



Security Industry Authority

Stakeholder Engagement Strategy

April 2007

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1 Introduction

1.1 Purpose

Refreshing our stakeholder engagement, particularly with the Private Security Industry (PSI) itself is necessary to ensure we understand the wide range of interests. Engagement must be an integral part of developing our understanding of impact and our future plans and priorities. This strategy's purpose is to fulfil the SIA's 07-08 Corporate Business Plan commitment to refreshing our stakeholder engagement.

1.2 Background

1.2.1 Our stakeholder engagement is characterised by effective operational and developmental liaison, but there are continuing concerns about the strategic level arrangements. Efforts have been made twice in the past to develop national Stakeholder Advisory Committee arrangements. These arrangements did not fulfil requirements probably because the Committees were not truly representative of the Private Security Industry and they grew out of personal relationships rather than through identified need to meet particular objectives. These earlier strategic level arrangements therefore lapsed.

1.2.2 Now that the SIA has agreed a renewed strategic direction; focussing on collaboratively introducing regulation as a catalyst to stimulate change and improvement within the industry, it is timely to review our stakeholder engagement activity and develop a strategy that will be effective in meeting the SIA's stakeholder engagement objectives.

1.2.3 The effective relationships with key players and groups at operational and sector level have so far provided the most significant contribution to the development of regulation and SIA strategy and policy, but there remains a view that what is missing is an overt sign of an effective and productive relationship with the industry at strategic level.

1.2.4 The SIA has a sizeable stakeholder engagement matrix, so it is difficult to see how a single Stakeholder Advisory Committee could work; different stakeholders have different levels of interest in and influence over achievement of SIA objectives. It seems unrealistic to believe that the private security industry could have one leading strategic driver group, as the PSI is not a single industry that can be easily represented by one small group of people. The SIA, therefore, needs a different approach to the one strategic advisory mechanism previously tried and failed.

1.3 Summary

1.3.1 This strategy recognises that it would perhaps be more productive to engage with different stakeholders for different reasons and to overtly signal this to all stakeholders. It proposes setting up self-perpetuating networks, both real and virtual, that enable diverse interests and individuals to contribute to SIA policy-making and engage in constructive dialogue in which all voices are listened to; ‘think tanks’ on particular priority issues; and inviting particular ‘wise’ individuals to give advice based on their knowledge and experience that the SIA can draw on. It notes that the SIA is and should be represented at the ‘think tanks’ of other organisations and that it should key into the stakeholder engagement activity that other organisations have set up.

1.3.2 It clarifies that the SIA should lead on strategic engagement about regulation, and although the SIA should contribute usefully to other forums about other issues, its main engagement should be about furthering SIA objectives.

1.3.3 This strategy suggests that the SIA should not follow the previous pattern of re-inventing the Stakeholder Advisory Committee. Instead it proposes that we should develop engagement activity that clearly fills gaps in respect of managing strategic priority issues and that will enable the SIA to achieve its objectives.

1.3.4 The Strategy leads to a Stakeholder Engagement Plan that outlines more detailed plans to fill the gaps and that will be managed as a project during its development, implementation and review phases.

1.4 Learning from other organisations

1.4.1 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.

1.4.2 The BRE has produced a Code of Practice on Consultation which applies to all public consultations by government departments and agencies. Non-departmental Public Bodies (NDPB's) are encouraged to follow the code. The code applies to formal consultation on policy development. We already apply the 'BRE Code of Practice on Consultation' in carrying out our Regulatory Impact Assessments (RIA).

1.4.3 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.

1.4.4 Office for Government Commerce (OGC) Guidance on stakeholder engagement is within its Guide to Effective Market Shaping (GEMS). In particular, OGC provides an example of a stakeholder map, which can be used to document and explore the interests of particular stakeholders.

1.4.5 Our current stakeholder map is shown at Annex A.

We will regularly review and update our stakeholder engagement map.

