented by approximately 20 temporary staff, most of whom will be working in the Operations Directorate. It is expected that the need for these temporary staff will decrease during 2018/19 and this will be monitored by the Human Resources and Remuneration Committee.

Key risks

The SIA has a risk management framework which sets out the risk management levels, identifies who is accountable for each level and specifies the governance arrangements. Our approach to decision making, planning and the management of the organisation is to consider our risk appetite at each level and decide on a suitable course of action, ranging from accepting a risk to prevention, reduction, transfer or contingency planning.

The key risks faced by the SIA in 2018/19 are likely to be:

- the impact of ongoing improvement works on the licensing system on operational performance;
- capacity and capability demands to deliver business objectives, key projects and any recommendations which might arise from the Review of the SIA;
- reliance on third parties to provide detailed, accurate and timely information to support licensing and compliance and enforcement activities.

These risks are being actively managed and are reviewed monthly by the SIA Executive and the Board.

SIA values

Staff at the SIA strive to work in line with our corporate 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 recognise poor performance. 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 is valued.

Budget for 2018/19

As a public body, our funding and expenditure must comply with the Private Security Industry Act 2001 and government requirements as set out in *Managing Public Money*. Our operational activity is fully funded by the fees that we charge to individuals. The achievement of full cost recovery is influenced by our three year business cycle, which is driven by the pattern of licensing. 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.

A key part of our plan remains the delivery of good services at the lowest possible cost. We are working hard to drive down costs and in 2018/19 we forecast our total costs to be £25m, down from £28m in 2014/15.

Key Performance Indicators (KPIs) for 2018/19

Reference	Performance Indicator	Target
KPI 1	Percentage of correct decisions to grant an individual licence against the SIA decision-making framework.	≥99%
KPI 2	<p>(a) Percentage of all correctly completed individual licence applications processed within 25 working days.</p> <p>(b) Percentage of all correctly completed <u>simple</u> licence applications processed within 15 working days.</p> <p>(c) Percentage of all correctly completed <u>complex</u> licence applications processed within 40 working days.</p>	<p>≥80%</p> <p>≥95%</p> <p>≥80%</p>
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KPI 4	Percentage of eligible companies that successfully re-register or renew their Approved Contractor Status	≥90%
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KPI 6	Percentage compliance with the licensing requirements, based on inspections of security operatives (based on at least 400 random, intelligence-led and sector-based inspections per quarter)	≥98%
KPI 7	Number of intelligence-led inspections of training providers per quarter.	≥5
KPI 8	Proportion of newly approved companies with ACS status inspected within 6 months	100%