

**S12 – Security Guarding Industry Leadership Group**

Title	Minutes of the S12 Board Meeting
Description	Minutes of the S12 Strategic Board held 12 May 2026
Paper Owner	Paul Evans
Paper Author	Anisah Mehmood
Meeting Date	12 May 2026

The Board is invited to approve these minutes.

Board members wishing to request clarification on a paper should contact the paper's owner, copied to paper's author, in advance of the next board meeting (preferably by email). Material responses to the requests will normally be circulated to all Board members prior to, or at, the next board meeting

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**Minutes of the Board Meeting on 12 May 2026****Date:** 12 May 2025**Time:** 10:00 – 16:00**Location:** OCS, 5th Floor, 77 Gracechurch Street, London, EC3V 0AS (in person)**Chair:** Paul Evans

Attendees	
Paul Evans (S12 Chair)	Steven Moore – S12 Board Member
Peter Harrison (S12 Deputy Chair)	Alex Booth - S12 Board Member
Paul Fullwood (S12 COO)	Simon Alderson – S12 Board Member
Anisah Mehmood - S12 (Secretariat)	Abbey Petkar – S12 Board Member
Rachel Fleri – S12 Board Member	Paul Howe – S12 Board Member
Richard Fogelman – S12 (Assurance/Governance Role)	Tim Kendall – S12 Board Member
Glen Tonkyn - S12 Board Member	Gary Culloden – S12 Board Member
Keith Middleton - S12 Board Member	Will Hayes (Guest) – G4S Agenda 5 only

Apologies	
Jenna Smith (S12 Comms)	Keiran Mackie - S12 Board Member
Gemma Newman – S12 Board Member	John MacAskill - S12 Board Member
Claire Shrosbree – S12 Board Member	



S12 Strategic Board Representation/Attendance

Key:

-  **Green** – In attendance
-  **Amber** – Partial attendance
-  **Red** – Non-attendance (Annual Leave or other commitment)
-  **N/A** – Not appointed at the time

S12 Member	2/3 Feb 2026	12 May 2026	22 Sept 2026	8 Dec 2026
PE				
PH				
PF				
AM				
JS				
RF				
RFog				
GT				
KMid				
SM		 (AM only)		
AP				
PHow				
AB				
SA				
TK				
GC				
GN				
CS				
KM				
JM				



1. Welcome, apologies & declarations of interest

1.1 The Chair opened the meeting and confirmed that this represented the first formal Strategic Governance Board meeting following earlier development sessions, marking the transition to a more structured phase of governance and delivery.

1.2 The meeting was confirmed as quorate, with twelve voting members in attendance. Apologies were noted as recorded.

1.3 No new or additional declarations of interest were declared by any members present.

1.4 The Chair reiterated expectations around Board participation and engagement, emphasising that members are required to maintain a minimum attendance level of 75% across quarterly meetings in line with S12 membership agreements.

1.5 Appreciation was expressed to all members for their continued commitment, recognising the increasing demands of S12 activity alongside core organisational and operational leadership responsibilities.

2. Matters Arising and Actions of Previous Minutes

2.1 The minutes of the previous meeting (January 2026) were reviewed and approved as an accurate record with no amendments (**see paper 01, 02A and 02B**).

2.2 The Chair confirmed that the February session had been a strategic development meeting rather than a formal governance Board, and this was acknowledged by members.

3. Action Updates and Operational Progress

3.1 In relation to insurance and liability arrangements the Board noted that work is ongoing to develop a business case to support future decision-making.

“Action - A template will be circulated to members to gather input and define the scope required to obtain costings to cover insurance liability” (Action MAY-26-01 – owner Anisah Mehmood & S12 members)



3.2 With regard to S12 finance, banking and sustainability, the Board noted that a central S12 bank account is now operational following earlier delays.

