

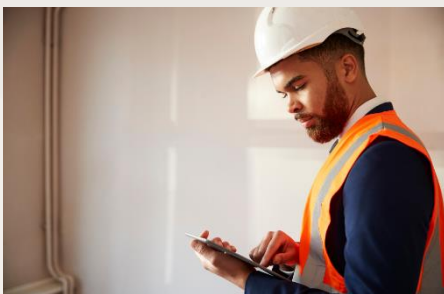


# South East Consortium

## CHIEF EXECUTIVE OFFICER

## CANDIDATE INFORMATION PACK

### MAY 2025



## CAMPBELL TICKELL



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# 01 YOUR APPLICATION

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Thank you very much for your interest in the role of Chief Executive Officer for South East Consortium (SEC).

On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. You will no doubt do your own due diligence but do read this pack carefully as it will provide you with a good overview of the organisation and the role. After you have done that, please feel free to get in touch with one of us, so that we can talk through your offer and get a sense of how it aligns with what SEC is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/most recent roles, including any Non-Executive Director posts; and you can sum up earlier roles, say before the last 15 years; tell us about your achievements so we get a picture of your skills and experience; try to keep it to two pages or three at most;
- A personal statement. We want to hear about your motivation, why this role/organisation, and you will also want to evidence how relevant your offer is to the role specification; again, ideally in two to three pages; and
- The declaration form, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs). You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call 020 3434 0990.

**The role closes at 09:00 on Monday 2<sup>nd</sup> June 2025.** Please ensure we receive your application in good time.

We are happy to have further discussion, so drop one of us an email at the address below and we can arrange a time to speak.

Kind regards

*Alice*

Alice Morris | Consultant  
[alice.morris@campbelltickell.com](mailto:alice.morris@campbelltickell.com)  
07931 432033

*Gemma*

Gemma Prescott | Director  
[gemma@campbelltickell.com](mailto:gemma@campbelltickell.com)  
07904 497016

## 02 WELCOME

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Thanks for your interest in becoming our next CEO.

South East Consortium is a gem of an organisation – we’ve been operating for 20 years and supported c£1.5bn of public sector tenders in that time.

Our organisation is a member-based business that now offers much more than just procurement frameworks. Over the last decade we’ve grown significantly to offer more procurement options, training and events. We’ve created an identity shaped around customer care in a technical service.

Our current Chief Executive – Marc Baines, who has led this transformation of our business over the last decade, will be leaving SEC this summer. We are now looking for a new CEO to lead SEC through the next stage of its impressive and ambitious development. The role offers a real opportunity to deliver lasting change and contribute personally to the social housing sector. We’re excited for the future and need our next CEO to feel the same – we want to continue the trajectory that we’re on.

This role provides a unique opportunity for someone. You’ll be shaping and setting our strategy and able to influence the next phase of our journey. Our organisation seeks a values led, inspirational leader who understands the challenges where housing meets procurement and construction. You’ll be charismatic in your approach whilst balanced in how you consider risk in a well governed organisation.

I hope this information pack provides you with the detail you are looking for and if you believe you have exemplary skills to become the next CEO of SEC, we’ll be happy to consider your application.

*Antony Silk*

Antony Silk

Board Member and Chair of the selection panel



## 03 ABOUT US

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South East Consortium (SEC) is a not-for-profit organisation working with the public sector. We provide flexible, compliant procurement solutions of the highest quality, including a core framework offer and bespoke tendering. We currently have 57 Members, who collectively manage over 500,000 properties, but also work with a number of Guest users from registered providers across the country.

We started with a small team of dedicated individuals and began our journey with an unwavering commitment to compliance and customer care. Those early days were filled with challenges and opportunities – but they taught us valuable lessons that would shape our culture for years to come.

We've developed cutting-edge frameworks and services, setting new industry standards and expanding our reach. We've grown from supporting 6 organisations with their procurement projects to working with over 100 organisations each year. Since 2015 we've delivered over 1,200 contracts for our customers, which have delivered over £1.3bn of works in the South East.

### Procuring in Partnership

[Our procurement frameworks](#) cover a range of works and services – and connect our members to a variety of suppliers ready to deliver their projects. They're free to access and any public sector organisation can benefit from our offer.

