![Security Industry Authority logo]

Stakeholder Engagement Strategy

From 2011

Contents

1 Executive Summary

1.1 This stakeholder engagement strategy outlines our approach to communicating and working with our stakeholders. Engagement is an integral part of developing our understanding of the private security industry and the risks it presents to the public. This helps us to shape regulation and our future plans and priorities.

1.2 A stakeholder is an individual or group with an interest in the SIA and its services. Stakeholder engagement is a key part of our regulatory activities and an important contributor to SIA objectives.

1.3 The SIA has a large and diverse stakeholder group. We therefore recognise that we should engage with different stakeholders for different reasons and that we should enable diverse interests and individuals to contribute to SIA policy making and engage in constructive dialogue in which all voices have an opportunity to contribute.

1.4 We recognise that our stakeholders have different levels of influence on us and on the private security industry and they have varying areas of interest, our engagement will operate at different levels where appropriate. We intend to develop new relationships and to recognise changing levels of stakeholder influence in the future as we work with stakeholder to effect transition to a new regulatory regime.

2 Strategic Goal

2.1 Our goal is to ensure that all our stakeholders have an opportunity to contribute to the consultations about current regulation and the future of regulation so that the new regulatory framework will meet our stakeholders' needs.

3   Key Objective

3.1   The key objective of the stakeholder engagement strategy is to deliver effective transition to a new regulatory regime whilst maintaining licence integrity and compliance with current regulation, by working with the industry and interested groups.

4   Present Situation

4.1   We have had a published stakeholder engagement strategy since 2004 in which we recognise that the regulated private security sector and other associated parties are extremely diverse in composition and needs from the regulator. We develop engagement activity that fills gaps in respect of managing strategic priority issues and that enables the SIA to achieve its objectives. We have effective relationships with key stakeholders and groups at operational and sector level and we seek their contributions to the development of regulation and SIA policy and strategy though appropriate channels.

4.2   The strategic direction is to contribute to the protection of the public and crime reduction.

4.3   The strategic approach is to be a modern, efficient and collaborative regulator, to develop regulation in collaboration with the industry, balancing the public purpose of regulation with the commercial implications.

4.4   It is acknowledged that we have good tactical and operational level external engagement with our stakeholders and this strategy will not attempt to interfere with that or disrupt business as usual.

5   Scope

5.1   This strategy outlines our overarching approach to engagement with our external stakeholders, and the coordination of that activity across the priorities defined below.

6   Purpose

6.1   The SIA is leading the transition to a new regulatory regime; therefore revising our stakeholder engagement strategy is necessary to ensure we understand the wide range of interests of our stakeholders and the impact of our future plans and priorities on them.

6.2   During the transition, we will maintain the current regulatory regime and continue to enforce compliance.

6.3   The SIA leads on strategic engagement about regulation, and although the SIA contributes usefully to other forums about other issues, its main engagement is about furthering SIA responsibilities and the future of regulation.

7   SIA Commitment to Stakeholders

7.1   We know what is important to the SIA. We want to know what is important to our stakeholders; to understand the SIA's impact and what people think of us; to ensure that we respond to stakeholders' expectations and that we communicate those responses adequately.

8   Core Principles

8.1   Responsibility for providing advice and guidance on stakeholder engagement and consultation in the Cabinet Office lies with the Better Regulation Executive (BRE). It is a requirement of better regulation that we demonstrate and promote to our stakeholders that our regulatory practice is based on the principles of good regulation, i.e. it is proportionate, accountable, consistent, transparent and targeted.

8.2   The BRE has produced a Code of Practice on Consultation which applies to all public consultations by government departments and agencies. The code applies

to formal consultation on policy development. We already apply the 'BRE Code of Practice on Consultation' in carrying out our Impact Assessments (IA).

8.3   The BRE has also produced best practice guidance on consultation. We already use this guidance to plan our formal consultations with stakeholders about developments to ensure that we identify and engage with a diverse range of stakeholders; assess and manage risks; use appropriate informal and formal methods of communication and evaluate our consultations.

8.4   We will seek to gain clarity around consultation requirements and we will seek to be efficient in Impact Assessment arrangements. We will take consultation opportunities as they arise and we undertake to always take advantage of those opportunities where available and of interest to the SIA.

9   Strategic Engagement Aims and Objectives

9.1   In support of our core purpose of protecting the public:

- To identify the opportunities for and threats to the private security industry and its contribution to public protection

9.2   In support of the SIA mission, vision, aims and outline plan for the future:

- To communicate effectively the SIA mission, vision and aims, and outline plan for the future, and to influence and be influenced by the private security industry towards joint delivery of a shared vision

9.3   The aims are delivered through annual business objectives and targets:

- Enhanced protection of the public through increased public trust and confidence in the private security industry by reducing criminality, setting and maintaining standards of probity, and improving the professionalism of all who work in the industry
- Businesses in the private security industry improving their standards through the creation of a framework for developing, promoting and spreading best practice
- Testing and establishing funding models where appropriate, in the development phase and post transition.