1.4.6 Neither the British Standards Institute (BSI) nor International Organisation for Standardisation (ISO) has developed specific standards for stakeholder engagement. However, the Institute of Social and Ethical 'AccountAbility', a non-profit, membership organisation has produced a generally applicable, open-source framework for improving the quality of the design, implementation, assessment, communication and assurance of stakeholder engagement.

We will apply the 'AccountAbility' framework and standard in designing, implementing, evaluating and assuring the quality of our stakeholder engagement.

1.4.7 DVLA has developed a network of Stakeholder Engagement Account Managers to ensure coordination and consistency of message in dealings with stakeholder organisations. They act as a focal point of contact between the DVLA and organisations, promoting best practice and partnership-working with key corporate customers.

We will nominate Stakeholder Engagement Account Managers to act as the first point of contact for particular stakeholder groups and interests/ issues.

2 Drivers for engagement

2.1 SIA Strategy

2.1.1 There are two main political drivers that shape the SIA strategy – public protection and better regulation

2.1.2 The **strategic direction** is to contribute to the protection of the public and crime reduction by collaboratively introducing the regulation as a catalyst to stimulate change and improvement within the industry. This will create a fitter and healthier industry enabled to improve competitiveness and reputation and harness opportunities for both the public and the industry itself.

2.1.3 The **strategic approach** is to be a modern, efficient and collaborative regulator – introducing the regulation ‘with the industry and not to the industry’, continually balancing the public purpose of the regulation with the commercial implications.

2.2 SIA Mission, Vision and Aims

2.2.1 The SIA’s **mission** is to help protect the public by collaboratively developing and achieving high standards in the private security industry.

2.2.2 The **vision** is to create a Security Industry Authority that is a model of good regulation and internationally recognised as a major contributor to the quality and effectiveness of the private security industry thus helping to reduce crime, disorder and the fear of crime.

2.2.3 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

- Contribution to the Home Office extended police family policy by encouraging and supporting further engagement of the private security industry
- Recognition, by all our stakeholders, of the SIA as a model of good practice.

2.3 SIA Corporate Business Plan Objectives 2007/08

1. Provision of services and standards to our customers that meet their needs
2. Effectiveness of our regulatory activities
3. Continuing to introduce regulation of the private security industry, where it is justified
4. Understanding, support and appreciation from our strategic stakeholders for the benefits of private security industry regulation
5. Recognition, internally and externally, of our organisation and operation as a model of good practice
6. Achievement of our objectives within revenue and expenditure projections

2.4 Strategic engagement objectives

2.4.1 In support of the Home Office core purpose of protecting the public:

- To identify the opportunities for and threats to the PSI contribution to public protection

2.4.2 In support of SIA mission, vision and aims:

- To communicate effectively the SIA mission, vision and aims for the future, and to influence the PSI towards strategic alignment with the SIA's mission, vision and aims

2.4.3 In support of Business Plan Objective 1 – provision of services and standards to our customers that meet their needs:

- To assess impact of SIA plans, policies and activities
- To identify ways to improve the customer experience and to tell stakeholders how we intend to do this

2.4.4 In support of Business Plan Objective 2 – effectiveness of our regulatory activities:

- To improve stakeholder understanding of the SIA’s remit and effectiveness, and to gain the confidence of stakeholders that the SIA applies the law equitably and effectively
- To share best practice and learn lessons, and to develop better regulatory practice
- To look for opportunities for collaboration with other regulatory bodies
- To realise mutual benefits from working with partners

2.4.5 In support of Business Plan Objective 3 – continuing to introduce regulation of the PSI, where it is justified:

- To increase our body of knowledge about the PSI to inform policy making that balances the public purpose of regulation with commercial implications
- To identify development opportunities and risks

2.4.6 In support of Business Plan Objective 4 – understanding, support and appreciation from our strategic stakeholders for the benefits of PSI regulation:

- To gain understanding, support and appreciation from strategic stakeholders for the benefits of PSI regulation
- To encourage public and private sector commitment to purchasing security services from companies with Approved Contractor status
- To increase public and Government confidence in the SIA and PSI and promote recognition of the SIA’s role and PSI regulation within Government plans