#### FRAMEWORKS

We deliver a service that makes procurement easy, provides options, and creates value – every time. We know that every project is different and adapt our service to specific requirements. We advise on [specifications, cost models and support contract management post-award](#). As a not-for-profit organisation we also deliver real social value through our reinvestment streams.

We've developed cutting-edge frameworks and services, setting new industry standards and expanding our reach. We've grown from supporting 6 organisations with their procurement projects to working with over 100 organisations each year. Since 2015 we've delivered over 1,200 contracts for our customers, which have delivered over £1.3bn of works in the South East.

## Reinvestment

As a not-for-profit organisation, giving back has always been at the core of our values. We're committed to supporting the communities we serve through our FOUNDATION fund. We're proud of our initiatives that have made a real difference to the housing sector. This includes donating just over £337,000 to community projects in the South East.

### FOUNDATION

## Bridging the Skills Gap

Each year we reinvest back into the housing sector through our PROSPECTS programme. We've created training and coaching opportunities that turn guidance into action – and support the sectors' greatest challenges. We deliver a range of day courses free for our Members, and subsidised for our wider network. As well as bespoke courses that can be delivered in-house to organisations and, training for our supply chain. Since 2021 we've seen tremendous growth in our training and development programme. We've trained over 2,900 colleagues, and now equip hundreds of professionals each year with the knowledge and skills they need to succeed. Our commitment to reinvesting in the sector through professional development has strengthened our relationships and raised the bar across the industry.

### PROSPECTS

## Knowledge & Research

We're committed to supporting the housing sector to tackle our common challenges through our INSIGHTS programme – we're sharing knowledge and delivering sector-leading research papers. In 2022 we published three high-level research papers on topics chosen by our Members. Topics included – BIM for Asset Management, Procuring for Building Safety and the Sustainable Homes Matrix. But the work doesn't stop there – we're continuing our work and are publishing regular blog updates

### INSIGHTS

## Connecting the Housing Sector

This year we'll welcome over 1,000 delegates across our event programme. And we've a number of commercial opportunities. Our events attract delegates from housing associations, local authorities and commercial organisations all passionate about the housing sector. We love hosting our events – they bring our network together and we're looking forward to delivering our AM series throughout the year alongside our Annual Conference.

### EVENTS

# 04 OUR STRATEGIC PLAN

Our 23-26 Operational Plan is simple - it's all about supporting housing providers with the efficient delivery of their projects. It sets out our vision of where we want to be, and how we're going to get there. It's reinforced by our commitment to make public procurement easy for everyone, provide options on routes to market and save our customers time and money. We're excited to have developed this latest plan with our network. It will see us invest in supporting customers with their most pressing challenges. Our plan will see us:

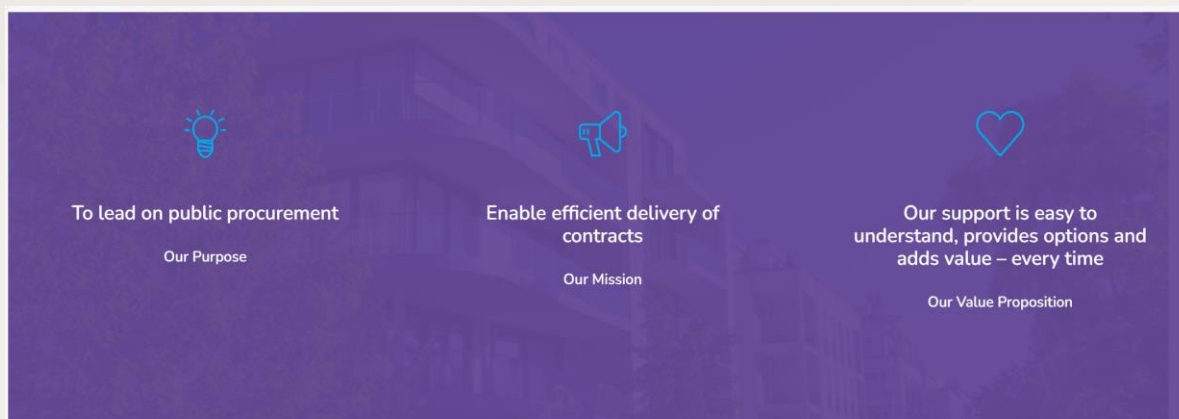
- Collaborate, innovate and use market intelligence to improve data to support customer decision making.
- Deliver a greater variety of procurement options whilst implementing new regulations.
- Create more training and coaching opportunities to turn guidance into action, supporting the sectors greatest challenges.