“Action - Financial governance arrangements, including authorised signatories and oversight processes, are in place and continue to be refined” (Action MAY-26-02 – owners Anisah Mehmood/Paul Evans/Peter Harrison)

3.3 Formal S12 accountancy arrangements have been established, including payroll processes and reporting structures. *The financial position was noted as stable, with annual revenue in the region of £182,500 and monthly expenditure approximately £13,500. No immediate risks to financial sustainability were identified.* **(Action closed)**

3.4 The finance policy was circulated and agreed in March/April by the S12 Board, however two members suggested it required further refinement to ensure clarity, robustness and appropriate governance controls.

“Action - GC & RF were invited to provide additional feedback to support this development over the next 7 days so the policy could be finalised” (Action May 26-06 – owners Richard Fogelman/Gary Culloden)

3.5 In relation to HR and employment processes for the core S12 roles, the S12 Board noted that contracts and supporting policies are being developed and that employees are transitioning to a PAYE structure.

3.6 The S12 Board agreed that formal performance management processes will be implemented, including annual appraisal processes and structured approaches to remuneration review.

3.7 An update was provided on S12 registration and governance matters, confirming that the registered address has been updated *and that the transfer of documentation is progressing and nearing completion.* **(Action closed)**

3.8 The S12 Board noted that the formal response to the SIA (Martyn’s Law Section 12 Guidance Consultation) is in development and is expected to be finalised and submitted to the SIA before the end of consultation date of 12th June 26.

“Action - Draft, coordinate feedback and submit formal S12 response to the regulator on Martyn’s Law by the 12th June 26” incorporating feedback from across the industry. (Action MAY-26-09 – owners Gary Culloden/Glen Tonkyn)



3.9 Members were reminded

“Action - to provide input and feedback on the BAS proposal to support the development of a consolidated S12 position to Paul Howe by the 15th May 2026”. (Action MAY-26-10 - owners – All S12 members)

4. External Speaker Presentation - Legal and Compliance Risks

4.1 The S12 Board received a detailed legal presentation outlining risks associated with competition law and anti-competitive behaviour from Will Hayes – G4S General Counsel). The following guidance document was discussed:

*Trade Association Discussions Checklist **Redacted***

4.2 It was emphasised that strict prohibitions apply to the sharing of commercially sensitive information, including pricing, margins, contract details, tender activity and strategic business information.

4.3 All S12 members were reminded that even informal discussions or perceived behaviours can give rise to regulatory scrutiny or investigation.

4.4 The S12 Board noted that potential consequences of breaches include significant financial penalties, including fines of up to ten percent of global turnover, exclusion from Government procurement, and reputational damage both to individual organisations and to S12.

4.5 The S12 Board agreed that all collaboration must be clearly centred on legitimate industry-wide issues, such as safety, regulation and workforce standards, and that members must actively challenge or disengage from any discussions that may present a risk. S12 members were advised to contact the S12 Chief Operating Officer (with support from Legal Counsel) if unsure for advice and guidance.

5. Strategic Update – Chair and Deputy Chair (verbal update)

5.1 The Board noted that S12 continues to gain increasing recognition and engagement across key stakeholders, including the Home Office, the SIA, and other industry bodies.



5.2 It was acknowledged that S12 is now routinely referenced in stakeholder discussions, reflecting its growing influence and credibility as a voice for positive change to better support the UK Private Security Industry alongside the various trade associations and valuable work they do for their members.

5.3 However, the Board recognised that a perception remains within parts of the sector that S12 represents primarily larger organisations.

5.4 The Board agreed that addressing this perception remains a key priority and that S12 must continue to demonstrate:

- Transparency in decision-making
- Inclusivity across all business sizes in particular small/SME
- Value to SMEs and specialist providers

5.5 It was agreed this would be discussed in more detail at the annual review of the S12 at the next strategic governance board in September 26.

6. Chief Operating Officer Update (see paper 03)

6.1 The Board noted that structured engagement arrangements are now in place with key stakeholders, including regular meetings with the SIA and ongoing dialogue with the Home Office, NPCC, HMRC & other key stakeholders.

6.2 It was acknowledged that there are slight tensions within certain key stakeholder relationships, particularly in relation to accountability expectations and transparency. This was more evident as the S12 advances their workstreams which impact on others in terms of responsibility and industry expectations.

