



SATORI
EXECUTIVE SEARCH

Candidate brief for

Chair, Jersey Development Company



JERSEY
DEVELOPMENT
COMPANY

As of November 2019

Background

Jersey Development Company

Jersey Development Company (JDC) is the Government of Jersey's independent property development arm. JDC is responsible for completing the development of the St Helier Waterfront and regenerating Government owned property that is no longer required for the delivery of public services.

JDC is investing in the Island's future with a mission to be the Government of Jersey's trusted partner for regeneration and strategic property development, delivering a sustainable financial, social and environmental contribution to Jersey and its people. The company's investments are creating jobs, housing and infrastructure to support the Jersey economy.

JDC delivers new homes for local residents and new Grade A office space for the Island's premier financial services industry. By investing in direct developments, returns to taxpayers are significantly enhanced and there is greater control over the design and quality of the developments.

Profits from JDC's development activities are either:

- Paid as a dividend to the Government of Jersey;
- Invested in new public infrastructure projects; or
- Re-invested into further development projects (to increase future returns).

JDC is committed to delivering a high quality and well-designed mixed-use Waterfront that positively adds to St Helier's built environment and delivers accommodation that meets the requirements of the Island.

Completed projects

Since 2011, the Company has successfully completed and sold two Grade A office buildings and 187 residential apartments as detailed below:

Commercial

JDC is delivering a flagship business district that is providing the highest quality office buildings in Jersey with column free floor plates offering occupiers flexibility on their fit-outs. The buildings also offer excellent levels of natural light which has been scientifically proven to improve employee well-being and productivity.

International Finance Centre (IFC) Buildings 1 & 5 have been built to a high-quality with a design and specification on par with the world's leading finance centres. JDC always attempts to ensure the quality of the design and the end product both in terms of the buildings and the public realm will enhance the built environment of St Helier and stand the test of time.

The first building - IFC 1 - was completed in 2017, fully let and sold in 2018 for £43.7m (reflecting a yield on rental income of 5.94%). This sale crystallised an open market land value of £3.9m and generated a profit of £7m.

The second building - IFC 5 – was completed in 2018 and is currently 95% let. IFC 5 was recently sold for £47.6m (reflecting a yield on rental income of 5.75%). This sale crystallised an open market land value of £4.25m and generated a profit of £6.65m.

Residential

The delivery of much-needed residential accommodation in existing urban areas is a key objective of the Island Plan.

The former Jersey College for Girls has been transformed into a modern and highly desirable residential community. The site, which included a Listed Building, was acquired by JDC from the Government of Jersey in 2015.

The development provides 187 residential apartments in a mix of one, two, three and four bedrooms. All the apartments were pre-sold off plan to local residents with the final completion in May 2019.

Of the 187 apartments, 80 were Category A (Affordable) homes. Of these, 40 were social rented units and sold to the Jersey Homes Trust and 40 were shared equity units sold to eligible first-time buyers who had qualified through the Island's Housing Gateway. These units were sold at a discount enabling 40 local individuals / couples – who were otherwise priced out of the housing market – the opportunity to buy their own homes.

As well as providing affordable housing for local people, the development generated a profit of £5million that will be repatriated via a dividend to the Government of Jersey.

Work in progress

Horizon is a 280-apartment residential scheme located on the St Helier waterfront between Castle Quay and the Radisson Hotel.

Pre-sales commenced in Nov 2017 and to date 220 apartments have been sold off-plan. Construction commenced in August 2018 and Horizon will be completed in three phases, phase one in Autumn 2021 and the final phase by Summer 2022.

Future pipeline

JDC will continue to focus on the planning and delivery of further residential developments on its current Waterfront sites as well as regenerating additional surplus Government-owned sites. The Company currently has land in its ownership that could deliver 1,000+ new residential apartments and is working alongside Government to secure further regeneration sites.