2.4.7 In support of Business Plan Objective 5 – recognition of our organisation and operation as a model of good practice:

- To account for our actions to stakeholders

2.4.8 In support of Business Plan Objective 6 – achievement of our objectives within revenue and expenditure projections:

- To utilise resources efficiently and effectively in managing our stakeholder engagement by focussing on priority issues, using low-cost engagement methods and keying in to the engagement activities and forums of others

2.5 Other drivers for engagement:

- New legal obligations
- New markets/ sectors
- New technologies
- Responding to criticism
- Realising the benefits of engagement

2.6 Engagement benefits the SIA and stakeholders by:

- Giving those who have a right to be heard an opportunity to be considered in the decision-making processes
- Enabling learning from stakeholders, resulting in policy, planning and process improvements
- Strengthening ability to assess and manage risks and reputation
- Enabling understanding of the business environment, market developments, and new strategic opportunities
- Informing, educating and influencing stakeholders and the business environment to improve their decision-making and actions that impact on the industry and public safety
- Improving SIA credibility amongst stakeholders
- Building trust between the SIA and stakeholders
- Pooling resources to solve problems and reach objectives
- Enabling learning and insight from non-traditional sources
- Enabling collaboration to address problems, take opportunities, and to implement change

2.7 SIA commitment to stakeholders

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.

3 Engagement priorities

3.1 SIA priorities

3.1.1 To establish reputations that:

- The SIA contributes effectively to public protection
- The SIA listens to and understands its stakeholders
- The SIA is a good partner to work with
- The SIA is a regulator that can be tough if needed
- ACS is the premier industry hallmark of reassurance
- The SIA puts a high value on customer service
- The SIA does an excellent job with the resources it has

We identify priorities for managing our reputations and address urgent issues through the Communications Strategy

3.1.2 To influence behaviours so that:

- All key stakeholders promote our achievements/ reputations
- Customers and individuals comply/ conform because it's easier to comply/ conform than not
- Commitment to ACS achievement and/ or renewal
- Stakeholders provide a flow of information that we can use effectively
- Wider engagement of the regulated industry in joined-up public protection
- Public sector purchasers specify ACS suppliers

3.1.3 To disseminate key messages:

- Dispelling myths/ misperceptions
- Building a positive image of SIA's delivery of the Home Office agenda

3.1.4 To consult about:

- Delaying Security Consultants licensing
- Potential to implement or delay in-house licensing
- Home Office led Private Security Industry Act (PSIA) reviews

- Diversity Schemes

3.1.5 To contribute to joint work for:

- Developing the Wider Police Family
- Olympics Security
- Reducing the threat of attack on Cash and Valuables In Transit (CVIT) guards
- Meeting the requirements of EU Directive 2005/36

3.1.6 To develop new relationships with:

- Key stakeholders in Europe
- Other regulators in UK and Europe

3.2 Existing stakeholder engagement

The detailed map of our current stakeholder engagement and comprehensive list of stakeholders is at Annex A. The map identifies the level at which we engage with each stakeholder group - monitoring, informing, transacting, consulting, involving, collaborating, empowering - our goals, methods of communication and engagement approach. The map contents are summarised below:

3.2.1 Monitoring

We subscribe to an on-line media monitoring service that provides electronic search of the internet and alerts us to any mention of SIA. The Media Team also scans the daily papers for articles and issues relevant to the SIA. We monitor internet discussion forums e.g. 'Working the Doors', 'Infologue' and the 'Joint Security Industry Council' website. Our Public Affairs agency alerts us to topics of interest arising from Parliamentary Questions and Home Office developments.

Board members attend appropriate conferences, seminars and events to listen to stakeholders and report back to the Chair and executive.

3.2.2 Informing

We pass information to our customers, political stakeholders, partners, industry media and industry and other trade organisations through marketing and communications plans and through our website.