6.3 The Board agreed to maintain a constructive and collaborative approach while ensuring that S12 operates independently and with clear purpose for the wider benefit of the industry.

6.4 Ministerial engagement was discussed, with recognition that progress has been slower than anticipated, however regular dialogue with the Home Office is in place.

6.5 It was agreed that alternative approaches should be explored to ensure continued engagement at senior political level across all key stakeholders.



6.6 The COO updated good progress was being made by the S12, however there were three principal key risks which has been identified as areas to reduce, mitigate or accept. These being:

- Governance and financial controls
- Industry perception and positioning
- Inconsistent workstream delivery

6.7 The Board concluded that while governance and financial controls are largely in place, continued monitoring is required.

6.8 Industry perception remains a live and ongoing risk, requiring consistent messaging and demonstration of impartiality throughout.

6.9 Workstream delivery was identified as the most immediate area requiring improvement, recognising the core roles of S12 members. It was recognised there are members providing significant support; however, this did need to be consistent across all the S12.

7. Strategic Deep Dive Items

7.1 A revised **S12 Terms of Reference document** (see paper 04) was presented as a baseline governance framework.

7.2 The Board acknowledged that the document represents a strong foundation on the current version but **requires further refinement**. It was also acknowledged this will need to be discussed/reviewed again in September following earlier discussions around wider representation & industry perception.

7.3 Action: “S12 Members are to provide feedback within seven days” following which an updated version will be circulated for formal approval. (Action MAY-26-07 – owners All S12 members)

7.4 It was recognised the **S12 Articles of Association** had never been previously aligned with the S12 Terms of Reference when submitted, this will need to be updated once the S12 Terms of Reference has been agreed.

“Action - Update S12 Articles of Association in line with agreed Terms of Reference” (Action - MAY-26-08 – Richard Fogelman/Paul Fullwood)



7.5 In furtherance of the revised S12 Terms of Reference, a proposal was presented to introduce sub-committees to strengthen governance oversight. It was agreed that a proposed sub-committee (People and Audit/Governance) will be combined into a single committee to ensure efficiency and reduce duplication with a minimum of three S12 voting members, including the Assurance/Governance Lead, COO and will be coordinated by the S12 core team.

7.6 S12 Decision: The Board agreed in principle to establish a governance sub-committee structure to support oversight and assurance.

7.7 Action: “To identify and confirm a minimum of three volunteers to support delivery activities, supported by S12 Core Team/Governance, a draft Terms of Reference will be circulated, and members will be invited to volunteer” (Action May – 26-20 – owner All S12 members)

7.8 The Board discussed the recent **ACS fee increase** and noted significant concerns regarding both the scale of the increase and the lack of prior consultation with industry.

7.9 It was acknowledged that while the increase is unlikely to be reversed, it is important that S12 represents the views of the industry. The Board discussed a balanced, evidence-based approach will be adopted.

7.10 Industry feedback will be gathered through a webinar and used to inform formal engagement with the SIA.

7.11 The Board discussed the current position regarding **BAS (Business Approval Scheme)** and the need to define a clear S12 position. Members are to provide feedback to inform a consolidated response and position as highlighted earlier **(Action MAY-26-10 - owners – All S12 members)** .

7.12 The Board considered opportunities to develop a **Data-Sharing** approach to improve oversight of workforce activity and address labour exploitation risks.

7.13 It was recognised that such an approach could support greater transparency and compliance across the industry.

7.14 Risks were discussed and identified relating to GDPR, data ownership, and governance.



7.15 It was agreed that this should be aligned with future developments in business licensing frameworks & ongoing discussions with the Regulator and Home Office.

8. Workstream Updates

8.1 The IPPS workstream is progressing well. The lead has scheduled meetings with other workstream leads to share key objectives (as required), and there has been strong engagement with the NPCC/Policing, the Home Office, and other key stakeholders. The meeting with the Home Office Policing Team needs to be followed up. Overall, this workstream is making great progress and it remains on track.

