



Recruitment Brief
Board Member
Gilbert & Goode
September 2022



Gilbert & Goode

Principle Contact: Nikki Forward, Group Director of People & Culture
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Additional Contact: Mark Gardner, Group Chief Executive
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Location: Ocean Housing Group Ltd, Stennack House, Stennack Road, St Austell, Cornwall PL25 3SW

Introduction

A great opportunity to join a company that is transforming and building its reputation in the South West with an opportunity to shape and lead its future success.

Ocean Housing Group consists of three companies bound together by a common purpose, which is to provide homes of all tenures for the people and communities of Cornwall.

A diagram illustrating the relationship is below.

Gilbert and Goode Limited is the commercial member of the Group whose principle aim is to generate profit to be both a sustainable business in its own right, and to provide additional income for Ocean Housing Limited in order to provide more affordable homes, and to invest in Ocean's existing stock.

The Group is seeking to recruit a new Board Member to join the talented team of non-executives on the Board of Gilbert & Goode Ltd.

Recruiters will not be retained on an exclusive basis.



Ocean Housing Group Ltd is the parent company and is responsible for group governance, viability and group strategy.

Gilbert & Goode Ltd Established in 1972 and acquired by the Ocean Group in 2005, Gilbert & Goode is a commercial subsidiary of OHGL and its primary focus is to be a profitable and sustainable residential developer, and to contribute to the charitable aims of the group through the generation of wealth and profit.

Ocean Housing Ltd is a charitable subsidiary of OHGL and its primary focus is to provide an excellent landlord service, and ensure the delivery of a supply of new affordable homes for rent and shared ownership.

The Person we are looking for

We are looking for a Board member with the following experience/ skill-set:

- An experienced residential developer who has operated at a senior level
- This senior level will preferably be as an executive and/ or Board member
- Experience of land acquisition; site viability; the pre-development process; and cost control

THE OCEAN GROUP

OUR MISSION

To be an innovative provider of quality homes and services, with residents and staff at the heart of Ocean and Ocean at the heart of the Community.

OUR FIVE GOLDEN THREADS

- Have residents at the heart of everything we do
- Maintain strong and effective Governance
- Provide good quality services, right first time
- Provide innovative, energy efficient, good quality homes
- Be an employer of choice

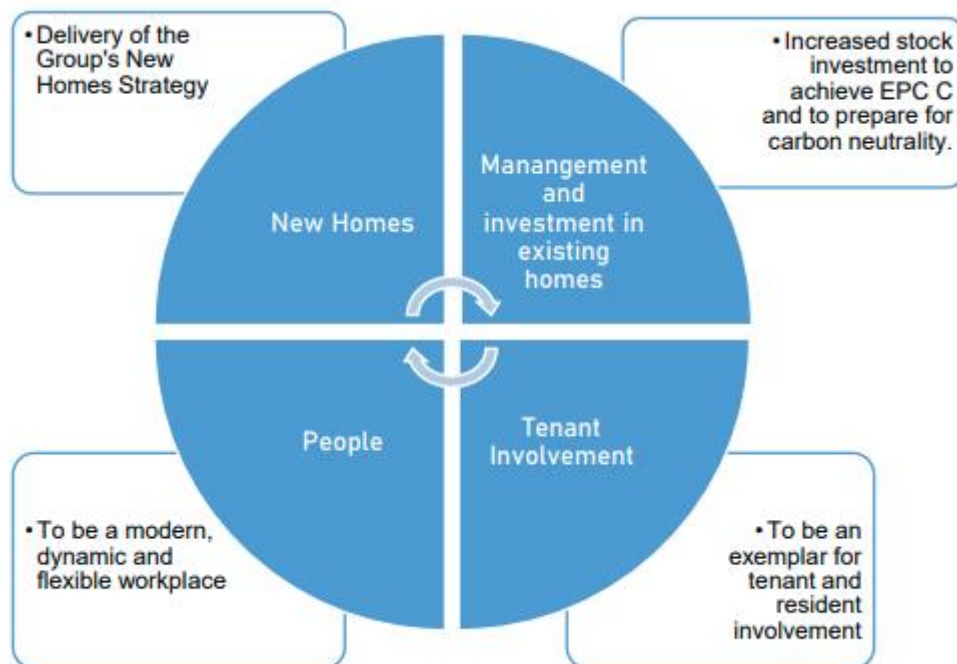
OUR GROUP VALUES



OUR GROUP'S BEHAVIOURS FRAMEWORK



Ocean Group Corporate Strategy 2022 'A Vision for the Decade'





