



# Chief Executive

**Information for Candidates** ▶

November 2023



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# Welcome

In these uncertain times the work of our members has never been more important than it is today as they work, often behind the scenes, to keep us safe as we go about our lives.

The Security Institute, which I am incredibly proud to be a part of, is the largest membership body for the security industry, which comprises a broad range of individuals and organisations.

We are the voice of the industry and we work hard to maintain the reputation of the sector through the professional development of our members but also through policy and advocacy.

The Board of Directors is an ambitious one.

We want to grow our membership to enable us to do more to support and enhance the professionalism of the industry as well as strengthen the reputation of the sector so that it receives the recognition it deserves for the work that it does to protect us all.

As our next Chief Executive you will have the full support of the Board in leading the Institute to achieve the objectives that we have set ourselves and for developing the organisational infrastructure that will be needed if we are to succeed.

Thank you for your interest in our work and I look forward to hearing from you.



**Julie Nel**

Chair of Board of Directors



# About us

**Since The Security Institute launched in 1999 it has strived to promote the highest possible standards of integrity and professional competence in the security industry.**

With around 5,000 members currently, we are the largest membership organisation for security professionals in the UK, with members from all over the world. We promote standards, develop and endorse education across the sector and provide a rich membership experience.



The Security Institute supports a diverse industry and we welcome applications for membership from a wide range of disciplines and roles, employees, contractors, sub-contractors or business owners.



Our aim is to help the security industry achieve the recognition and respect that we passionately believe it deserves.

## For more information

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To find out more about our service offer to both individual and corporate members, please visit [our website](#)

# Context for the appointment

Ultimately the ambition of the Board of Directors is to see the Institute thrive and to grow its membership base to better support the security industry as a whole, enhance its reputation and to celebrate the contribution that our members make to the well-being of countless thousands of people.

We have sustainable growth income that supports strategic objectives

We have policy, process and procedure to deliver business objectives and a resilient Board able to prioritise/reset strategic objectives according to threat/risk

The strategic objectives that we have set ourselves in pursuit of this ambition are:

We have an agile HQ capable of delivering 'business as usual' and to consistently exceed minimum expectations for performance

We are confident that we are delivering the right services to our stakeholders to build professionalism



We recognise that organisational effectiveness is fundamental of organisational success so our internal priorities, and those for the incoming Chief Executive, are identified as:



Making sure that we continue to support our people to the very highest level and that we the right people in the right place at the right time doing the right things



Ensuring that we always operate in compliance with our legal duties and the standards that we set ourselves



Managing our financial resources to best effect and building a sustainable pipeline of membership growth to increase income and enable us to do more for our sector



Ensuring that all our activity in the development of our members is supported by best-in-class materials that are both accessible and effective



Maintaining a working environment that is conducive for success and a place where people can excel



We will know  
if we have been  
successful in  
our endeavours  
if we achieve  
the following  
outcomes:

**1**

Being able to  
influence the right  
people to make  
strategic positive  
change for the  
security profession

**2**

Demonstrably  
effective in the  
professional  
development  
of our members

**3**

Confident that we are  
meeting the needs  
of our members by  
listening to and acting  
upon what they tell  
us they need

**4**

Making a significant  
contribution to the  
development of  
a security industry  
that is inclusive  
for all





# Job description

<b>Job title</b>	Chief Executive
<b>Salary</b>	£80,000 – £90,000
<b>Hours</b>	Core 37.5 hours Monday–Friday; please note flexibility will be required in line with business needs
<b>Location</b>	Hybrid working required to facilitate UK travel and regular visits to engage with our head office team at Mira Technology Park, Nuneaton CV10 0TU
<b>Contract</b>	Full-time, permanent
<b>Reports to</b>	Chair of the Board of Directors

## Role purpose

To provide the commercial strategic and operational leadership that ensures that The Security Institute achieves sustainable business growth and that it constantly delivers on its commitments to its members that supports them to provide service excellence to their customers. To position the organisation as the go-to voice of the security industry in the UK and the champion of the professional integrity of the sector.



## Key internal contacts

- Staff and Managers
- Board of Directors

## Key external contacts

- Organisational and individual members
- Strategic partners in member service delivery
- Statutory services, e.g. police, armed services
- Public policy makers
- Media
- Regulatory bodies, e.g. Companies House
- Suppliers, e.g. outsourced service organisations such as IT, HR

## Financial dimensions

- Responsible for the overall income and expenditure budget of the Institute.

# Key areas of responsibility

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## 1. Strategy development

**Leading the strategic commercial development of the Institute that achieves sustainable growth in membership and maintains the organisations position as the respected voice and representative of the security industry.**

- Work with the Board of Directors to agree and maintain a long-term strategy is in place for the Institute, which achieves the stated ambitions of the Board and enhances the work of members and the security industry as a whole;
- Lead the implementation of the strategy, reviewing progress against the plan, setting appropriate targets and reporting to the Board;



- Preparing and managing the Institute's annual financial budget, expenditure forecasts and income generation targets;
- Define and secure the infrastructure and resources (human, material and financial) needed to achieve the agreed strategic and operational objectives;
- Keep abreast of trends and developments influencing the work of members and representing the industry to strategic partners and public policy makers.