8.2 The Labour Exploitation workstream was noted to be making good progress, including development of an industry charter and continued engagement with regulators. The focus will now be on translating outputs into practical and accessible guidance for the wider industry. There is a requirement to ensure ongoing collaboration with key agencies, in particular the SIA & HMRC. It was flagged that UKSICA have made great efforts to develop compliance tools and was agreed for this to be arranged as a demonstration for S12 members.

Action – “UKSICA to be invited to provide an online demonstration of their compliance tool to S12 members for their awareness” (Action – May 26-21 – Owners Anisah Mehmood/Steven Moore)

8.3 The Lobbying and Petitions workstream was noted to have exceeded 10,000 signatures; however, momentum has slowed. The Board agreed that further emphasis should be placed on strengthening the supporting evidence base and re-engaging with policy stakeholders. Further engagement will now follow with the Home Office on this point as the next stage of the petition.

8.4 Work relating to Mandatory Business Licensing, buyer engagement, and data sharing remains dependent on Home Office consultation outcomes and requires continued alignment. This workstream continues to gather momentum and will focus on a manifesto and linked actions.

8.5 The SIA training/assessment malpractice workstream was identified as requiring renewed focus due to a loss of momentum, the COO will work with the workstream lead to support going forward. This remains a key risk for industry across a muddled regulatory landscape, i.e. SIA & Ofqual.



8.6 Discussions regarding non-ACS and specialist services highlighted the need to reconsider current regulation arrangements/gaps, particularly regarding higher-risk areas such as dog handling.

8.7 Digitisation & Vetting remains at an early stage, with limited progress to date, although there is recognised potential for shared industry solutions. A workstream is planned to relaunch the work required over the next month

8.8 The Board acknowledged that the Security Skills Board, Quality Standards and Professionalisation landscape remains fragmented, and that balancing commercial competition with industry standardisation continues to present a challenge. A webinar is being planned over the next few weeks to raise industry awareness and capture feedback to determine the most appropriate way forward for the industry.

8.9 Martyn's Law workstream remains in place with key advances following the Home Office guidance being released, the next stage will be the formal S12 response to the SIA Sect 12 Guidance which will be led by the workstream leads as per earlier actions.

8.10 Whilst progress is positive across workstreams, it was noted that delivery in some areas remains inconsistent. The Board agreed that workstream leads/deputies must take greater accountability for delivery and progress.

9. Performance, Risks and Assurance (see paper 06)

9.1 The COO presented his report on general workstream performance & risks to the Board. The Board confirmed the following key risks:

- Governance and financial controls
- Industry perception
- Workstream delivery

9.2 The COO confirmed that formal KPI reporting would be presented at the next Strategic Board now that progress was being made across the revised workstreams.

Action “To present KPI performance across all S12 workstreams at the next quarterly board” (Action MAY-26-17 – Owners Paul Fullwood/Anisah Mehmood)

9.2 It was noted there was no ‘Governance and Assurance’ update or report provided on this occasion by the S12 lead.

**10.0 Finance Update and report (see paper 07)**

10.1 The Board received a comprehensive update on the financial position of S12 from the Deputy Chair, noting that significant progress has been made in establishing core financial governance arrangements since the previous meeting.

10.2 The Board confirmed that a central S12 bank account is fully operational following earlier delays. Appropriate governance controls are now in place, including authorised access and the requirement for dual signatories on transactions.

10.3 The Board noted that formal accountancy arrangements have been implemented, with a fixed-cost model agreed to support financial management and compliance. These arrangements include:

- Payroll management for all employees
- Preparation of statutory accounts and VAT returns
- Ongoing financial oversight and reporting

10.4 It was confirmed that the transition of employees into a PAYE structure is in progress, replacing previous arrangements, and that this will provide greater control and consistency in financial management.

10.5 The current financial position was reviewed and considered stable, with:

- Annual revenue is £182,500
- Monthly expenditure is approximately £13,500 PCM which includes employee costs, expenses and other annual revenue costs.

The Board noted that expenditure remains largely aligned to staffing costs, with limited additional operational spend.

