



Recruitment Brief:

For three Board Members for

Ocean Housing Ltd; Gilbert & Goode Ltd and

Group Audit, Risk & Assurance Committee

July 2023



Principal 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

Ocean Housing Group Limited 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.



Ocean Housing Group Ltd is the parent company and is responsible for group governance, viability and group strategy. In total we have 26 colleagues working in Ocean Housing Group Ltd.

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. In total we have 38 colleagues working in Gilbert & Goode Ltd.

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. Ocean Housing Ltd has 4,800 properties in management. In total we have 139 colleagues working in Ocean Housing Ltd.

There are two other committee's which report to the Ocean Housing Group Ltd Board:

The Group Audit, Risk and Assurance Committee (GARAC) – is responsible for oversight and scrutiny (across the group) for: internal and external audit; risk management and assurance; internal control; probity; and value for money.

The Nominations and Remuneration Committee (NRC) – is responsible (across the Group) for: board member recruitment and selection; board appraisal and remuneration; staff (cost of living and company incentive payments) and executive remuneration.

The Group is seeking to recruit three new Board/Committee Members to join the talented team of non-executives, one on the Board of Ocean Housing Ltd, one on the Board of Gilbert & Goode Ltd and one as an Independent Member of our Group Audit, Risk & Assurance Committee, who will, ideally, also sit on The Nominations & Remunerations Committee. The Gilbert & Goode Board Member will, ideally, fill a second vacancy on the Group Audit, Risk & Assurance Committee.

The People we are looking for

To enhance or add to our existing board member skills, we are looking for people with the following experience/ skill-set:

- On Ocean Housing Ltd Board we have one vacancy and we are looking to enhance our current skills by bringing in experience of social housing regulation, housing/asset management and sector knowledge and experience
- On Gilbert & Goode Ltd Board we have one vacancy and we are looking to enhance the current skills by bringing in experience of Commercial & Technical Residential Development.
- On Group Audit & Risk Assurance Committee we have two vacancies (one which will ideally be filled by the new G&G Board Member) and are looking to enhance the current skills by bringing in experience of Property Development, cyber security and particularly Governance

Previous non-executive director experience is not essential and we can support people new to the non-executive director role.

Diversity and inclusion at board level are critical to setting the tone for the whole organisation. Ocean is committed to creating a culture of inclusivity and belonging, we actively seek to have diversity on our boards, ensuring we bring different perspectives and lived experiences, which shape our decisions. Ocean have recently signed up to the National Housing Federation's 'Chairs' Challenge' to help drive equality, diversity and inclusion on boards.

The Time Commitment

Board/Committee Members will be required to attend up to approx. 12 meetings each year per board/committee (this includes Board/Committee Meetings; Joint Board Events; but does not include time for training/site visit and additional meetings). Joint Board events usually take place on a Wednesday morning; Board & Committee Meetings on Wednesday afternoons. Members who are also on a committee will be required for approx. 16 meetings.

We have a hybrid (a mix of in-person & virtual) approach to Board meeting attendance and use meeting technology via Microsoft Teams and board papers are all on-line via Decision Time (our Board Pack software system).

Recruiters will not be retained on an exclusive basis.

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 2023 'A Vision for the Decade'



To find out more about Ocean Housing Group Ltd, visit the website at www.ocean-group.co.uk or follow the link to [Home | Ocean Housing Ltd - Affordable Housing in Cornwall](#) (ocean-group.co.uk)

To find out more about Ocean Housing Ltd, visit the website at www.oceanhousing.com or follow the link to [Home - Ocean Housing](#)

To find out more about Gilbert & Goode Ltd, visit the website at www.gilbertandgoode.co.uk or follow the link to [Home - Gilbert and Goode](#)

Dear Candidate

Thank you for your interest in becoming a Board/Committee Member.

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

We're seeking to recruit three new Board/Committee Members to join our talented team of non-executives on the Boards of Ocean Housing Ltd, Gilbert & Goode Ltd and the Group Audit & Risk Assurance Committee, to see through our exciting business plans.

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

Our Board/Committee 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/jobs to discover more about being a Board/Committee Member within the Ocean Group.

We very much look forward to receiving your application.