The Company is also targeting the delivery of further office buildings at the IFC to support the Island's financial services and digital industries. The demand from tenants wanting new high-quality office accommodation remains high and JDC anticipates commencing construction of IFC 6, the third building in 2020, as well as submitting a planning application for IFC 2 towards the end of this year.

The Board

The Board of JDC comprises an independent Chair, the Managing Director, Finance Director, one NED appointed by the Minister for Treasury and Resources, and a further three NEDs appointed by the States Assembly.

Board member profiles can be accessed here www.jerseydevelopment.je/about-us/the-board

The current Chair is Nicola Palios who has been a Director since the company was established in 2011. Nicola reaches the end of her nine-year tenure in mid-2020 and in accordance with good governance practice is stepping down at that point. The Board are keen to secure a new Chair in advance of her departure to ensure a smooth handover and transition.

Building on the considerable success of the Company, the Board are presently engaged in developing an exciting new strategy. With JDC's appetite to do more for Jersey, this strategy aims to proactively expand its remit, enabling the organisation to increase its contribution to society and make best use of the capabilities and capacity it has developed. In order to deliver this strategy, the new Chair will have an important role to play in networking and influencing both the Government and JDCs other key stakeholders.

Further information on the JDC can be found at www.jerseydevelopment.je

The Role of the Chair

The Chair is responsible for leading the JDC Board in fulfilling its collective duties and responsibilities and acting as a confidant, advisor and supporter to the Managing Director.

Key Responsibilities:

- Setting the style and tone of Board discussions and creating the overall conditions for Board and Director effectiveness;
- Ensuring that the Board as a whole is enabled to play a full and constructive part in the development and determination of the company's strategy and overall commercial objectives;
- Ensuring that the development of the business receives sufficient attention from the Board;
- Acting as an ambassador for the organisation, managing and protecting the company's reputation in Jersey and further afield.
- Ensuring an effective public-private partnership with Government

Meetings:

- Ensuring that the Board's agenda takes full account of the important issues facing the company, the concerns of all Board members and that it primarily focuses on strategy, performance, value creation and accountability and that issues relevant to those areas are reserved for Board decision;
- Ensuring that members of the Board receive accurate, timely and clear information on the company's performance; the issues, challenges and opportunities facing JDC; and in relation to matters which are reserved to it for decision;
- Ensuring that the Board determines and communicates the nature, and extent, of the significant risks JDC is willing to take to achieve its strategic objectives; and
- Arranging, where appropriate, such informal meetings involving Directors, including between non-executive Directors, as may be required to ensure that sufficient time and consideration is given to complex, contentious or sensitive issues.

Induction, development and performance evaluation:

- Ensuring that new Directors participate in a full, formal and tailored induction programme, facilitated by the Company Secretary;
- Taking the lead in identifying and seeking to meet the development needs both of individual Directors and of the Board as a whole, facilitated by the Company Secretary and the Managing Director; and
- Ensuring that the performance of the Board as a whole, each of its Committees, and each individual Director as regards their Board and/or Committee role(s), is formally and rigorously evaluated at least once a year.

Relations with shareholders and wider stakeholders:

- Ensuring that there is effective and appropriate communication of financial and other information by the company to its shareholder, by the Managing Director and other executive management, and, when necessary by him/herself and/or by the non-executive Directors of the Board;
- Provide close support to the Managing Director in assuring strong political, governmental and regulatory relationships such that the company can conduct its business in an optimal trading environment; and
- Ensure that all members of the Board develop an understanding of the views of the shareholder, investors and stakeholders in the company and that there is an open and constructive dialogue with the shareholder.

In addition, the Chair should:

- Demonstrate ethical leadership;
- Promote the highest standards of integrity, probity and corporate governance throughout the company and specifically at Board level;
- Ensure, with the advice of the Company Secretary where appropriate, that the Board's approved procedures, including the matters reserved to the Board for its decision and each Committee's terms of reference, are appropriate and are complied with;
- Ensure that succession planning and the composition of the Board are regularly reviewed; and
- Propose, in conjunction with the Nomination Committee, the membership of the Board's Committees and their Chairs.

