**Ocean Housing Group Ltd** is the parent company, financially robust with strong governance, risk management and business processes in place.

**Gilbert and Goode Ltd** is the 3rd fastest growing company in Cornwall over the last four years and is the construction arm of the Ocean Group.

It is one of the largest Cornish construction companies and developers in Cornwall, with a £25m annual turnover and in 2018/19 became the first construction company in the world to achieve ISO18404 accreditation for Lean Systems. As a commercial company, its profits are reinvested to support Ocean Housing Ltd.

**Ocean Housing Ltd** is a not for profit, charitable registered provider of social and affordable housing for rent and shared ownership. It is the largest social housing provider in mid Cornwall and has a growing property portfolio of almost 5,000 homes that it owns, manages and maintains within the county.

Ocean Housing’s excellent housing management and maintenance services offer outstanding value for money, with the lowest comparable costs in the housing field in the South West.

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**OUR MISSION IS:**

“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”.

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[Images of housing developments and families]
TENANT INVOLVEMENT

- Be an ‘early adopter’ of the National Housing Federation’s “Together with Tenants
- Engage with more residents while enhancing digital technologies
- Ongoing Board and tenant engagement through planning events and liaison meetings
- Commitment to co-production of policies and services with our tenants

PEOPLE

- Be an excellent employer
- Be an integral part of the Cornwall business community
- Support our ongoing apprenticeships programme
- Positive impact upon the Cornwall economy
- Invest in training and development of staff and managers
- Empowering staff through business planning opportunities
- A Group of companies with a collective can-do attitude

OCEAN 3,000!

- Be a major provider of homes to help deliver government’s and Cornwall’s New Homes targets – up to 3,000 by 2030
- 1,098 new homes by 2024, of which 70% affordable rent and shared ownership and 30% open market sale
- Building up a land supply for the next 10 years
- Work in partnership with key stakeholders in Health, Social Care, Care and Voluntary sectors
- Be a key partner at West Carclaze Garden Village
- Building in rural communities and Cornwall’s main towns to meet housing need

STOCK INVESTMENT

- Total stock investment of more than £39million over the next 5 years
- To ensure all stock achieves a minimum Energy Performance Certificate ‘C rating’ by 2030
- Regeneration of Polgrean Place – on site by winter 2019
- Deliver a £3.7million energy efficiency programme to 124 Cornish units with innovative techniques over the next three years
- Augmenting Health and Safety Compliance to ensure the health and wellbeing of our tenants

REGENERATION OF POLGREAN PLACE

- All stock energy efficient, decent, safe and compliant
- To be an exemplar for tenant and resident involvement

DYNAMIC AND FLEXIBLE WORKPLACE

- IIP Platinum by 2024:
- To be a modern, dynamic and flexible workplace
OCEAN GROUP’S SECTOR SCORECARD PERFORMANCE COMPARED WITH OTHER HOUSING ASSOCIATIONS

<table>
<thead>
<tr>
<th>Metric</th>
<th>Peers 2017/18</th>
<th>Ocean 2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Overall Operating Margin</td>
<td>28%</td>
<td>32%</td>
</tr>
<tr>
<td>2 Social Housing Operating Margin</td>
<td>30%</td>
<td>44%</td>
</tr>
<tr>
<td>3 Interest Cover</td>
<td>232%</td>
<td>156%</td>
</tr>
<tr>
<td>4 New Homes</td>
<td>1.0%</td>
<td>3.8%</td>
</tr>
<tr>
<td>5 Gearing</td>
<td>35%</td>
<td>64%</td>
</tr>
<tr>
<td>6 Reinvestment in Assets</td>
<td>5.8%</td>
<td>7.8%</td>
</tr>
<tr>
<td>7 Return on Capital Employed</td>
<td>3.7%</td>
<td>5.4%</td>
</tr>
<tr>
<td>8 Occupancy of Homes</td>
<td>99.4%</td>
<td>99.5%</td>
</tr>
<tr>
<td>9 Responsive to Planned Repairs Ratio</td>
<td>0.61</td>
<td>0.88</td>
</tr>
<tr>
<td>10 Headline Cost per Unit</td>
<td>£3,450</td>
<td>£1,787</td>
</tr>
<tr>
<td>11 Rent Collected</td>
<td>99.9%</td>
<td>100.3%</td>
</tr>
<tr>
<td>12 Overheads as a Percentage of Turnover</td>
<td>12.0%</td>
<td>6.8%</td>
</tr>
</tbody>
</table>

Total number of housing associations in Scorecard (national) 329