10 Stakeholder Engagement Priorities

10.1 Our priorities for stakeholder engagement refer to the transfer of SIA regulation to a new regulatory regime and to key national events:

- Enabling legislation
- Establishing a new service model
- New regulatory framework
- Transfer of competency standards
- Transfer of responsibility for hallmark scheme
- Business registration
- Establishing a new statutory regulatory body outside the NDPB sector
- New funding models (change funding model and new regime funding model)
- Establishing Trusted Service Partners
- Olympics, Paralympics and Commonwealth Games

11 Implementation

11.1 The strategy will be implemented throughout the transition by the in-year stakeholder engagement plan which will be driven by the SIA It is acknowledged that a number of projects and the Enabling Strategies deliver against key priorities and we will coordinate activity to ensure consistency and joined up activity across the Change Programme.

11.2 Feedback to stakeholders on key outcomes of engagement will be delivered through our Communications Strategy.

11.3 The strategy will be dependent on and will be enabled by the Communications Strategy and the Research Strategy.

11.4 The strategy will be reviewed as necessary.

12   Strategic Consultative Group

12.1   The Strategic Consultative Group is a collaborative group with strategic oversight of plans for and progress towards the delivery of the transition to a new regulatory regime. The group will offer constructive contribution and challenge and will support effective communication from and to stakeholders.

12.2   The objectives of the Strategic Consultative Group are:

- To be informed about transition planning and the progress of implementation, including risks and issues;

- To offer constructive contributions and challenges on the development of a new approach to regulation.

- To collate and bring forward feedback from stakeholders to support the SIA's consultation process.

- To provide an informed view to other stakeholders as necessary

12.3   The group will not be expected to steer or advise the SIA on the transition nor will they be expected to agree with the transition framework and plan.

12.4   The group is made up of representatives from the British Security Industry Association, Security Alliance, Skills for Security, GMB union, Department of Justice, Northern Ireland, Project Griffin, ASIS, Home Office, Scottish Government, Association of Chief Police Officers (ACPO), Worshipful Company of Security Professionals, Security Institute and the International Professional Security Association.

Annex A: Stakeholder Matrix

Level: Stakeholders	Goal	Communication	What we will do	Engagement Approach
MONITOR **Customers** **Government & Regulators**	Monitor Stakeholders' views	One-way (stakeholder to SIA)	'we will monitor your views'	Media & internet tracking Research
INFORM **Strategic Consultative Group** **Customers** **Political Stakeholders** **Partners Industry** **Media Industry &** **Other Trade Associations**	Inform or educate stakeholders	One-way (SIA to stakeholder – no invitation to reply)	'we will keep you informed'	Meetings Marketing & Communications methods including digital and social media
TRANSACT **Suppliers**	Work together in a contractual relationship – we direct objectives and provide funding Development of infrastructure to enable transition	Limited two-way: setting and monitoring performance according to terms of contract	Set by contractual agreement: 'we will do what we said we would' 'we will provide the resources to enable you to provide what we agree'	Contracts (e.g.) MSP Contract Awarding Organisation Contracts ACS Assessing Body Contracts

Level: Stakeholders	Goal	Communication	What we will do	Engagement Approach
CONSULT **Customers** **Buyers and receivers of security** **Government & Regulators** **Partners** **Industry & other Trade Associations**	Gain information & feedback from stakeholders to inform decision made internally	Limited two-way: SIA asks questions and stakeholders answer	'we will keep you informed, listen to your concerns, consider your insights and provide feedback on our decision'	Regulatory Impact Assessments Surveys Roadshows One-to-one meetings Periodic meetings
INVOLVE **Customers** **Suppliers** **Home Office and devolved administrations**	Work directly with stakeholders to ensure their concerns are fully understood and considered in decision-making	Two-way or multi-way between SIA and stakeholders. Learning on both sides, but each act separately	'we will work with you to ensure your concerns are understood, to develop alternative proposals and provide feedback about how stake-holders' views influenced our decision-making'	ACS Forums & Roadshows Periodic Meetings Seek input to brand development, communications campaigns etc.
COLLABORATE **Suppliers** **Partners** **Industry Representative Bodies**	Partner with or convene a network of stakeholders to develop mutually agreed solutions and joint plan of action	Two-way or multi-way: Learning, negotiation and decision-making on both sides. Stakeholders work together to take action	'we will look to you for direct advice and participation in finding and implementing solutions to shared challenges'	Projects, (e.g. MSP development). Memoranda of Understanding (e.g. SfS)
EMPOWER **Partners**	Delegate decision-making on a particular issue to stakeholders	Stakeholders have formal role in governance or decisions are delegated out to stakeholders	'we will implement what you decide'	Partnerships with police in compliance activity.

