



S12 – Security Guarding Industry Leadership Group

Minutes of a meeting of the S12 (“**the S12**”) held on the 3rd October 2025 commencing at 8am UK time.

Location: Video Conference Call (Teams)

Present: Ahmad Rafique, SSG Support Services
Claire Shrosbee, CYS Security
Gary Culloden, Mitie Security
John MacAskill, BSIA
Paul Evans, Carlisle Security (Chair)
Paul Howe, Venture Security
Peter Harrison, FGH Security (Deputy Chair)
Rachel Fleri, Specialist Security Co
Richard Fogelman, NSI (Governance Role)
Tim Kendall, G4S

Apologies given: Alex Booth, Aura UK
David Ward, City Security Council (Governance Role)

1. Meeting Open, Opening Remarks and Purpose

The meeting was declared open by the Chair at 8.00am with two apologies received prior to the meeting commencement. The Chair offered a thank you to S12 members for the work done so far, mentioning how well the Security Minister received the S12, and how we now have a real launchpad for the industry.

2. Inclusivity within the Industry

The Chair mentioned the importance of us being inclusive and representational of the industry, and that even though a small minority of people may express a disapproval of the S12, we must still hear their point of view, and we must continue to welcome opinions from everyone.

The Chair noted that an individual with whom the Board has made repeated efforts to engage constructively, has recently demonstrated unprofessional behaviour. Some of these actions have been perceived by S12 members as instances of victimisation or bullying. The Chair reaffirmed that such conduct will not be tolerated and emphasised his commitment to ensuring that no S12 member feels victimised or harassed. He advised that legal action may be considered should these behaviours persist.

The Chair further reminded the Board that S12 is a body committed to meaningful change, unity, and mutual support. Members were assured that anyone experiencing victimisation or harassment will have the full backing of the S12, and that legal recourse may be pursued in cases involving slander, harassment, or victimisation.

3. Previous Actions Discussed



- i. **Bank Account & S12 Fee Payments.** RF commented that the NSI could potentially hold S12 funds temporarily in their bank but is seeking clarification from the accountant. Similar has been done for another matter previously. It can be done, but NSI would prefer not to and for the S12 to progress a CIC and create their own bank account. The Chair stressed that we needed to move fairly fast, so we have funding. It will take some time for us to have an official S12 bank account. It was voted that the NSI would be used as a temporary measure for holding the funds from the S12 Member fees on an interim measure.

ACTION: RF to progress setting up this mechanism to allow for S12 Members fees to be paid to them. RF to sign a legally binding agreement that will provide liability cover to the safe holding of the fees. The Chair and Deputy Chair will be required to give authority for funds to be paid out of the account.

- ii. **PR & Comms Specialist.** PH commented that two candidates were interviewed by PH and CS last week. One candidate was not experienced enough for the role. Another candidate scored 94% against our capability criteria, and has good relevant experience within large PR firms, UK government and also the Labour Party. He has extensive contacts with journalists and gaining coverage in 'purple cow' broadsheets.

A discussion took place regarding day rates of marketing / PR professionals, with RF stating this seems very high. JM feels we need more candidates to choose from as selecting 1 from 2 may not be enough. PH confirmed it would be a 12-month agreement. TK was happy with the rate. GC checked day rates at Mitie and offered some benchmarks with a role such as this attracting £100k salaried or £500 per day. Going over £500 would be for a complete specialist in other areas as well. RF was concerned our PR work volume could increase and make the role unsustainable. The day rate sounds more like a day rate for crisis PR.

ACTION: It was agreed to readvertise and repeat the interview process with at least three candidates. Agreed the existing candidate will stay in the process.

It was also commented that there would remain ongoing support for the marketing and comms e.g. S12 website will still come via Carlisle. Support was also offered by GC and Mitie in the interview process.

- iii. **Secretariat Role.** PE discussed that the Secretariat / Chief of Staff role was to be advertised to see if we could attract any more applications.
4. **Marketing.** The S12 website and LinkedIn will be the primary channels for engagement, with blogs and news features. The Chair commented that it is important we show the rest of the industry some of the work we are doing.
5. **Real Living Wage.** The Real Living Wage Foundation have asked if the S12 can share good news stories and input from an S12 standpoint.
6. **Martyn's Law Engagement Panel.** The Home Office have asked the S12 to sit on the panel and we can share updates from this as news stories.



7. Additional 2x S12 Positions. Nominations will be opened shortly, with appointments made in early January. PE suggested that EDI was considered for these roles, as recommended in the ToR.

8. S12 Priorities & Workstreams. There are various themes we could focus on. We need to check the industries' opinion on the priorities we should be focussing on, and then we will know what workstreams to be created. We will run a survey and meet again on the 17th October to finalise what the industry feels are most important. Early mornings (08:00) seem to work best for people.

ACTION: The Chair to send out a Workstreams Consultation Survey to the entire industry and promote via media.

ACTION: Meeting to take place on 17th.

9. Martyn's Law Forum – Newsletter. Edition one was published this morning, with a write up for the S12.

ACTION: All S12 Members to sign-up to the link for the newsletter to be shared with S12.

10. Security Institute. The SI CEO met with CS and said how supportive she was of the S12.

11. Additional Security Minister Meeting. The Chair is meeting on 21st October and will cover off our chosen workstreams with him.

Stakeholders. The Chair reported that two trade bodies are no longer formally supporting S12. While they were initially in agreement, alignment could not be reached regarding the exact split of organisation sizes to be represented. As it stands, their leaders are not engaging, although many of their members have declared they are actively supporting the S12.

ACTION: PE and PH to speak with each of these Trade Bodies and give them additional opportunities to engage with us and take on board feedback during our formative stages.

12. Communications. Some confusion around the makeup of the S12 since it changed from the S10.

ACTION: Guidelines to be drawn up on how we communicate. Alex Sipos of Carlisle will create a cheat sheet and media policy.

ACTION: Website will display the makeup of the S12 in terms of size and scope of S12 member's business activities.

13. Subcontracting. A view expressed by some outside the S12 was that the S12 was against subcontracting. The Chair confirmed this was not the case and not an S12 viewpoint.

14. Workstreams. Conversation around workstreams that could be focussed on size of organisation. Additional conversation on not trying to do too much – we should focus on the big things and do them very well.

15. S12 Profiles. Now all on the S12 website.



16. Asian-owned ACS Companies. AR stated that about 1 in 3 SIA ACS companies are Asian-owned and would have interest in forming a specific working group, citing they are underrepresented when it comes down to working with the regulator or other working groups. The Chair said it was vital then that all views were gathered and logged as part of the Workstream Consultation Survey process.

17. Government, Home Office, SIA. RF: There is often confusion in the industry around who does what, such as the SIA do not make the Laws but regulate the industry. We could help educate the industry on this. It could be important in identifying the things we can deliver on, and what we cannot.

ACTION: Website to show a simple guide into what the different stakeholders are responsible for. We could include other stakeholders and supporters such as the TA's and TB's.

ACTION: Another webinar to be held for entire industry, with the above information, and an S12 update.

The meeting was closed by the Chair at 11am.