3.2.3 Transacting

We have contractual relationships - through which we direct objectives and provide funding - with our Managed Service Provider, Qualifications Awarding Bodies and ACS Assessing Bodies.

3.2.4 Consulting

The Chair holds one-to-one strategic level meetings with key stakeholders to promulgate key messages and gain feedback.

We apply the 'BRE Code of Practice on Consultation' in carrying out our Regulatory Impact Assessments (RIA).

The Research Plan provides for surveys about the impact of SIA activities on sectors of the PSI.

We conduct 'roadshows', e.g. for ACS and licensing Scotland.

We have one-to-one meetings and attend periodic meetings with industry representatives, Government and Regulators, partners and industry and other trade associations.

3.2.5 Involving

We involve our customers and suppliers through 'roadshows', periodic meetings and through seeking input to brand development and communications campaigns.

3.2.6 Collaborating

There is a Parliamentary Group on security industry issues of which the SIA Chair is a member – the group is focussing on Cash and Valuables in Transit (CVIT) crime and preparation for the 2012 Olympics.

We are also members of the Home Office 'Think Tank' on CVIT crime, and the London Organising Committee of the Olympic Games (LOCOG) Steering Group.

The Chief Executive holds one-to-one meetings with partners e.g. with Tarique Ghaffur, Assistant Commissioner Met Police re 2012 Olympics.

We collaborate with stakeholders in our development projects e.g. MSP II development, and through Memoranda of Understanding e.g. with Skills for Security.

3.2.7 Empowering

We empower our partners to act on our behalf in compliance activity.

3.3 Stakeholders' engagement priorities, concerns and expectations

Issues that stakeholders have raised through existing feedback mechanisms are:

3.3.1 Olympics 2012 Security

- Requirement for advice on implications of regulation for Olympics 2012 security planning

3.3.2 Threat to CVIT Guards

- Need to reduce the threat of attack on CVIT guards

3.3.3 Compliance and conformance activity

- Concerns that compliance activity is insufficient with a perceived lack of prioritisation and some perception of victimisation of particular companies and individuals
- Concerns that ACS conformance activity is insufficient and that stronger enforcement action is required to underpin the scheme's credibility so that greater recognition of the standard is created amongst private and public sector buyers

3.3.4 Promotion and benefits of ACS

- Need to promote the ACS scheme to corporate buyers, particularly those in the public sector
- Concerns that there are too few tangible benefits of the ACS

3.3.5 Lack of engagement with some sectors

- Door supervisors perceive a relative lack of engagement as compared to efforts made in security guarding
- Small companies perceive that our engagement activity is directed at major players in the security guarding sector with little attention to smaller operators and those not represented by BSIA

3.3.6 Vehicle Immobilisation complaints

- Complaints about the activities of VIs and a perceived lack of regulation of the sector by the SIA

3.3.7 Licensing of Security Consultants Sector

- Concerns about the SIA's possible intention to regulate the Security Consultancy sector

3.3.8 Licensing of in-house guards

- Concerns that the current system of licensing contracted, but not in-house security guards, is inequitable and poses potential risks to the public

3.3.9 Licensing of sports stewards

- Concerns about double standards in relation to the exclusion of some Sports Stewards from regulation, particularly in the light of planning for Olympics security

3.3.10 Licence Integration, Register of Licence-holders and fee

- A desire for simplification of the licensing system towards greater integration, particularly in respect of public space surveillance (CCTV) licensing
- Concerns that our Register of Licence-holders is inaccurate or out-of-date, that it is not very accessible or user-friendly, and that it is unclear at which stage e.g. before, during or after appeal against licence revocation, that names are removed from the register
- A desire for assurance that the licence fee is now accurately calculated, and assurance that advanced warning e.g. annual prediction, of licence fee increases will be given in future.