Gilbert & Goode

Areas of work:

Sales & Marketing

- Family Homes – Open Market

Internal

- New build affordable homes for Ocean Housing

External

- New build affordable for other Housing Associations and Councils

Gilbert & Goode's History



Currently 33 colleagues work for Gilbert & Goode (191 across the whole Ocean Group)

Gilbert & Goode's Business Plan

- To become a successful and sustainable regional residential developer
- To secure a rolling three-year supply of land and work programme (currently 100%/ 100%/ 65%)
- G&G is on site at Copper Hills, Hayle a development of 160 new homes for open market sale and affordable homes for its sister company Ocean Housing Ltd (OHL). Phase 1 has just been completed with all homes secured to the end of the current financial year.
- G&G own sites in Cornwall and Devon.
- To deliver 100 homes a year
- To deliver a minimum of £2.5m gift aid to Ocean Housing Limited
- For more information, please view the company website – www.gilbertandgoode.co.uk

Dear Candidate

Thank you for your interest in becoming a Board Member of Gilbert and Goode Limited which is a member of the Ocean Group of companies.

This is an exciting time for the Group, with a clear Corporate Strategy and Business Plan, we have ambitious plans to develop new homes and to invest in our existing homes and communities.

We're seeking to recruit a **new Board Member** to join our talented team of non-executives on the Board of **Gilbert and Goode Limited**, our commercial residential developer subsidiary company, to see through our new and exciting business plan.

Gilbert and Goode has a key role in the delivery of new homes, both for sale on the open market, and new affordable homes for rent and shared ownership sale for its sister company Ocean Housing Limited.

The role of a Board Member is diverse, complex, challenging and incredibly rewarding.

Our Board Members develop and shape our business strategy; drive improvement in performance and efficiency; ensure services are customer focused and shaped around their requirements; identify and mitigate risk; understand the priorities and strategies of our stakeholders and business partners; and ensure that the Group makes a positive difference to the people, communities and economy in Cornwall.

We work together as a strong team and support our Executive Group in the delivery of our agreed strategies and plans.

For more information please visit our website ocean-group.co.uk/workingwithus/job to discover more about being a Board Member within the Ocean Group.

We very much look forward to receiving your application.



Jonathan Adlington, Group Chair



Mark Gardner, Group Chief Executive

CL Spencer



Chris Spencer, Chair of
Gilbert & Goode



Role Description

Title: Non-Executive Board Member

Purpose

- To participate in, and determine the development of strategies and policies consistent with the objectives of the Ocean Housing Group, and to control the Group companies affairs
- To ensure that the Group's five 'golden threads' are upheld and incorporated into all that we do, the 'golden threads' being:
 1. Have residents at the heart of everything we do
 2. Maintain strong and effective governance
 3. Provide good quality services, right first time
 4. Provide innovative, energy efficient, good quality homes
 5. Be an employer of choice.

General Duties of all Non-Executive Board Members

- To act within the powers of the companies
- To promote the success of the companies for the benefit of its members, tenants, customers and the wider community, paying regard to:
 - Long term consequences;
 - Employee interests;
 - Relationships with customers, suppliers, regulators and other stakeholders;
 - Operational impact upon the environment and communities; and
 - The need to maintain high standards of conduct and probity, and to act fairly.
- To exercise independent judgement
- To exercise reasonable care, skills and diligence
- To avoid conflicts of interest
- Not to accept benefits from third parties.

Responsibilities

- To be entrepreneurial to help drive the business forward, but also keep strong control over it
- To understand and control risk, but create an environment where calculated and considered risk can be taken
- To have an informed understanding of business operations, but not interfere in day to day management
- To have awareness of external and short term issues, whilst remaining focused upon business strategy and bringing about long-term sustainable value
- To put the interests of the Group companies first and foremost, ahead of any personal or external influence
- To offer constructive challenge to improve business performance and develop strategy
- To keep a forecast of key issues as they relate to the business of the Group, and take the necessary time to continuously develop skills and knowledge
- To operate in accord with accepted standards of conduct and probity, and to uphold the requirements of the National Housing Federation Code of Governance, and Excellence in Governance Code.
- To comply with the Group's policies and procedures in respect of equality and diversity, health and safety and safeguarding.

