



HONEYCOMB
GROUP



BOARD MEMBER PACK

CONTENTS



WELCOME LETTER	03
THE JOB	03

BEING A BOARD MEMBER

BOARD MEMBER RESPONSIBILITIES	04
BOARD MEMBER SKILLS	06

ABOUT US

OUR GROUP	08
OUR VALUES	09
MEET THE BOARD	10
OUR LEGAL STRUCTURE	12

HOW TO APPLY

THE PROCESS	13
-------------	----



We deliver our services through our brands. With their own proposition statements and customer promises, they each provide the support and solutions to fulfil our ambitions for the communities and customers we are here to serve.

We place great value on the contribution and insight a quality board brings. The role is diverse and complex, you will be responsible for developing and shaping business and financial strategies, monitoring and overseeing performance, assessing and actively considering risks for current and future business and ensuring the services we provide are appropriately influenced by customers and meet the quality and standards we set. We expect board members to take an active role in the Group, adding value and expertise and supporting and challenging our team to achieve our strategy and ambitions.

Dear Candidate

Thank you for your interest in our Group.

As a part of our next phase of succession planning, we are aiming to recruit two new people to complement our existing high performing team.

During the past two years we have reviewed our strategy and re-branded the Group to ensure we focus on the issues and priorities that are important to our communities, customers and partners.

We are a Group of socially minded businesses who are 'champions for happy homes'. We know that a happy home is so much more than a shelter, it's a base where people build security and stability, connection and confidence. Everything we do is with a social heart and a business mind. Our values set the tone for our culture and drive the way we do things.

We are always looking for people that bring a diversity of thinking, care about our purpose, and can fully support our values and promises to customers. Having a keen eye on gaining assurance, understanding risks and contributing to get the best decisions are key ingredients. If you have professional expertise or business acumen and can bring awareness and understanding of what it takes to grow and manage a successful business or you have a sound understanding of the local and regional markets we operate in, we would love to hear from you.

Thank you for your interest and we look forward to receiving your application.

Kind regards

Andy Spencer,
Chair

Diane Thompson,
Chief Executive

Being a board member

Remuneration: £4000 per annum

Key responsibilities of the board include:

- Setting the vision and values. Developing the strategy, ambition, priorities and policy for Honeycomb Group and all its brands
- Establishing effective control and risk management frameworks
- Ensuring the Group maintains its financial viability and achieves its aims and objectives



Specific duties:

- Defining and ensuring compliance with the values and objectives of the Group
- Defining and ensuring compliance with the Group's Code of Governance
- Establishing strategy, policies and plans to achieve objectives across the Group's functions.
- Approving each year's budget and final accounts before they are published
- Establishing and overseeing a delegation framework and systems of control
- Agreeing policies and making decisions on matters that might create significant financial or other risks to the Group, or which raise material issues of principle
- Setting targets and monitoring performance
- Appointing and monitoring the performance of the Chief Executive
- Satisfying itself that the Group's affairs are conducted lawfully and in line with generally accepted standards of performance and probity
- Undertaking board appraisal and development plans
- Contributing specific skills to strategic projects or policy development alongside executive team members, e.g re-financing, stress testing the business plan, business growth, customer engagement and service delivery
- Participating in customer or stakeholder events

Commitment and capacity

- Commitment to the Group's vision, values and purpose
- Time to prepare, attend and contribute to board and committee meetings
- Participation and commitment to strategy days, sub-committees, training and development
- Time to participate in project work outside of regular meetings.
- Learning and development appropriate to the role and the business.
- Allocating around 1 to 2 days per month for board work



Specific skills and expertise

- Professional expertise and business acumen

We would like to hear from people with one or more of the following skills and/or expertise:

- Legal
- Financial
- Commercial
- Construction and development
- Asset management
- Organisational development
- Communications and marketing
- Digital
- Sustainability



- A sound understanding of the needs and aspirations of local communities, ability to champion those needs, stay abreast with local and regional issues and changes that might impact on customers and communities
- We believe a diverse board brings great value and welcome applications from people of all backgrounds - all genders, all ages, sexual orientations, nationalities, religions and beliefs.