Jonathan Adlington, Group Chair



Mark Gardner, Group Chief Executive



ROLE DESCRIPTION

Role Title: Non-Executive Board Member/Committee Member

Department: Ocean Housing Group Ltd, Corporate

Responsible to: Board/Committee Chair

Purpose

- To participate in, and determine the development of strategies, policies and leadership, consistent with the values and 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.

Responsibilities

- To act within the Terms of Reference for the Board/Committee
- To promote the long term success of the companies and delivery of company business plans for the benefit of its employees, tenants, customers, suppliers, stakeholders and the wider community
- To exercise independent judgement with reasonable care, skill and diligence
- To avoid conflicts of interest
- To be entrepreneurial to help drive the business forward, but also keep prudent control over it
- To understand and oversee the risk framework and appetite, and stress testing, 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

Personal Conduct and Other Responsibilities

1. Uphold the Group's Values, Behaviours, Code of Conduct, Equality, Diversity & Inclusion Strategy and all other strategies, policies and procedures. To uphold the National Housing Federation Code of Governance.
2. By personal example, ensure that colleagues are polite, respectful and professional in all their dealings with colleagues, tenants, customers and the wider community.
3. By personal example promote effective and efficient working practices and continuous improvement and personal development within the organisation.
4. Undertake other responsibilities consistent with those set out above, by agreement with the Group Board.

No role description can cover every issue which may arise within the role and Non-Executive Members/Committee Members are expected to carry out other duties from time to time which are broadly consistent with those in this document.

I accept that this job description is a fair description of the job I have applied for:

Signed

Date

Print Name

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PERSON SPECIFICATION

ROLE TITLE: Non-Executive Board Member/Committee Member

DEPARTMENT: Ocean Housing Group Ltd, Corporate

EDUCATION /QUALIFICATIONS:

ESSENTIAL	DESIRABLE
Educated to GCSE or equivalent level 2 qualification	Educated to degree or equivalent Level 6 qualification or evidence of equivalent experience A relevant professional qualification Evidence of continuous professional development

KNOWLEDGE AND EXPERIENCE:

ESSENTIAL	DESIRABLE
Experience and knowledge in either Social Housing, Property Development or Governance Ability to demonstrate the values and behaviours of Ocean	Non-Executive Director experience or an understanding of the role of a non-executive director. Strategic leadership responsibility Governance or Legal Skills

	<p>Financial Planning and Accounting</p> <p>Commercial/Business Skills</p> <p>Audit & Risk Management</p> <p>Regulatory Social Housing Experience – working with tenants and tenant issues</p> <p>Construction and Health & Safety</p> <p>Repairs & Maintenance and Director Labour</p> <p>Asset Management</p> <p>Environmental, Social, Governance (ESG)</p> <p>Data Protection/GDPR knowledge</p> <p>Use of Information Tech (IT) in business improvement/data management/cyber security</p> <p>Local or regional knowledge</p>
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SKILLS & ABILITIES:

ESSENTIAL	DESIRABLE
<p>Ability to use technology or willingness to learn, to follow communication channels and access board papers located on on-line systems</p>	<p>Identifies opportunities for the organisation.</p> <p>Demonstrates an ability to rapidly understand newly presented information,</p>

<p>Firm commitment to accountability, performance management, risk management, target setting and monitoring.</p> <p>Able to commit to and role model Ocean's Mission, Values & Behaviours</p> <p>An enquiring and curious mind, ability to look at things differently with the ability to challenge constructively.</p> <p>Demonstrates patience, diplomacy and able to show empathy for colleagues and customers whilst balancing the needs of the business.</p> <p>Excellent interpersonal and communication skills together with a high level of emotional intelligence.</p> <p>Able to demonstrate high levels of integrity and ethical standards.</p> <p>Supports all decisions taken by the Board</p> <p>Values equality, diversity and inclusion and takes action to create an inclusive workplace</p>	<p>analyse data, examine an issue and reach a well-balanced conclusion/solution.</p> <p>Ability to provide long term vision and see long term implications and offer creative solutions.</p> <p>Self-motivated and able to make independent, well-judged decisions.</p> <p>Skilled at influencing and negotiating with the ability to bring about favourable outcomes.</p> <p>Excellent relationship building skills and ability to create strong networks and represent the business, both internally and externally.</p> <p>Ability to deal with difficult and challenging situations confidently and professionally.</p> <p>Enthusiastic and motivated in developing own knowledge and skills.</p> <p>Is alert and responsive to need for change, with agility and courage to drive necessary change</p> <p>Has an excellent approach to customer service and take account of needs of our tenants and key stakeholders</p>
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OTHER REQUIREMENTS:

ESSENTIAL	DESIRABLE
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<p>Attend Board/Committee Meetings</p> <p>Reading & preparing for Board Meetings in advance</p> <p>Participating in annual appraisals, skills audits and training</p>	<p>The ability to transport oneself to attend face to face meetings and events as required</p>
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Rewards & Benefits

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

New board members will be supported during their on-boarding and induction by identifying any specific individual learning and development requirements or requests. On-going board member training and Continuing Professional Development is provided.