## Incorporation

On 1 July 2024 we became a Company Limited by Guarantee. We're still owned by our Members and will remain a central purchasing body dedicated to supporting social housing providers.

Incorporation provided us with some exciting opportunities. We have a clearer social purpose and deliver more training and tailor-made tenders for our customers. Underpinning this all, our focus is always to make procurement easy, give our members options and save them time and money – every time.

A central reason for Incorporation has been to adopt a purpose, mission and set of values fit for the future.



We live our values and embed them in all of our processes. They embody our culture and will help us to keep this at the heart of everything we do.

WE'RE  
**Transparent**

WE'RE  
**Credible**

WE HAVE  
**Integrity**





# 05 OUR BOARD

Our Board is made up of representatives from Member organisations. They help to shape our strategy in accordance with our mission and vision.



**Antony Silk**  
 Director of Procurement  
 Optivo



**Cliff Woodward**  
 Principal Consultant  
 ACLC Consultancy



**Kam Tesse**  
 Assistant Director of  
 Finance & Treasury  
 Mhs Homes



**Joanne Hiscock**  
 Head of Strategic Asset  
 Management  
 Moat Homes

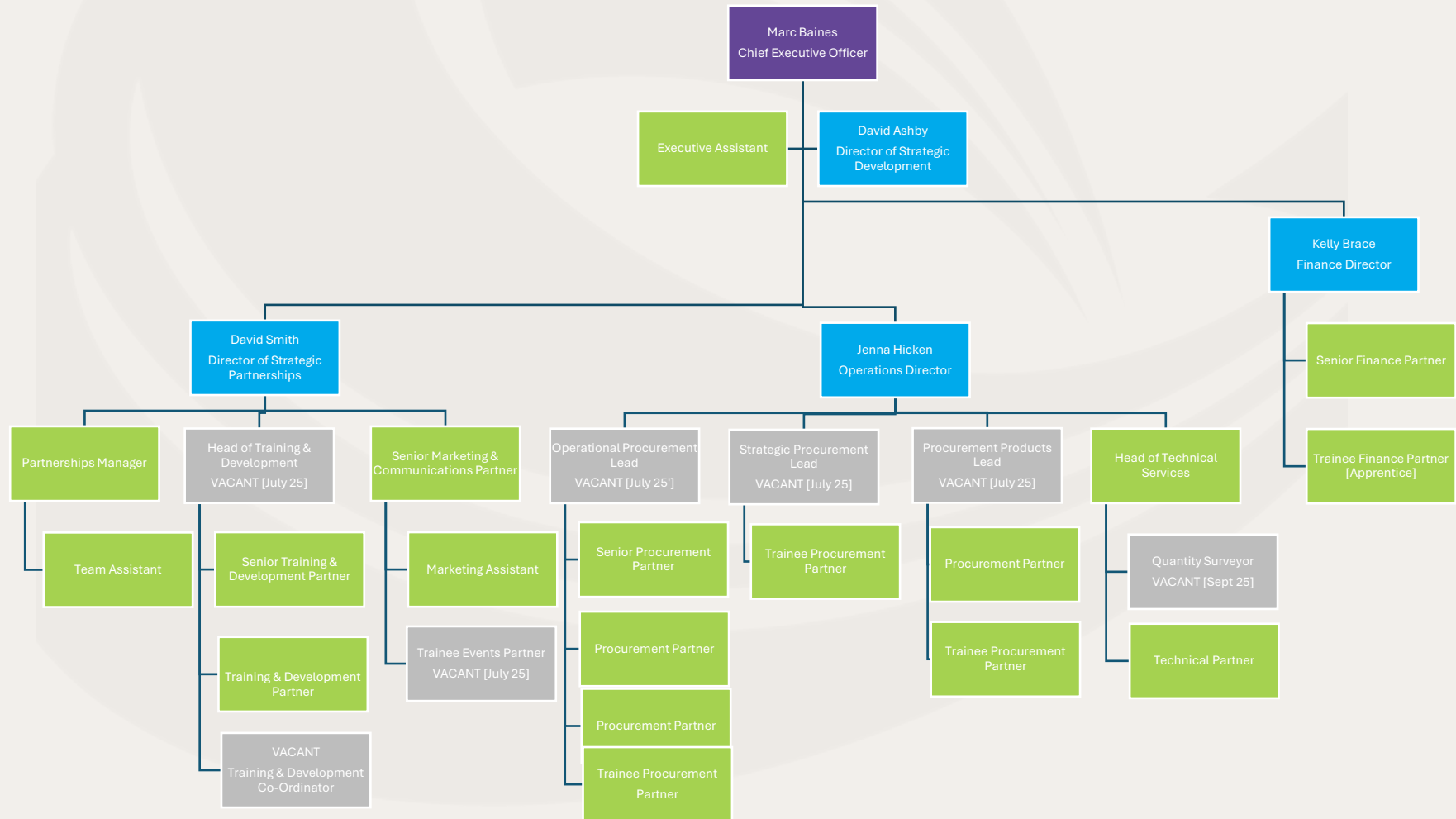


**Susan Murray**  
 Head of Landlord  
 Risk & Compliance  
 Royal Borough of  
 Greenwich



**Joe Scullion**  
 Independent Board  
 Member

# 06 OUR STRUCTURE



# 07 ROLE PROFILE

Role Title	Chief Executive Officer
Level	Business Leader
Accountable to:	SEC Chair & Board
Accountable for:	<ul style="list-style-type: none"> <li>• Leadership and executive responsibility of SEC Business</li> <li>• Estimated £3-4m turnover</li> <li>• Commercial &amp; financial viability of SEC</li> </ul>

## Purpose of role:

- To lead the Executive Team and work closely with the Board to provide strategic leadership and direction to the organisation.
- To lead, mentor, and develop a high-performing Executive Team, fostering a culture of collaboration, innovation, and accountability.
- To develop Mission, Vision, Strategy, Business Plans and Accountabilities for Board approval on annual and ad hoc basis.
- To be responsible for development of commercial entity including c£200-300m contracts per annum.
- To oversee the financial health of the organisation, managing budgets, and ensuring prudent financial practices.
- To identify opportunities for revenue growth and cost optimisation to maintain and enhance the company's financial position.
- To provide effective strategic and operational direction, leadership and management of SEC including responsibility for the assurance framework for both the SEC business and SEC procurement activity.