3.3.11 Training malpractice

- Concerns about training malpractice and examination fraud and about the perceived reactionary approach of the SIA to disclosures of malpractice

3.3.12 Feedback to information providers/ whistle-blowers

- Concerns that information-givers/ whistle-blowers do not receive adequate acknowledgement or updates on action taken in respect of information given

3.3.13 Improved communications

- Some stakeholders want a return to the national Stakeholder Advisory Committee, others just want the SIA to communicate more in order to canvass opinion and harvest expertise

We will identify further issues through our refreshed engagement

4 Refreshing stakeholder engagement

Given the constraints of time and resource it is unrealistic to build a strategic relationship with every stakeholder; identification and prioritisation of issues will be necessary for the success of our engagement strategy.

We should recognise that our objectives for engagement have different levels of importance to our stakeholders and that on some issues there may not be much point in engaging any further with stakeholders.

4.1 New approach

In considering whether to engage with stakeholders on their issues above we have applied the following principles:

4.1.1 The SIA should engage when:

- There is a major issue confronting the SIA
- There is sufficient overlap between SIA objectives and concerns and those of stakeholders
- There is concern about the impact of an SIA goal or strategy
- It is necessary to improve the SIA's knowledge about an issue
- There is an opportunity to help shape SIA goals and strategies
- The SIA has sufficient control or influence over a decision
- The SIA needs to create more options for a planned action
- All the decisions about an issue have not yet been made

4.1.2 The SIA should NOT engage when:

- There is a low or no SIA commitment to address an issue
- The SIA already made key decisions on the issue
- There is insufficient time to engage stakeholders
- Addressing the issue is a relatively short-term business objective

In prioritising issues for engagement we have considered both their importance to SIA objectives and stakeholders' expectations

4.2 Priority Issues

4.2.1 Olympics 2012 Security

We acknowledge that we should be actively and positively engaged in the PSI's planning for its contribution to the security of the Olympics 2012, and we are collaborating with partners in this regard.

4.2.2 Threat to CVIT Guards

We share the concern about the growing threat to CVIT guards of attack by organised armed gangs and by opportunistic youth gangs. It is one of our priorities to play our part in mitigating this threat and so we are contributing to partner and Home Office-led 'Think Tanks'.

4.2.3 Connecting with EU awarding bodies and regulators

The EU Directive means that we must make connections with EU awarding bodies/ regulators and, therefore, this has to be a priority. We will identify appropriate European bodies and make formal approaches to them.

4.2.4 Changing perceptions about compliance and conformance activity

We recognise the need to overcome perceptions that compliance and conformance activity is inadequate or unfairly prioritised. It is important that we get the message across that there is a level playing field on which there is no such thing as respectable offending. The Chief Executive will promulgate this message through one-to-one meetings with those key stakeholders that are voicing most concerns about compliance and conformance activity, and through a series of bi-monthly articles in SMT Magazine.

4.2.5 Promotion and benefits of ACS

We think there is definitely some room for enhancing engagement with ACS companies; a tangible benefit of being an approved contractor should be that we give them priority for engagement. To this end, we will consult through the ACS

Forum on the development and content of an Extranet that only ACS companies can access.

4.2.6 Lack of engagement with some sectors

We want to overcome the perceived lack of engagement with some sectors and to overcome the perception that our engagement activity is directed at the major players in the security guarding sector with little attention to small operators and those not represented by the BSIA. We will support the development of networks, both real and virtual, to canvass the views of those from particular sectors and small businesses.

4.2.7 Vehicle Immobilisers – complaints and SIA regulation

We are aware that complaints about vehicle immobilisation issues are potentially damaging to the SIA's reputation. Making our contribution to problem-solving forums is, therefore, also a priority. We are working with the Home Office, other Government Departments and the Motorists Forum to identify further options to resolve complaints. We will contribute to the development of a campaign to raise public awareness led by the Department for Transport, and to the development of best practice guidance for Vehicle Immobilisers.

4.2.8 Licensing of Security Consultancy Sector

We see consultation about the potential for prolonged delay to licensing of Security Consultants as another priority, and we have written to those who have previously expressed interest in this subject to canvass views about the proposal. Subject to that consultation raising no significant issues that have previously been overlooked, we will recommend to the Minister that consideration of the sector is delayed until 2010.