Recruitment Process

Applications will be via our on-line application management system. If anyone needs any assistance, please contact people@oceanhousing.com and we will be happy to help.

There will be two interviews, the first will be a more informal interview held via Microsoft Teams and will be with the Senior Independent Board Member and Group Director of People & Culture. The interview will last about 30-45 minutes and its purpose is to explore your motivation and your competencies in relation to the role. The dates for first interviews will be 6, 7 and 8 September 2023

The second interview will be held in-person and will be a formal panel interview with the Chair of the Board, The Group Chief Executive, the Senior Independent Board Member and Group Director of People & Culture. The interview will last about 45 minutes. The date for the second interviews (depending on which role you have applied for will be 19, 28 & 29 September 2023.

We can be flexible with our recruitment process. If you have any specific requirements or adaptations please let us know. We can support additional communication requirements, time allowances, discussing expectations of the interview in advance, video screens on or off, anything which will take the stress out of the interview process or make it more accessible and inclusive can be considered.

EDI representation of our boards in relation to our local community in Cornwall:

	Total Ocean Non-Executive Board Members	Cornwall's Population *Data ONS Census 2021
Disability	No Disability: 100% Disability: 0%	No Disability: 80.2% Disabled & limited a little: 11.6% Disabled and limited a lot: 8.1%
Gender	F: 53.85% M: 46.15%	F: 52.04% M: 47.96%
Religion	Christian: 60% No Religion: 40% Other Religions: 0%	Christian: 45.44% No Religion: 46.30% Other Religions: 1.57%
Ethnicity	White: 100%	White: 96.8% Mixed: 1.2% Other: 1.1%
Sexual Orientation	Straight/Hetro: 100% Gay/Lesbian/Bi-Sex: 0% Other: 0%	Straight/Hetro: 89% Gay/Lesbian/Bi-Sex: 2.65% Other: 0.31%
Age	20-34: 0% 35-44: 15.38% 45-54: 23.08% 55-64: 23.08% 65+: 38.46%	20-34: 15.5% 35-49: 17% 50-64: 21.8% 65+: 25.3%

The 2021 Office of National Statistics (ONS) Census showed the percentage of households in social rented sector in Cornwall has increased in the last 10 years, but fell across England. In Cornwall the percentage of households in the social rented sector rose from 12.0% in 2011 to 12.8% in 2021. Private renting in Cornwall increased from 16.8% to 19.7%, whilst the rate of home ownership decreased from 68.8% to 66.2%.

Ocean's Gender Pay Gap data: Our latest 2021/22 Report showed an 11.7% mean gender pay gap for the whole Group. It is our 4th year of voluntarily publishing our gender pay gap and over the four year period it has reduced by 18.7%. In Ocean Housing Ltd, our largest employer, with 139 employees our mean gender pay gap is 0.81%. Our analysis shows that our pay gap is driven by the structure of our workforce across the Group i.e. the uneven distribution of genders and not equal pay.

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 Nominations and Remuneration Committee (NRC)



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 and Chair of NRC



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



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 NRC



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



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.

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.

Claire Davis – Board member of G&G and member of GARAC



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.

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.

Bernard Rooney – Board member of G&G



Bernard worked for Barratt Developments for 41 years, joining in 1981. He held a number of positions in Manchester and Newcastle prior to assuming the role of Regional Managing Director Central Region in 2010. A board member of BDW Trading Ltd the principle operating company of the Barratt Group he was responsible for the operations in North West, West Midlands and Wales delivering c 3200 homes.

In April 2021 Bernard took the role of Regional Managing Director of Barratt's West Region, responsible for the operations in the South West, ahead of his retirement from Barratt in June 2022.

Prior to Barratt Bernard worked for the TI Group who at the time were an international engineering organisation.

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.