- To be responsible for devising and delivering a range of high quality and cost-effective works, services, consultancy and support services across the housing sector for a diverse range of customers, including;
  - FTS compliant procurement solutions and frameworks
  - Technical, contract and procurement advice
  - Technical training and knowledge sharing across the sector
- To inspire and lead creative change across SEC membership and customers and promote SEC to the wider housing sector.
- Forge and maintain strategic and operational relationships across SEC that lead to efficiencies, better ways of working and an enhanced service provision.

- Advise and provide assurance to SEC Board on consortium development including the implementation of; strategic objectives, organisational mission, values, all risks and financial status.
- Manage operational workings of the consortium including long term strategic and financial viability to deliver business growth and customer benefit.
- Lead on, develop and build effective external relationships to maximise future growth.
- Drive the adoption of innovative procurement technologies to enhance efficiency and effectiveness.
- Develop and implement CSR initiatives that align with the company's values and contribute to positive social and environmental impact.
- Enhance the company's reputation as a socially responsible and ethical business.

#### Principal accountabilities:

1. Design and lead on the implementation of the organisational strategy, budget and business plan.
2. Keep abreast of statutory, political, regulatory and economic trends in the broader environment that may impact procurement practices set in the sector and competitor activity, and interpret this information to inform strategic plans. Implement best practices to enhance the overall performance and productivity of the central purchasing body.
3. Lead, inspire, direct and empower staff by setting challenging goals, providing development opportunities and effectively communicating the organisation's direction and objectives in order to harness discretionary effort.
4. Promote a culture of great customer service (internal and external), innovation, respect, collaborative working, efficiency and achievement within the organisation's values are embedded in all activity.
5. Report to and advise the Board on operational issues and performance.
6. Translate strategic objectives and operational performances measures into workable team plans including:
  - a. the Key Performance Indicators (KPIs)
  - b. Service Level Agreements (SLAs),
  - c. Service Improvement Plans (SIPs)
  - d. Business Continuity Plans (BCPs)

Manage and monitor team performance against these measures to ensure excellent service delivery. Provide assurance of progress to Board.