4.2.9 Licensing of in-house guards

Similarly, we agree that further consultation about the potential for licensing or delaying licensing of in-house security guards is necessary. We plan to host a 'think tank' to discuss this issue with interested parties.

4.2.10 Licensing of security at events

Consideration of security at events was recently concluded by the Home Office: only in-house manned guards working at stadiums where a safety certificate is in place are exempt from licensing. The Home Office does not propose to re-visit this issue.

The SIA has published guidance on security at events, which clarifies the position.

4.2.11 Licence integration, Register of Licence-holders and licence fee

We agree that we should review the possibilities for further licence integration, and that we should try to resolve remaining confusion about licensing of Public Space Surveillance (CCTV) operatives. We will undertake a paper consultation exercise on licence integration and we will seek advice from key stakeholders on resolving confusion about Public Space Surveillance (CCTV) licensing.

We recognise the need to clarify the principles behind inclusion/ removal of names from the Register of Licence-holders e.g. whether names are removed before, during or after licence revocation, and to include licence expiry dates. We plan to review the Register to increase user-friendliness, and to provide guidance via the website about the principles upon which it is compiled.

We are not convinced that there is an ongoing need to give reassurance that the size of the licence fee is now accurately calculated and that advanced notice will be given of any future licence fee increases. We do not, therefore, plan any proactive communications on this subject.

4.2.12 Training malpractice

Last year, an assessment of reported training/ qualifications malpractice showed that the majority of allegations were unsubstantiated; where a malpractice was confirmed there was cooperation from the awarding bodies and qualification regulatory authorities in sharing information and effective resolution, particularly where licence decisions were affected; and that the industry does not have a disproportionate number of malpractice cases.

However, we acknowledge the need to overcome perceptions that training malpractice is rife and not adequately dealt with, and the need to ensure that our links between intelligence and training providers are clear and sufficient so that actual malpractice continues to be properly dealt with. The Director of Operations will review the links and communications between our intelligence activity and awarding bodies. If necessary, we will review our communication arrangements and contracts with awarding bodies and our working arrangement agreements with the Qualifications Regulatory Authorities as it remains their responsibility to investigate malpractice.

We also plan to gather and publish data from each awarding body, by sector, on the number of reported allegations and the number of cases confirmed/ requiring some form of redress.

We will raise related issues with Skills for Security, for discussion at the Awarding Body Forum to gain their involvement in improving perceptions and ensuring rigour in the management of training sub-contracting.

4.2.13 Feedback to information providers/ whistle-blowers

We agree that there is a need to revisit arrangements for providing feedback to information providers/ whistleblowers so that they will feel it is worthwhile engaging with us, and to enhance our reputation as an effective regulator. We will consult with Police partners to learn lessons from them about ways to give updates to our sources of information.

4.2.14 Improving communications

Some key stakeholders have a desire for some sort of national stakeholder panel through which to resume a constructive dialogue with the SIA. However, the national panel approach has been tried and lapsed twice already. The priority is to develop better communication arrangements to canvass opinion and harvest expertise and to resolve the concern that we do not communicate what we are doing effectively enough to the outside world.

We rely quite heavily on our website as our means of communicating with a wider audience, but we do not actively seek feedback on its contents or accessibility. We could do this, at least in part, by means of a message board, which would enable communication both between us and stakeholders and between stakeholders themselves. We plan to review the website design to improve accessibility. We could also seek to establish links on the message boards/ internet discussion forums of others.

As a starting point we, in any case, need to communicate overt messages about our current and planned engagement activity through our Communications Strategy.

Information about the Engagement Plan will be targeted at relevant stakeholders through the Communications Strategy using existing networks, relevant media, direct mail and personal visits.

We then need to test some of our proposed new approaches to develop even more effective dialogue with the industry on the issues that are of importance to both us and our stakeholders.