Being a board member

As a board member you should be able to demonstrate that you:

Think strategically

Able to understand the environment in which we work, see the bigger picture, think differently to see the implications of changing circumstances, and can use this knowledge to provide strategic direction and inform debate and decision making.

Represent the interests of our customers and communities

Be able to consistently understand and represent the needs and interests of tenants, customers and communities.

Guide strategic action

Believe in our purpose, vision and values and can translate these into expectations, goals and tangible measures, so that our performance can be delivered and monitored.

Understand the risks and level of risk inherent in the market conditions in which we operate.

Understand the individual and collective roles and perspectives of the Executive Team and Board, and can use communication and influence to identify priorities, resolve any conflict, and give guidance.

Have a business focus

Help us to make good business judgements and decisions and share your perspective on business issues.

Seek out relevant and critical information

Be prepared to be a critical friend, be proactive, apply your knowledge broadly and have the confidence to ask difficult or challenging questions to enable objective judgements to be made.

Solve problems and make decisions

Prepare thoroughly, and at meetings show that you have evaluated proposals, can describe and summarise key issues clearly and prioritise the main risks and benefits, to inform and help make the best decision.

Are sensitive to others

Are self-aware and aware of the needs of others, can observe and listen well, involve others in discussion and debate, ask questions in a non-threatening way, able to admit mistakes.

Can work effectively with others

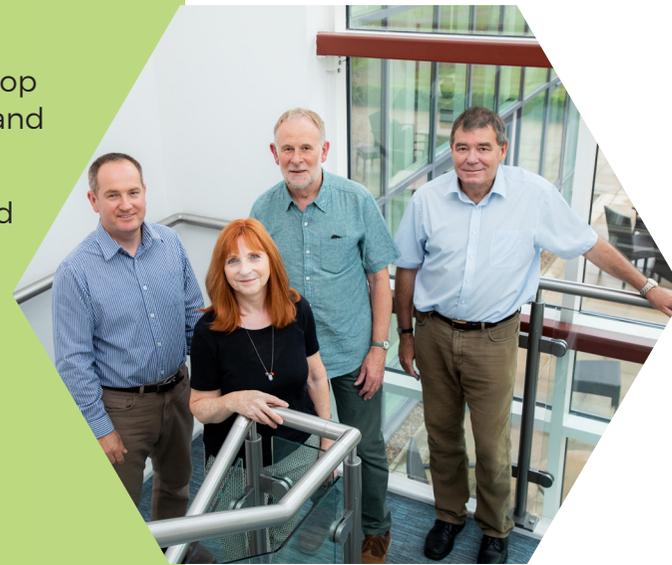
Can work constructively to build consensus, can adjust your behaviour according to the situation or context, and can network within the Board, the executive team, the staff team and with external stakeholders. Able to offer appropriate challenge to the Executive and colleague Board members.

Board skills matrix (applies to all board members)

- Understand and advocate for our customers and communities. Be in tune with the breadth of our current and future customer base, their needs, challenges and aspirations. Promote diversity and inclusion.
- Expertise and knowledge of current housing policy and practice across all forms of tenures in the not-for-profit charitable, and commercial sectors. Understanding the importance of housing and support and the development of shelter with a wide range of support around connectivity, security and stability and confidence and self-security.
- A strategic understanding of finance and risk incorporating business planning, budgeting, value for money, treasury, internal controls, audit, current accounting standards, financial markets, cost control and liquidity, and profit and loss.
- A curious mind with the ability to identify and seek out relevant and critical information, analyse and apply thinking that supports debate and decision making as a critical friend.
- A knowledge of housing development acquisitions, assets and asset management and the construction and development industry.
- An understanding of governance and its application to fulfil regulatory requirements, control and assurance, risk management and compliance. Have a knowledge of how to develop excellent boards with strong relationships with executive.
- Knowledge and understanding of the importance of organisational culture and it's impact on services and performance. The ability to enhance and add value to a people-focused culture that supports great customer service, high quality performance, ambition, and a great place to work.
- The ability to operate strategically with a sound understanding of how to develop strategy in the environment we are operating in and how this impacts on risk and short, medium and long term priorities and growth.
- Be able to work as a part of a high performing team, build respect, listen to and influence others.
- A sound commercial, market-focused approach to Group business. The ability to contribute to decisions considering all aspects of the business.