Skills and Experience

JDC is a relatively small organisation, the complexity of this role being in the external interactions across a wide range of stakeholders within the regeneration, development and construction system of Jersey. Its business draws significant public interest by the nature of its activities within the local community. In developing and delivering a new strategy the JDC will face considerable challenge in

extending its role within the system, persuading the various stakeholders, and crucially the shareholder, that it could and should have additional responsibilities.

To succeed in this post candidates will be required to demonstrate the following essential experience:

- A background that includes working in both commercial and government-owned or government-funded environments;
- A number of years of experience operating within the board-room with a track record of chairing meetings efficiently and successfully;
- Strong understanding of governance good practice in both structure and processes;
- Demonstrable ability to influence “local place” through effective stakeholder management, including interacting with the general public; and
- Highly developed strategic influencing, communication and relationship management skills.

Candidates who have the following experience will also be viewed positively:

- Understanding of Jersey and its socio-political environment;
- Industry or sector background in regeneration, development, housebuilding, infrastructure investment or construction management;

Candidates will be expected to have a high level of integrity, proven team building skills, plus strong interpersonal and communication abilities. They must be capable of forging excellent relationships with a group of strong individuals, able to get the best from each Director on the Board, whilst stimulating and encouraging diverse thinking in the team. If coming from another sector, they should also have the ability to learn quickly about JDC’s business. If not a Jersey resident they should either have existing knowledge of, or the ability to quickly grasp, the particular characteristics of Jersey as a place.

Time commitment

The Chair appointment is recommended to the States Assembly (Jersey’s parliament) by Deputy Susie Pinel, the Minister for Treasury and Resources, for a three-year term. The position can be extended for a further 3-year term subject to performance and the approval of the Shareholder.

The Board meets in person four times a year with Board Committees planned around these, as are a couple of away days. In addition are four board updates via conference call. It is possible there may be the odd ad hoc Board meeting and/or Shareholder meeting in addition. The Chair has additional involvement in the company, working closely with management to support and oversee the implementation of strategy, assist with high profile relationships and issues and act as an advocate for JDC.

The minimum time commitment expected of the Chair amounts to 25 days a year (for candidates not resident in Jersey there will be additional travel time and the potential need to commit more time to developing stakeholder relationships) and is rewarded with a fee of £40,000 plus associated expenses.

Next steps

For an informal discussion on the role please call Giles Naylor of Satori Executive Search who is conducting the search on behalf of Jersey Development Company. He can be reached as follows:

Giles.naylor@satorisearch.com or on 07939 224565

To apply now please send a copy of your cv and a covering letter no longer than two pages highlighting your relevant experience to giles.naylor@satorisearch.com Your full application should arrive with him on or before 8th December 2019.

Candidates should be mindful of potential conflicts of interest and highlight these within their covering letter. If candidates are unclear about what constitutes a conflict, they should contact Giles Naylor on the number above.

The process will include:

- A long-listing exercise with the panel to sift all applications and to select candidates to move through to the next stage;
- Interviews with Satori Executive Search to ascertain “fit” with selected candidates;
- A short-list meeting with the panel to select candidates for final interview; and,
- A panel interview in Jersey.

The panel will consist of:

- Simon Nash of the Jersey Appointments Commission who will Chair the interviews;
- Paul Masterton, JDC Senior Independent Director;
- Ann Santry, JDC Chair of the Remuneration Committee; and
- Charlie Parker, CEO of Government of Jersey

JDC is an active supporter of boardroom diversity, as is Satori Executive Search. This search activity will be conducted and appointments made on merit, against objective criteria and with due regard for the benefits of diversity on the board.

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information in future. Please also remember to not mention anyone’s information or details (e.g. referees) who have not previously agreed to their inclusion.