## **2. Business development, marketing and advocacy**

**To take overall responsibility for developing the business growth strategy that enables the Institute to achieve sustainable growth in membership, that achieves the highest possible retention rates and positions it as the organisation of automatic choice for security professionals.**

- Agreeing with the Board the annual member acquisition and retention targets;
- Maintaining an effective marketing programme targeting existing and potential members;
- Overseeing the Institute's brand evolution;
- Developing and building effective relationships with strategic partners in the security industry and public policy makers;
- Utilising digital and traditional media channels to deliver the Institute's policy and advocacy effort that positions the organisation as the voice of the security industry and enhances the reputation of the sector.



### 3. Member service development and delivery

**To oversee the continual evolution of the service proposition to members that recognises that it is a voluntary choice, delivers excellent value for money and customer service and enhances their work.**

- Overseeing the translation of strategic objectives into the commercial member proposition;
- Overseeing the daily business and administrative processes deliver excellence in customer service to members;
- Assessing and enhancing the internal and external CRM processes and capacity;
- Trialling and develop new services and delivery models in response to changing needs and in consultation with members via the Membership Matters Advisory Group (MMAG) and wider member surveys;
- Ensuring the Institute is able to demonstrate the effectiveness of the services provided to members and the impact of its work.

### 4. Governance

**To ensure that the Board of Directors is enabled to deliver on their legal duties and that the Institute operates in compliance with relevant legislation and statutory reporting requirements.**

- Ensuring that the Institute operates in compliance with legislation and statutory reporting requirements;
- Making decisions within the authority delegated by the Board, taking account of legal duties;
- Attending Board meetings and reporting on agreed objectives and any variance;
- Overseeing the preparation of the Annual Report, statutory accounts and returns to Companies House;
- Ensure that the Institute operates with full financial due diligence and in line with corporate and workplace policies, procedures, systems and processes.

## 5. People management

**To provide visible leadership to all staff, champion the professional integrity of the Institute, line manage direct reports, and oversee the implementation of a workforce development plan that equips the organisation with the people skills and expertise needed to deliver services to members.**

- Report to the Board on the future workforce development requirements for the Institute and necessary for achieving strategic objectives;
- Lead, manage and support the senior management team to maximise their personal contributions;
- Provide clear vision and direction for staff about their role, objectives and how each individual contributes to vision and mission;
- Co-ordinate the staff appraisal programme and ensure clear and effective staff development plans are in place;
- To ensure a sound safeguarding policy and practice within the organisation.





# Person specification

## Essential experience

- Background in and/or knowledge of the security, organisational and public safety or associated sectors;
- Senior-level strategic management responsibility for an organisation that is accountable to stakeholders, e.g. customers, clients, members, and that is founded upon a commercial business model;
- Lead responsibility for, or substantial involvement in, the development of business growth strategy and programme delivery;
- Experience of leading organisational change programmes;
- Responsibility for managing standard financial and operational management practices and processes, e.g. project planning; staff management; performance management; managing financial information; risk and mitigation; safeguarding;
- Operating in compliance with legislation and reporting within standard performance management frameworks.

## Desirable experience

- Working within a membership body, or other comparable mission driven organisation, in a management and/or business development capacity;
- Involvement in, or responsibility for, policy and advocacy work to enhance an organisation's reputation and ability to influence.



## Skills and abilities

- Leadership and people-management ability that inspires and motivates others;
- Ability to provide strategic vision and translate this to operational objectives;
- Planning and organising skills in order to produce operational plans, manage projects and establish appropriate organisational business processes;
- Ability to deliver on potential for growth as the organisation develops;
- Ability to encourage participation in any change management initiatives and to take people on the journey;
- Empathy and social skills in order to build effective working relationships with others, e.g. members, strategic partners, policy makers;





- Effective negotiating, influencing and persuasion skills at the highest level;
- Excellent oral, written communication and presentation skills including the ability to present in public with conviction;
- Effective team-working and collaboration skills;
- Financial and business acumen – assessing opportunities and applying resources effectively;
- Ability to innovate, develop and apply new solutions.

## Special conditions

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- Willingness to undertake work outside normal office hours and to travel as required within the UK with the potential of occasional travel abroad;
- Undertake other duties as may be required from time to time.



# How to apply

For an informal conversation about the role, please contact our recruitment partner, NFP Consulting:

**Simon Lloyd** Director | NFP Consulting  
07961 988 523 [simon.lloyd@nfpconsulting.co.uk](mailto:simon.lloyd@nfpconsulting.co.uk)



Apply online at [www.nfpconsulting.co.uk/tsi](http://www.nfpconsulting.co.uk/tsi)

Application is by way of CV and a Supporting Statement, which should outline your motivations for wanting to be our next Chief Executive and set out your credentials.

**Closing date: Monday 4th December**

There is a two-stage selection process

**First interviews: week beginning 11th December**

The first round will be conducted via video by NFP Consulting.

**Second interviews: week beginning 18th December**

The final stage will involve a panel interview conducted by members of the Security Institute Board along with the opportunity for candidates to meet a selection of stakeholders comprising members and staff.

## Accessibility

Please let us know if you have any special requirements which we might need to consider in relation to the selection process. Any requests will not affect the decision making itself.