You will need...

- A passion for our purpose and mission
- The ability to live our values
- High energy
- The desire to be a part of a team
- To stay relevant through learning and personal development
- To be a good listener and a clear communicator
- To respect diversity and value difference
- To provide challenge and support in equal measure





HONEYCOMB GROUP



our Group

Honeycomb Group is a team of social-minded brands championing happy homes in our region by providing services and support that help people across Staffordshire, and it's surrounding areas feel secure, connected and confident.

Whether it's developing and maintaining affordable homes, providing trusted home repairs and improvements, keeping people safe and well at home or providing support services that eradicate social issues isolating people from a happy home, Honeycomb Group is making our region vibrant.

our Proposition

Champions for happy homes

While our brands touch all of the different aspects of what make up a home, ultimately we are all working toward the same goal. We don't just look at bricks and mortar, but at the people inside, their wellbeing and opportunities ahead for them.

We know a happy home is so much more than just a shelter. It's a base where people feel able to make the most of their journey ahead. We champion the power of a happy home because one happy home opens the door to a community of people making a difference to the world around them. We're here to make sure everyone in the areas we work in can access and maintain a happy home of their own.



our Vision

A progressive, passionate region with no barriers to a happy home

Close your eyes and think of a place that's full of life and energy. That's what we're aiming to do for every area we serve through the work we do.

We want to build stronger communities and grow local economies. We want to leave every place better than it was before we got there.



Our Values

At Honeycomb Group, we're connected by a set of collective values, keeping us all working in the same direction.

As a board member we want you to live our values too.

Be dead genuine

Our customer experience is different because we aren't all made from the same mould. We are who we are, no matter if we're in front of a customer or a colleague. We laugh, we cry, and we're not afraid to chuckle at our own mistakes. There's no script here, just people talking to people.



Never shut the door

Breaking down barriers and limitations starts with an open mind and an open heart. Don't close doors on new people or opinions. Value others' differences, respect their input and listen and learn with fascination. Most importantly, never be a Jonny Bravo – it's not all about you baby!

Chase curiosity & ambition

Whatever your passion is, be passionate about it. Fly without being afraid to fall. Take your curiosity and mould it into a new, creative way of thinking. Do what you can to give our business a fresh edge or approach, and, most importantly, be committed and proud to follow your ambition.

Be a leader in the field

Here's that old saying – do what's right even when no one's looking. Remember that your colleagues, our customers and the wider community are looking to you for guidance, so take accountability for your role and make a positive impact.

Come together

It's simple, but we simply couldn't forget to put it down. Believe in the power of collaboration; seek expertise from the wider team; and work together to create bigger and better solutions. If times are tough, have faith in your colleagues and never let the pressure break the pack.

Our Mission

Breaking barriers, Building people, Bettering homes.

The Cause: What we're trying to do

We're breaking down all of the social and physical barriers to a happy home in our region.

The Actions: How we do it

We're elevating people by addressing the root cause from all angles: preventing, recognising, responding to and rehabilitating needs from the inside out for a long-term solution.

The Purpose: Why we do it

Bettering homes from every aspect, whether it's through the person or physical environment, so people feel secure, connected, confident and proud.