No role description can cover every issue which may arise within the role, and the Group Chair is expected to carry out other duties from time to time which are broadly consistent with those in this document.

Signed **Date**



Person Specification

Title: Non-Executive Board Member

Qualities and Attributes

- The ability to understand complexity and identify control issues needing Board discussion
- Sound judgement
- Empathy
- Curiosity
- The ability to challenge constructively
- The ability to influence and persuade others
- Good inter-personal skills
- Ability to manage conflict
- Forward thinking
- Risk aware
- Financially and commercially capable
- Able to demonstrate integrity and high ethical standards
- Self-aware, with a desire to learn and improve.

Experience and Knowledge

- Relevant experience relating to strategic planning, financial planning, budget management or governance
- Ability to make use of (or be willing to develop skills) information technology (all Board business is paperless)

Rewards & Benefits

Board Members receive remuneration of £5,000 per annum plus travelling expenses

Training and Continuing Professional Development is provided

We have a hybrid approach to Board meeting attendance and use technology via Microsoft Teams

The Board and Executive Teams

Our Board Members:

Jonathan Adlington LLB – Group Chair, Ocean Housing Group Limited (OHGL), ex-officio member Ocean Housing Limited (OHL) and Gilbert and Goode Limited (G&G), and member Governance and Remuneration Committee (GRC)



Retired Senior Partner of Trowers & Hamlins and past member of the Regulator for Social Housing's (RSH) Regulation Committee. Jonathan has a wealth of knowledge in commercial property and housing. Acknowledged as being a legal expert and leader in the field of Social Housing.

Myfanwy Barrett CB, BA (Hons) – Senior Independent Board Member, OHGL



Recently retired from the position of Managing Director of Corporate Services at the House of Commons. CIPFA qualified finance professional with extensive senior management experience in the public sector.

Andie Smith BSc (Hons); Dip.Arch; RIBA – Chair of OHL, Board member of OHGL and member of GARAC



Semi-Retired senior executive (Director of Development and New Business). Has led large development programmes including joint ventures and now runs her own consultancy business specialising in interim management.

Mike Crabb BSc (Hons) – Chair of GARAC, Board member of OHGL and member of GRC



Retired CEO within the banking industry, and a non-executive director at the Charity Bank.

Chris Spencer MA, C.Eng, MICE, MBA – Chair of Gilbert & Goode, Board member of OHGL and member of GRC



Is semi-retired, and runs his own consultancy business specialising in major capital and asset management projects. Has experience of Public Private Partnerships and the Private Finance Initiative, and has held Managing Director roles with Sir Robert McAlpine Ltd and Balfour Beatty Capital Ltd.

Louise Barnden MCIH, MA, BA – Board member of OHL and member of Group Audit, Risk and Assurance Committee (GARAC)



Retired from a career in social housing spanning 34 years, including positions as Director of the Chartered Institute of Housing Cymru, Chief Executive of three housing associations and 6 years as a freelance housing consultant.

Rachel Bayliss BSocSc (Hons), FCA – Board member of OHL and member of GARAC



Rachel qualified as a Chartered Accountant with Ernst & Young in London before taking on roles as Group FC & Company Secretary of a FTSE 250 PLC and FD of a Charity. She now specialises in strategy and governance and is Clerk to the Governors at Truro School. Rachel also volunteers on the Committee of the annual Cornwall Christmas Fair supporting the Cornwall Community Foundation.

Chris Grose – Board member of OHL and member of GARAC



Chris runs his own training and consultancy business, providing a range of training and business solutions to help improve housing practice. Chris specialises in ASB (Anti-social behaviour), Safeguarding Adults and Children and general housing management.

Darren Jones – Board member of G&G



Beginning his career as a tradesman in 1985, Darren Jones has more than 35 years' experience in the housebuilding industry. His impressive employment history includes the roles of Regional Chairman at Persimmon/Charles Church Homes and Managing Director at Gleeson Homes, culminating in his most recent position as Executive Board Director at Miller Homes. Additionally, he has sat on the boards of numerous development project companies as a partner with private and listed housebuilders.