Annex B: List of our Stakeholders

Employee	Board and Senior Management Team (SMT) Staff New and potential recruits Ex-employees Temporary Staff and Consultants Staff Forum Public & Commercial Services Union (PCS) and Staff Union Representatives
Customer	Licence-holders Potential Licence-holders ACS Companies Potential ACS Companies Other Security Service Providers Home Office Security Service Buyers Public Police Local Authorities
Supplier	Managed Service Provider Suppliers of materials/ services Treasury Solicitors Criminal Records Bureau Disclosure Scotland Access Northern Ireland Legal Representatives Awarding Organisations Home Office/Northern Ireland Office Research Agencies, Companies and Providers Direct Marketing Agencies ACS Assessing Bodies
Government and regulators	Home Office Better Regulation Commission Better Regulation Executive Information Commissioner's Office Equal Opportunities Commission Commission for Racial Equality Disability Rights Commission Parliamentary and Healthcare Ombudsman Office of Government Commerce National Audit Office Welsh Assembly Scottish Executive Northern Ireland Assembly Local Government Regulation Other Government Departments Gambling Commission Gangmasters Licensing Authority

Political	Members of Parliament & Peers Members of European Parliament Members of Scottish Parliament Members of the Legislative Assembly (Northern Ireland) Ministers at Westminster and Devolved Administrations Local Counsellors and other elected representatives All Party Parliamentary Group for Private Security
Partners	Police Association of Chief Police Officers (ACPO) Association of Chief Police Officers in Scotland (ACPOS) Serious Organised Crime Agency (SOCA) Scottish Crime and Drug Enforcement Agency (SCDEA) UK Border Agency (UKBA) Local Authorities London Organising Committee for the Olympic Games (LOCOG) Crimestoppers Skills for Security Ofqual Scottish Qualifications Authority (SQA) Crown Prosecution Service Crown Office Procurator Fiscal Service Public Prosecution Service of Northern Ireland Other Government Departments National Police Improvement Agency (NIPA) Her Majesty's Revenue & Customs (HMRC) Driver and Vehicle Licensing Agency (DVLA) Identity and Passport Service (IPS) Drug Action Teams (DAT) City & Guilds British Institute of Inn-Keeping Awarding Body (BIIAB) Buckinghamshire New University City & Guilds Edexcel National Open College Network (NOCN) EDI Highfield Awarding Body for Compliance (HABC)
Local communities	Citizen's Advice Bureau Local Authorities and Trading Standards Royal Automobile Club (RAC) Automobile Association (AA) Job Centres Sporting Arenas PubWatch National Doorwatch Remploy British Parking Association (BPA) Motorists' Forum
Academic	Skills for Security Ofqual Scottish Qualification Authority

	Universities Approved training providers Awarding Organisations Perpetuity Group
Media	Info4Security Online Professional Security Magazine Risk UK Infologue Professional Security Magazine Press Association BBC and other media outlets
Trade Associations (security industry)	British Security Industry Association (BSIA) PubWatch British Institute of Inn-keeping British Parking Association CCTV User Group Association of British Investigators (ABI) Association of British Insurers (ABI) Association of Civil Enforcement Agencies (ACEA) British Association of Private Security Companies (BAPSC) Institute of Professional Investigators (IPI) Public CCTV Managers Association (PCMA) Scottish Investigators Forum (SIF) World Association of Professional Investigators (WAPI) International Professional Security Association (IPSA) Safer Doors (Working the Doors Forum) Close Protection World UK The Security Institute ASIS International Association of University Chief Security Officers (AUCSO) Security Alliance Door Supervisors Union (DSU)
Other Trade Associations	British Retail Consortium (BRC) Confederation of British Industry (CBI) Association of British Insurers (ABI) Federation of Small Businesses Institute of Hospitality Association for Conferences & Events Association of Event Venues Association of Exhibition Contractors Association of Exhibition Organisers Association of Scottish Colleges British Association of Leisure Parks, Piers & Attractions BEDA (Bar, Entertainment & Dance Association) BEDA Scotland British Association of Conference Destinations British Bankers Association British Beer & Pub Association British Beer & Pub Association Scotland British Chambers of Commerce British Hospitality Association

	British Institute of Facilities Managers British Insurance Brokers' Association GMB Unite the Union, Transport & General Workers