5 Engagement

5.1 Engagement approach

In identifying the most effective engagement approach and designing the process, we have endeavoured to identify the right combination of approaches and techniques for our particular situation, business and stakeholders. This selection of approaches is based on analysis of:

- Our strategic engagement objectives
- The current approach to and level of engagement with our stakeholders
- SIA and stakeholder expectations about the outcomes of engagement
- Available resources to undertake engagement

5.1.1 Our engagement activity will be enabled by:

- A Project Management approach
- Clear assignment of internal responsibility for engagement by sectors/ issues to responsible individuals (Stakeholder Engagement Account Managers)
- Links with the Communications Strategy
- Links with the Research Strategy

5.2 Stakeholder Engagement Plan

Our plan for engagement with priority stakeholders on priority issues:

5.2.1 Olympics 2012 Security

- Chair attends the Parliamentary Group on security industry issues
- One-to-one meetings between Chief Executive and Metropolitan Police Assistant Commissioner
- Strategic Development Director and Development Assistant Director attend LOCOG Steering Group
- Compliance and Investigations Team engage with partners at tactical level

5.2.2 Threat to CVIT Guards

- Chair attends the Parliamentary Group on security industry issues
- Strategic Development Director attends Metropolitan Police and Home Office 'Think Tanks'

5.2.3 Connecting with EU awarding bodies and regulators

- Government and Legal Team make written approaches to relevant bodies

5.2.4 Changing perceptions about compliance and conformance activity

- Chief Executive one-to-one meetings with key stakeholders that raise most concerns
- Chief Executive's bi-monthly articles in SMT magazine

5.2.5 Promotion and benefits of ACS

- Plan to consult through ACS Forum about potential development and preferred content of Extranet
- Plan to develop Extranet for ACS companies

5.2.6 Changing perception of lack of engagement with some sectors

- Plan to support the development of real and virtual networks to enable Door Supervisors and Vehicle Immobilisers to consult with their own sector colleagues, and to develop a network of representatives of small businesses. To get things started the SIA plans to offer to host a first meeting for each of these proposed networks, to gain feedback on SIA activity and to discuss the way forward for the SIA's engagement with the sectors/ small businesses, e.g. perhaps through an SIA website message board (subject to feasibility assessment). Our expectation is that sectors will continue to manage their own networks if they find them useful and these will provide forums into which the SIA will be able to link.
- Plan to attend and provide speakers at the 'Safer Doors' conference

5.2.7 Vehicle Immobilisation complaints resolution options

- Strategic Development Directorate contribute to ‘Think Tanks’ with Home Office, other Government Departments, Motorists Forum and British Parking Association to develop options papers for the Minister’s consideration

5.2.8 Licensing of Security Consultancy sector

- Written consultation on the proposal to delay long-term with those that have signed up for information via the website in progress
- Plan to report back to stakeholders on the outcome of the consultation and the recommendation made to the Minister through the Communication Strategy

5.2.9 Licensing of in-house guards

- SIA plan to host a ‘think tank’ to discuss the issues with interested parties during summer 2007
- Plan to report back on what we have heard through the Communications Strategy

5.2.10 Licence Integration and register of Licence-holders

- Plan to seek advice from key stakeholders and undertake a paper consultation exercise about further licence integration/ Public Space Surveillance (CCTV) operatives licensing
- Plan to review the Register of Licence-holders to increase user-friendliness, and to provide guidance about the principles upon which it is compiled on the website

5.2.11 Overcoming perceptions of training malpractice

- Director of Operations plans to review links and communications between intelligence activity and awarding bodies and Qualifications Regulatory Authorities, and, if necessary, review contracts/ working arrangement agreements to ensure adequate investigatory response
- Plan to report outcome of this review, earlier assessment of extent of malpractice and up-to-date data to stakeholders through Communications Strategy

5.2.12 Providing feedback to information providers/ whistle-blowers

- Plan to consult with Police partners about potential ways to give updates to sources of information