Our Culture & DNA

Social heart, Business mind

At Honeycomb Group we're driven by our social purpose. We're always thinking of people and places we're serving and putting their best interest at heart. At the same time, we're commercially focused, thinking of how we

can do things in a sustainable way so we can continue to do our good work for years to come. We'll always stay true to our values, but we'll do it in a way that works for everyone involved.

our Board

Our board of management is a key component in our Honeycomb hive and ensures we continue to deliver a vibrant future for our customers across Staffordshire, East Cheshire and Derbyshire. From setting our strategic direction, to making sure we maximise the ways we deliver happy homes, the board has a crucial role in developing our strategy, setting our objectives, overseeing performance and risk, quality of service and ensuring we meet our promises and ambitions. Board members are actively engaged in formal committees and advisory working groups alongside the executive.

Andy Spencer

Group chair

Andy is a chartered surveyor and experienced senior executive with a background in construction and development. He has spent many of the latter years of his career working in social housing. He is a former Group Executive Director for Sovini Ltd and has extensive experience in all aspects of asset management, property maintenance and regeneration.

Arthur Yates

Chair of the customer service committee

Trustee of Glow and Concrete

Arthur has managed a number of initiatives in North Staffordshire that have supported people who face unfair social and economic disadvantage. He has worked predominantly with ex-offenders, others disadvantaged in the labour market and more specifically those displaced by the decline in traditional local industries.

Caris Henry

Member of the customer service committee

Member of the commercial committee

Caris is a strategy and change management professional who specialises in developing and delivering strategic projects and programmes in the private, public and third sector. He is an experienced board member and works for an energy, services and regeneration company where he focuses on the company's growth strategy, the execution of all UK mergers and acquisitions activity, and new capability development. Caris has a masters degree in Housing and is a Chartered Member of the Chartered Institute of Housing.

Karl Dean

Member of the customer service committee

Trustee of Glow and Concrete

Karl has worked in the housing, care and support sector for his entire career and has held a number of senior leadership positions including the Managing Director of Arena Options and Director of Supported Housing at Your Housing Group. Karl is currently Managing Director of the MioCare Group CIC, a local authority owned social care community interest company based in Greater Manchester. Karl is also a serving magistrate. His experience brings together supported housing knowledge, a values-based approach and social business know how.

Fred Wright

Chair of the commercial committee

Member of the audit and risk committee

Fred currently works as a Commercial Director and Lead Consultant and has previously worked as a chief executive for a range of multinationals, including internationally for the world's largest privately owned trading group SHV Energy NV.

He currently holds a portfolio of non-executive director roles across both the public and private sectors and was recently appointed a Governor and the Deputy Chair of Commercial at Coventry University.

Fred is also the Chair of Audit and Risk Assurance for two successful small enterprise based local authority trading companies, engaged in construction, regeneration and placemaking.

Val Bourne

Member of the audit and risk committee
Member of the customer service committee
Trustee of Glow and Concrete

Val has over 26 years' experience in public sector housing at both operational and executive level. She is now a self-employed consultant and coach working in the public and third sector. Val retains a passion for housing and the benefits well-managed social housing brings in improved health and wellbeing for individuals and communities.

Chris Bain

Member of the customer service committee

Chris is passionate about people's voices being heard in decision-making. He has been working in health and social care for over 20 years, including 5 years as Chair of North Warwickshire Primary Care Trust and 11 years at Age Concern England. Chris currently works for Healthwatch and has just completed 4 years as a Non-Executive Director at an Acute NHS Trust.

Will Wright

Member of the commercial committee
Member of the audit and risk committee

Will is a Chartered Accountant and the Group Financial Controller at Horizon Care and Education Group. The business operates in the education and residential care sector and focuses on helping children and young people. Having previously worked in financial services, Will's balance of social and commercial perspectives ensures that business decisions are made to meet the best interests of all stakeholders.

Rebecca Neill

Chair of the audit and risk committee

Rebecca is an experienced director and qualified accountant with a degree in social policy and a passion for housing. She initially trained as an auditor with a top 'four' accountancy firm before becoming Head of Audit for a metropolitan borough council. She has since held the posts of Director of Assurance for a large housing provider, Head of Governance for a Welsh housing provider and latterly Head of Audit, Governance and Monitoring Officer for a local council.