10.6 No immediate concerns were identified in relation to short-term financial sustainability or cash flow.



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10.7 The Board discussed the Finance Policy and noted this has been previously consulted and agreed by Board, however feedback from two members requested further refinement to ensure:

- Clear approval thresholds and financial controls
- Stronger governance safeguards
- Appropriate separation from wider governance documentation

10.10 It was agreed that the Finance Policy will be further reviewed and refined and will be shared with S12 members as per the previous action. ***“Action - GC & RF were invited to provide feedback to support this development over the next 7 days so the policy could be finalised” (Action May 26-06 – owners Richard Fogelman/Gary Culloden)***

10.11 The Board acknowledged that longer-term financial sustainability would depend on:

- Continued and timely member contributions
- Improved invoicing and collection processes
- Identification of future revenue opportunities

10.12 It was agreed that a more detailed discussion on long-term financial planning, including potential income streams and sustainability considerations, will be brought forward to the annual Board meeting in September.

11. Lunch & networking

12. Communications and Engagement (see paper 08)

12.1 The Board noted that communications and engagement activity has improved significantly, supported by dedicated resources and increased coordination.

12.2 Further work is required to strengthen messaging consistency and improve digital presence.

Action – “Review and update S12 website content to reflect current activity and maturity” (Action MAY-26-12 – owner Jenna Smith)



12.3 There has been a notable increase in visibility through events, webinars and industry communication channels. Members were invited to support Retail Risk Event on the 18th June.

**Action – “Any S12 members/volunteers for Retail Risk event 18 June 2026.
(Action – MAY 26-04 – S12 Members by 18/05).**

12.4 Further work is required to ensure that the S12 website reflects current activity and maturity, and to strengthen consistency of messaging.

Action – “Prepare and incorporate quarterly S12 workstream slides and reporting pack” (Action - MAY-26-13 – owner Jenna Smith / Anisah Mehmood)

12.5 Opportunities were identified to strengthen engagement with Ministers and key external stakeholders with an ongoing need to keep the S12 communication/engagement live.

Action – “Continue development of communications strategy and stakeholder engagement plan” (Action - MAY-26-18 – Owner Jenna Smith)

13. RIPA Presentation and Regulatory Powers Discussion

13.1 The Board received a detailed presentation on the Regulation of Investigatory Powers Act (RIPA) and its relevance to regulatory enforcement across the private security sector by the COO.

13.2 The presentation provided an overview of the current legislative framework, outlining the different levels of investigatory powers available to public authorities, including:

- Covert surveillance
- Use of covert human intelligence sources (CHIS)
- Access to communications data under lawful authorisation

13.3 It was noted that several regulatory bodies currently operate with RIPA powers, including HMRC, local authorities, the Gambling Commission, and other sector regulators, enabling them to undertake more proactive and intelligence-led enforcement activity.



13.4 The Board discussed the position of the Security Industry Authority (SIA) and noted that the SIA does not currently hold RIPA powers. As a result, its enforcement capability is restricted to the provisions of existing Private Security Industry (PSI) legislation.

13.5 Members highlighted that this limitation presents a significant challenge in addressing key industry issues, including:

- Labour exploitation and illegal working practices
- Training malpractice and fraud
- Organised non-compliance and criminal activity

13.6 The Board recognised that, without appropriate investigatory powers, the SIA is limited in its ability to:

- Conduct covert or intelligence-led investigations
- Identify and disrupt non-compliant operators
- Effectively enforce compliance across the sector

13.7 Feedback from members reflected broader concerns in relation to the effectiveness of the current regulatory framework, including:

- Perceived limitations in enforcement capability
- Inconsistent investigative approaches
- A reliance on reactive rather than proactive intervention

13.8 It was acknowledged that strengthening regulatory capability, including the potential extension of investigatory powers, would provide a more robust framework to improve compliance and raise standards across the industry.