A prominent figure in the industry, Darren maintains a keen interest in the direction of planning policy, modern methods of construction, and housing delivery and supply.

Today, Darren acts as a consultant for influential asset management company Criterion Capital, assisting in the establishment of a Portuguese housebuilding company. He brings with him a wealth of development experience to the board of Gilbert & Goode.

Fran Keene BA (Hons) – Member of GARAC



Has a 25-year background working across public, civil society and construction sectors focusing on insight generation, organisational performance, regulation, and policy design and implementation. She has specific expertise designing in diversity, equality and inclusion to drive improved outcomes for customers and employees. Previous exec and non-exec roles held at the Audit Commission, National Lottery Community Fund, and National Citizens Advice and her own residential interior design practice.

Karen Littler – Board member of OHL



Senior Teaching Assistant in a local primary school. Tenant Representative.

John Titcombe – Board member of G&G



John currently runs his own consultancy business, specialising in Property, Development and Construction.

He has over 35 years' experience in these markets and has been involved in some of the most prestigious projects in Cornwall, such as the National Maritime Museum in Falmouth together with numerous housing developments in the county for both housing providers and outright sale.

Before setting up his own business, John held Director roles at Morgan Sindall, Kier and ROK and for a period of time ran the Interserve business in the South West.

Claire Davis – Board member of G&G



Claire has 30 years' experience in the social and affordable housing sector gained in both the UK and Australia. A Chartered Accountant, Claire's senior management roles included Finance Director and Director of Corporate Services delivering a range of services including: Finance, HR, IT and Risk Management. Claire now combines her work as an Executive Coach with her non-executive director roles.

Our Executive Group:

Mark Gardner MA, FCIH – Group Chief Executive



Mark began his housing career in 1983 as a Trainee Housing Manager in local local government, and is a Fellow of the Chartered Institute of Housing.

In 1993 he was appointed the Chartered Institute of Housing's Director in Wales and the South West of England.

He was appointed Chief Executive of Eastern Valley Housing Association in 1995 and led a merger to create Melin Homes, becoming its first Chief Executive in 2007.

Mark joined Ocean as its Group Chief Executive on 1 November 2016.

Frances Turner BA (Hons), MCIH – Managing Director Ocean Housing Ltd



Frances graduated from the University of the West of England in 1990 with a degree in Housing Studies. She is a Member of the Chartered Institute of Housing (CIH). Frances has worked in social housing for over 25 years.

Frances was formerly Chief Housing Officer and Corporate Management Team member for Carrick District Council, Cornwall (2000 – 2004), moving to become Assistant Director of Housing and Regeneration at Plymouth City Council (2005 – 2009).

Frances was appointed Managing Director of Ocean Housing Ltd in 2009.

Kevin Pearce MAAT, CIPFA – Deputy Chief Executive



Kevin qualified as an accountant in 1990 whilst working with West Wiltshire District Council rising to become the Accounting Business Unit Manager.

Kevin left the Council in 1996 to take up the position of Finance Manager with Selwood Housing Association.

In 1999 Kevin joined Ocean, at the time known as Restormel Housing Trust, as Finance Director. In 2004 the Ocean Group was formed and he became Group Director of Resources.

Kevin represents Ocean in the Management Committee of Advantage South West, a regional consortium of South West housing providers.

Nikki Forward BA(Hons), MA, FCIPD – Group Director of People and Culture



Nikki graduated from the University of Westminster with a Bachelor's degree in Business Studies. She also has a Master's degree in Leadership Coaching from Derby University. Nikki is a Fellow of the Chartered Institute of Personnel & Development (FCIPD).

Nikki has had a career in Human Resources, People and Culture which spans 30 years.

Nikki's career has been in both the private and not for profit sectors, working in advertising & marketing; property investment, development & fund management; food manufacturing and she joined the Ocean Group and started her career in Housing in 2007.

Outside of work Nikki is Chair of the National Housing Federation HR & L&D Practitioner Members Group; is a Volunteer Mentor & SW Ambassador for the CIPD Steps Ahead Devon & Cornwall Programme and a Member of the Steering Committee for the Housing Diversity Network SW Mentoring Programme.

Nikki was appointed as Group Director of People & Culture in 2021.