7. Responsible for making sure all technical services and procurement is carried out in a compliant manner, within statutory and legislative guidelines, to support customers, the accountable body and SEC.



8. Provide strategic support to members for all aspects of supply chain management, including technical advice, enabling customer to be ready for procurement and options on their route to market.
9. Anticipate future market demands and trends to provide advice and options to assist members and customers of SEC with their procurement policies.
10. Represent SEC effectively within and outside of the housing sector, on a regional and national basis by engaging with a range of stakeholders / groups / representative bodies etc.
11. Cultivate and maintain strong relationships with key stakeholders, including clients, suppliers, and industry partners.
12. Develop team to make sure personnel have the correct abilities and skills to deliver a quality and compliant service, sensitive to the business and income required. Monitor and appraise performance on an ongoing basis to ensure a quality service is delivered.
13. Responsible for organisations commercial and financial viability through setting of budget, control and cash flow. Monitor and analyse expenditure. Adherence to organisational surplus policy to protect consortium Members.
14. Identify opportunities to support the social housing sector through creative reinvestment of reserves and surpluses for 'social value' and meeting SECs social responsibilities. Develop investment strategies and budget plans to meet the objectives of SEC, the members and the accountable body.
15. Responsible for management of all activity risks and control measures to monitor these. Providing assurance of risk mitigation to accountable body and Board. Implement robust risk management strategies to mitigate potential threats to the organisation's reputation and financial stability.
16. Take personal responsibility for own Health, Safety and Welfare and that of colleagues in the workplace.
17. Take personal responsibility for seeking value for money opportunities to get service right first time.

# 08 PERSON SPECIFICATION

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## Knowledge & Experience

- A first degree or equivalent experience
- Minimum five years' experience leading a commercial entity
- Minimum five years' experience of delivering annual surplus or profit
- Successful senior management experience within a housing or similar related environment
- A proven track record of growing a small business or SME
- Significant experience of procurement and compliant frameworks in housing or similar sector with knowledge of the law and regulations operating in this area
- A proven track record of managing a customer facing service where customer satisfaction was at the heart of the operation
- A proven track record of accepting responsibility and accountability for significant management decisions
- A proven ability to understand and interpret financial information to inform decisions that minimise risk and lead a commercial business
- Significant knowledge and experience of the principles and techniques of effectively managing, motivating and inspiring staff, focusing them on successful outcomes.
- Thorough understanding of the wider housing sector
- Significant experience of working at Board level, dealing with Boards and other consortia and working effectively with senior management teams.
- Experience of public relations, branding and marketing
- Experience of developing effective strategies, policies and processes to support organisational development/commercially aware

## Skills

- Strong commitment to and ability to lead and embed SEC organisation culture
- Strategic vision and foresight with experience of developing risk assessed organisational strategies and plans, based on a thorough understanding of the external commercial and political environment in the sector, and ability to translate that into achievable but ambitious programmes.
- Excellent communication and interpersonal skills; well-developed negotiating, ambassadorial, influencing, networking, and promotional skills. Naturally collaborative and a strong team player with a demonstrable commitment to wider corporate responsibilities.

- Ability to make sound judgements, and find solutions to complex issues and problems, taking a commercial approach, identify and manage risk.
- Resilient, robust, confident and determined with an enthusiastic, 'can-do' attitude
- Creative and imaginative. Also self-aware and committed to addressing areas for personal development.
- A thorough understanding of and personal commitment to diversity; treating others with dignity and respect, and with a real desire to understand and meet diverse customer needs and aspirations.

