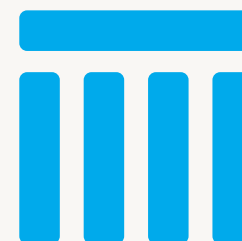


STRATEGY 2026–2031

A stronger, more confident housing sector – powered by great procurement.





Good procurement has never mattered more

It's not just about ensuring public money is spent well. Good procurement is how homes get built, maintained and improved to deliver real benefits to our communities.

That fundamental purpose has not changed. What has changed is the environment which housing providers are operating in.

They're navigating heightened regulatory requirements, tightening margins, and growing complexity in construction, asset management and services procurement.

Local Government Reorganisation (LGR) is reshaping the local authority landscape, and workforce pressures are being felt across the sector. Each organisation is approaching

all of this from different starting points: some have well-established, experienced procurement teams, and others need clearer pathways and more direct support.

None of this changes what procurement is for. But it does change what good procurement needs to look like. It's why getting this right for you, whatever your starting point, sits behind everything in this strategy.

We're excited to introduce it to you.

OUR VISION

A stronger, more confident housing sector – powered by great procurement

Our purpose

We help housing providers buy well, plan well and operate with confidence through high-quality frameworks, strong partnerships and practical support.

Over the next five years, everything we do – our frameworks, training, data, engagement and partnerships – will contribute to this outcome.



A message from our Chief Executive

This strategy sets out an ambitious next chapter for SEC.

It has been shaped through conversations with our members, suppliers, Board and colleagues, and reflects what we have heard about both the pressures facing the housing sector and the role SEC can play in helping to address them.

The message has been clear. Good procurement is about far more than providing a compliant route to market. Done well, it helps housing providers make better decisions, achieve greater value, build stronger partnerships and ultimately deliver better outcomes for residents and communities.

SEC starts this next chapter from a position of strength. We have trusted relationships, a strong framework offer and a committed team with a real understanding of the sector we serve. We should be proud of that. But we also know that standing still is not an option.

The environment around us is changing quickly. Our members are operating under increasing financial, regulatory and operational pressure. Suppliers are navigating an equally challenging market. Expectations are higher, decisions are more complex and the need for clear insight, reliable delivery and genuine partnership has never been greater.

Over the next five years, we will strengthen the services our members and suppliers rely on today, while building the insight, expertise and partnerships they will need tomorrow. We will invest in our people, our systems and our data.

This strategy will not be delivered by SEC alone. It will require continued collaboration, challenge and openness from everyone who works with us. Most importantly, it will depend on the expertise, energy and commitment of our people.

Thank you to everyone who has helped shape this strategy and to those who will help bring it to life. I am excited about what we can achieve together and confident that, by staying focused on what matters, SEC can make a lasting difference for our members, suppliers and the communities they serve.



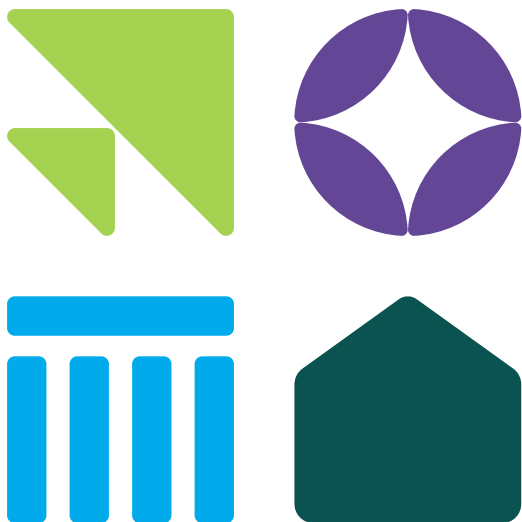
Jas Rai

Chief Executive Officer



Our priorities

Our three priorities focus on the areas that matter most to our members, suppliers and the wider housing sector.



01. Great procurement

What will this look like? Consistent, high-quality frameworks that give you a confident route to market.

It means:



Reliable, well-managed frameworks and dynamic markets you can trust.



Clear, guided routes for teams that need more support, and streamlined routes for those that do not.



Procurement that delivers genuine value for money, whatever your size or commercial maturity.

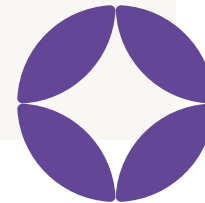


02. Stronger partnerships

What will this look like? Deeper relationships, shaped by the real needs of members and suppliers.

It means:

-  Closer working with members on procurement and commercial strategy.
-  Stronger relationships with suppliers and the wider supply chain.
-  Support for innovation and collaboration across housing services and development.
-  Trusted expertise and shared learning, available when you need it.



03. Insight and influence

What will this look like? Data and expertise that help you plan better.

It means:

-  Stronger market intelligence drawn from real procurement activity.
-  Better data and insight to support your planning.
-  Less duplication, more sector-wide collaboration.
-  Learning, leadership and professional development opportunities.



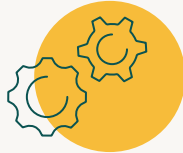
How we'll get there

We're being deliberate about the order we do things in. Rather than trying to deliver everything at once, we're sequencing this strategy in three stages.

NOW

Strengthening the foundations

(next 18 months)



Over the next 18 months we'll focus on strengthening the core offer, providing consistent framework delivery. You'll see us invest in our people, and our systems, increasing our capacity and capability to deliver real benefits for our members.

What will you notice? A more consistent and predictable service. Better visibility of pipeline and opportunities, with framework management at our core.

NEXT

Accelerating our impact

(Years 2–3)



We'll start to extend what we offer. This is where deeper partnership working, richer market insight and closer engagement come in. It'll be shaped directly by what members and suppliers have told us they need, from better post-award support to more structured access to training and technical expertise.

What will you notice? More proactive contact from SEC. Better intelligence and benchmarking to support your own planning, and a broader range of support to draw on.

THEN

Sustainable expansion

(Years 4–5)



By 2031 we want SEC to be a genuinely resilient organisation with a broadened offer, recognised across the sector for the quality of our insight as much as our frameworks. We'll be a recognised and influential voice that members and suppliers turn to, not just a good route to market.

What will you notice? SEC playing a more active role in shaping sector standards and practice, and a wider set of services available as your needs evolve.

We're excited to get started

We begin this strategy from a position of real strength, but we strive to be even better.

Our investment and focus will enable us to support you at greater scale. In doing so, we will become recognised as a trusted and influential voice for housing procurement.

This strategy has been shaped directly by our members and suppliers, and we are really grateful for your input. We will continue to listen and work closely with you throughout this period, providing the best possible service in a market facing continued regulatory and operational pressures.

Thank you for being part of this journey with us.



Get in touch

This strategy is the beginning of the conversation, not the end. If you have any questions, would like further clarification, or want to discuss how we can work together, please get in touch. We'd be happy to help.

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