5.2.13 Improving communications

- Plan to assess the feasibility of developing an internet Message Board undertaking every month to answer most frequently asked questions and moderating for racist content/ libel etc. Plan to identify SIA Stakeholder Engagement Account Managers to collate sector/ issue-specific responses.
- Plan to establish links on the message boards/ internet discussion forums of others

5.3 Launch

The Chair will launch the Stakeholder Engagement Plan through her keynote speech at the one-day conference at Leicester University on 9 May 2007

5.4 Review

As part of the Research Strategy, we plan to review the engagement process itself, to assess its impact, learn from successes and mistakes and highlight areas in which we should further develop the Stakeholder Engagement Strategy.

We aim to translate new learning, insights and agreements into action – decisions, policies and action plans, improved business processes or strategic or operational changes – and we will ensure that we tell our stakeholders how we are doing this through the Communications Strategy.

Annex A

Stakeholder Map

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 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'	Marketing & Communications methods
TRANSACT Suppliers	Work together in a contractual relationship – we direct objectives and provide funding	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 Body Contracts ACS Assessing Body Contracts

Level: Stakeholders	Goal	Communication	What we will do	Engagement Approach
CONSULT Customers 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 (e.g. ACS & Scotland) One-to-one meetings Periodic meetings
INVOLVE Customers Suppliers	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 stakeholders' views influenced our decision-making'	ACS Forums & Roadshows Periodic Meetings Seek input to brand development, communications campaigns etc.
COLLABORATE Suppliers Partners	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 II 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.

Our Stakeholders

Employee	Board and SMT Staff New recruits Potential recruits Ex-employees Temporary Staff
Customer	Licence-holders Potential Licence-holders ACS Companies Potential ACS Companies Other Security Service Providers Home Office Security Service Buyers Public
Supplier	Managed Service Provider Suppliers of materials/ services Treasury Solicitors Criminal Records Bureau/Disclosure Scotland Legal Representatives Awarding Bodies Home Office Research & 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 Ombudsman Office of Government Commerce National Audit Office Welsh Assembly Scottish Executive Other Government Departments
Political	MPs & Ministers MEPs Members of House of Lords MSPs (Scottish Parliament) MLAs (N. Ireland)
Partners	Police ACPO/ ACPOS (Scotland) Assets Recovery Agency (ARA) SOCA Border & Immigration Agency (formerly IND) UK Immigration Service (UKIS)

	<p>Drug Enforcement agencies (DEAs) Local Authorities London Organising Committee for the Olympic Games (LOCOG) ‘Crimestoppers’ Skills for Security Qualifications & Curriculum Authority (QCA) Scottish Qualifications Authority (SQA) Crown Prosecution Service Other Government Departments Police Information technology Organisation (PITO) Revenue & Customs DVLA Passport Office Drug Action Teams (DAT) Association of British Insurers (ABI) ASET (Awarding Body) Buckingham & Chilterns University College (BCUC) (Awarding Body) City & Guilds British Institute of Inn-Keeping (BIK)- Awarding Body Edexcel National Open College Network (NOCN)</p>
Local communities	<p>Citizen’s Advice Bureau Local Authorities RAC AA Job Centres Sporting Arenas PubWatch Remploy British Parking Association (BPA) LACORS (Local Authorities Coordinators of Regulatory Services) Motorists’ Forum</p>
Academic	<p>Skills for Security Qualification Curriculum Authority Scottish Qualification Authority</p>
Media	<p>SMT Magazine Infologue Safer Doors Professional Security Magazine</p>

<p>Trade Associations (security industry)</p>	<p>BSIA BSIA Scotland PubWatch BII CCTV User Group Association of Civil Enforcement Agencies (ACEA) British Association of Private Security Companies (BAPSC)</p>
<p>Other Trade Associations</p>	<p>British Retail Consortium (BRC) Confederation of British Industry (CBI) Association of British Insurers (ABI) Small Business Service HCIMA (Hotel Leisure & Tourism) Visit Britain 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</p>

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