13.9 The Board agreed in principle that the extension of appropriate investigatory powers to the SIA should be supported, subject to:

- Correct leadership and credible experience within the SIA
- Clear governance and oversight arrangements
- Adequate training and operational capability
- Proportionate and transparent use of powers



13.10 The Board further agreed that S12 should continue to engage with the Home Office and the SIA to:

- Advocate for improved regulatory capability
- Provide evidence-based insight into industry risks
- Support the development of a more effective enforcement framework

13.11 It was noted that this area will remain a key point of engagement within ongoing discussions with government and the regulator. It was agreed the COO would write to the Home Office on behalf of the S12 to share their industry feedback.

Action – “To write to the Home Office with a formal S12 follow-up correspondence following RIPA presentation & feedback” (Action - MAY-26-16 – Owner – Paul Fullwood)

14. Visibility Proposal and Industry Engagement (see paper 10)

14.1 The Board considered a proposal to enhance S12 visibility and strengthen engagement with the wider industry, particularly SMEs and underrepresented stakeholders. Unfortunately, the author of the paper (Claire Shrosbree) was not present, therefore the COO presented the paper on her behalf.

14.2 The proposal outlined the introduction of structured engagement initiatives aimed at improving transparency, accessibility, and understanding of S12 activity. This included the concept of “CEO Spotlight” or “Open Door” style sessions.

14.3 It was noted that the primary objectives of the proposal are to:

- Increase awareness of S12 priorities and outputs
- Provide clarity on key compliance and regulatory issues
- Create opportunities for open dialogue and industry feedback
- Support improved understanding of S12’s role and purpose across the sector

14.4 The proposed sessions would be short, structured, and focused, enabling targeted discussion on specific themes such as compliance, labour standards, and industry challenges.



14.5 The Board acknowledged that the initiative would also provide an opportunity to address ongoing perception challenges, particularly the view that S12 represents only larger organisations.

14.6 Members recognised that improving visibility and engagement is critical to:

- Demonstrating inclusivity across the industry
- Strengthening credibility with external stakeholders
- Encouraging broader participation in S12 activity

14.7 The Board discussed the practical implications of delivering the proposal, including time commitment, consistency of messaging, and the need to manage potential commercial sensitivities.

14.8 It was agreed that any engagement approach must be:

- Structured and clearly defined
- Supported by consistent and approved messaging
- Aligned with the wider S12 communications strategy

14.9 Members highlighted the importance of ensuring that all external communication is appropriately coordinated, with the use of briefing materials or communications packs where required to maintain consistency.

14.10 The Board also identified the need to strengthen overall visibility through:

- Improved use of digital platforms and social media
- Clear and consistent communication outputs
- Sharing of positive industry outcomes and progress

14.11 Alternative engagement formats were also discussed, including larger events or facilitated discussions, which may complement the proposed approach and maximise reach.

14.12 The Board supported the direction of travel in principle and agreed that further development of the proposal should continue, with a detailed implementation plan to be brought forward for consideration.



14.13 While the Board expressed general support for the intent of improving visibility and inclusivity, **it was agreed that the proposal could not be progressed in its current form.**

14.14 The Board identified several key concerns and limitations impacting the proposal, including:

- The level of time commitment required from Board members, given existing operational and workstream demands
- The risk of inconsistent or unaligned messaging being communicated externally without appropriate controls
- Potential commercial sensitivities, including the risk of inadvertently sharing or implying competitive information
- The need to ensure clarity on whether Board members are representing S12 or their own organisations in external forums

14.15 It was further noted that there is currently insufficient structure around how such sessions would be delivered, including:

- Lack of defined format, frequency, and governance controls
- Absence of agreed key messaging and communication protocols
- Risk of misinterpretation of comments when shared publicly or via digital platforms

14.16 Members also raised concerns regarding reputational risk, including the potential for:

- Misquotation or selective use of content from sessions
- Uncontrolled responses to external criticism or challenge via social media
- Inconsistent handling of industry feedback or allegations without formal process

14.17 The Board emphasised the importance of maintaining a coordinated and controlled communications approach, particularly in light of ongoing perception challenges regarding S12's positioning within the industry.