### Abilities

- Ability to create and lead a culture based on the organisation's values, to inspire, motivate and develop staff at all levels; skilled at building cohesive and motivated teams who are committed to the organisation's vision and goals and able to harness discretionary effort
- Ability to identify and see the potential of innovations to deliver efficiency and an improved service offering and to lead change and growth; creating an environment where change and innovation are considered and dealt with positively and seen as an opportunity for continuous improvement
- Ability to see opportunities in the external environment, make sound judgements, find solutions to complex issues and problems, assess risk and develop contingency and or mitigation strategies
- Strong commercial awareness and acumen, an ability to build long term robust profitability of operations, including a well-developed ability to balance risk and reward
- Ability to work effectively in partnership with Board members, contractors, developers, executives, staff, residents, customers and external stakeholders; with the ability to engage effectively at all levels.

### Behavioural competencies

- Role model of SEC values
- Leading self – makes things happen, gets the job done, takes personal action
- Leading others – manages, coaches and facilitates to ensure delivery through others
- Leading the way – takes responsibility for driving direction, seeing the bigger picture

## 09 KEY TERMS & CONDITIONS

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### Remuneration

Salary c.£120,000 pa. An uplift may be available for exceptional candidates.

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### Other benefits

- Car allowance included: £1800 pa
  - Bonus based on company and individual performance
  - Private medical insurance – covering physical and mental health.
  - Shopping vouchers schemes.
  - Generous pension contributions.
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### Annual holiday entitlement

Paid holiday entitlement starts at 27 days per annum, exclusive of Bank Holidays and increasing by 1 day per year of service capped at 30 days.

In addition, staff are entitled to an extra days leave on their birthday.

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### Working hours and location

35 hours p/w

Due to the seniority of this post, there is a requirement for flexibility regarding working hours to ensure the full responsibilities of the post are met. Attendance at evening meetings will be required from time to time.

The majority of our employees are able to participate in our agile working, with most of our service operating flexible working hours, led by business need. We offer a variety of flexible working arrangements, enabling employees to apply to change the way they work.

There will continue to be a requirement for this postholder to be highly visible both with staff and member organisations.

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### Probation and notice period

The probation period for the role is 6 months. The notice period after probation is 6 months.



# 10 KEY DATES

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**Closing date: Monday 2<sup>nd</sup> June 2025 | 9:00am**

We will be in touch to let you know the outcome of your application by COP on Friday 6<sup>th</sup> June 2025.

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**First stage selection:**

**First interviews: Tuesday 10<sup>th</sup> & Wednesday 11<sup>th</sup> June 2025 | via Teams**

Longlisted candidates will be interviewed by a Campbell Tickell panel and will also have the opportunity to have a 1:1 conversation with Marc Baines (outgoing CEO).

We will be in touch to let you know the outcome of this stage by COP on Friday 20<sup>th</sup> June 2025.

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**Final stage selection:**

**Final interviews: Monday 30<sup>th</sup> June | in person | likely in central London.**

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If you are unable to participate on any of the identified dates for interviews or other sessions, please do speak to Campbell Tickell before making an application.

# 11 ADVERTISEMENT



## South East Consortium (SEC) Chief Executive Officer

Sittingbourne, Kent | Hybrid  
Salary: c.£120k + package

SEC are a central purchasing body – we exist to support our members and customers with the delivery of their public procurement needs. Our vision is to be drive growth through leadership in procurement. We seek to understand the environment we operate within and deliver first class support to our customer base.

This is a unique opportunity to take on a thriving business with a social purpose. We're looking for a true leader to take our business through the next phase of its journey. You'll need to be a brand ambassador and naturally able to connect people. We believe culture is everything.

You'll spend time advising Executives from across the housing sector [and further afield] on how to turn their asset strategies into action. You'll have good working knowledge in the space where social housing meets construction and procurement. You'll understand the key changes in procurement law and how frameworks operate.

SEC has seen significant growth over the last 10 years. We're expanding our training offer and our ability to do more for our customers pre and post procurement.

If you're looking for a challenge to grow an organisation that is purpose led and truly wanting to make a difference – do get in touch.

If you'd like to know more, please contact Alice Morris, Recruitment Consultant: [alice.morris@campbelltickell.com](mailto:alice.morris@campbelltickell.com) | 07931 432033

Download a recruitment pack from <https://www.campbelltickell.com/jobs>

**Closes Monday 2 June - 9am**