14.18 It was agreed that any future visibility or engagement initiative must be developed within a clearly defined governance framework, it was discussed to develop an alternative summer engagement proposal (CEO Spotlight / SME engagement model supported by:

- Approved communications strategy and messaging
- Structured facilitation and moderation of sessions
- Clear guidance on representation and declarations of interest
- Alignment with existing communications and stakeholder engagement plans

Action “to review and develop alternative summer engagement proposal CEO Spotlight / SME engagement model” (Action MAY-26-15 – owner Jenna Smith, Claire Shrosbree & Gemma Newman)

14.19 The Board concluded that, while the concept is aligned to strategic objectives, further development and refinement is required before implementation.

15. Overall Position and Next Steps

15.1 The Board agreed that S12 is progressing positively and gaining traction across the sector.

15.2 The focus for the next period will be:

- Strengthening delivery
- Improving governance
- Enhancing stakeholder engagement

16. Any Other Business

16.1 No further items were raised

17. Close

17.1 The Chair thanked all members for their contributions and closed the meeting.



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Action Summary

Action No.	Action	Owner(s)	Deadline / Notes
MAY-26-01	Complete and return S12 Directors Insurance forms; collate responses and progress Directors' Professional Indemnity Insurance business case	All S12 Members / Anisah Mehmood	Within 7 days
MAY-26-02	Finalise S12 bank account setup, including signatories and credit card arrangements	Anisah Mehmood/Paul Evans/Peter Harrison	Immediate
MAY-26-03	Circulate Will's G4S legal guidance to all members	Paul Fullwood	Completed & closed
MAY-26-04	Submit nominations/volunteers for Retail Risk event (18 June 2026)	All S12 Members	Completed and closed
MAY-26-06	Review, provide feedback and approve Finance Policy	Paul Fullwood / Gary Culloden / Richard Fogelman	Within 7 days (issued 13/05) Date extended, no further feedback provided – completed and closed.
MAY-26-07	Review and provide feedback on S12 Terms of Reference	All S12 Members	Within 7 days (issued 12/05) Revised ToR sent to members 01/06/26



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MAY-26-08	Update S12 Articles of Association in line with agreed Terms of Reference	Richard Fogelman / Paul Fullwood	Post ToR sign-off (legal input required)
MAY-26-09	Draft, coordinate feedback and submit formal S12 response to the regulator on Martyn's Law	Gary Culloden/Glen Tonkyn	Submit by 12 th June – Consultation ends.
MAY-26-10	Provide feedback on BAS proposal in response to Paul Howe by 15/05	All S12 Members	By 15/05
MAY-26-11	Send invites and confirm attendance for S12/SIA meeting (23 June)	Anisah Mehmood	Completed 13/05
MAY-26-12	Review and update S12 website content to reflect current activity and maturity	Jenna Smith	Completed and work in progress - June 26
MAY-26-13	Prepare and incorporate quarterly S12 workstream slides and reporting pack	Jenna Smith / Anisah Mehmood	June 26
MAY-26-14	Send remaining S12 registration documents to Carlisle and complete registration updates (including bank details)	TBC	Completed registration process
MAY-26-15	Review and develop alternative summer engagement proposal (CEO Spotlight / SME engagement model)	Jenna Smith (liaise with Claire / Gemma)	August 26
MAY-26-16	Draft formal S12 follow-up correspondence following RIPA presentation	Paul Fullwood	July 2025



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MAY-26-17	To present KPI performance across all S12 workstreams at the next quarterly board	Paul Fullwood/Anisah Mehmood	Sept 26
MAY-26-18	Continue development of communications strategy and stakeholder engagement plan	Jenna Smith	Ongoing
MAY-26-20	Identify and confirm a minimum of three volunteers to support delivery activities, supported by S12 Core Team/Governance	All S12 Members / Anisah Mehmood	Closed and completed June 26 – three (3) volunteers – Rachel Fleri, Gemma Newman & Keith Middleton.
May – 26 - 21	UKSICA to be invited to provide an online demonstration of their compliance tool to S12 members for their awareness.	Anisah Mehmood/Steven Moore	July 26