Diane Thompson

Group chief executive
Board member

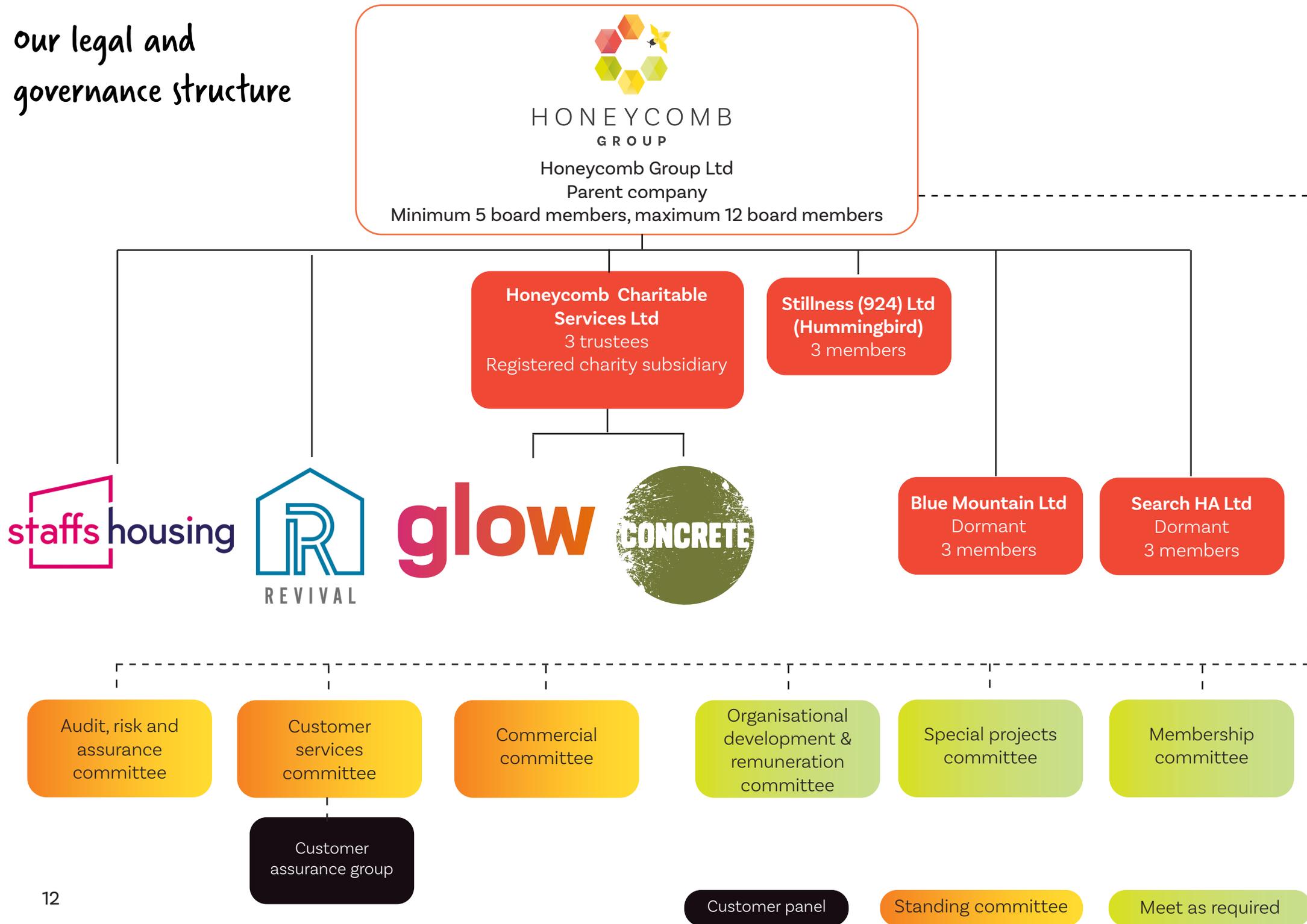
Diane became Group Chief Executive of Honeycomb Group in 2005 after a career spanning over 25 years in social-minded businesses focusing on affordable housing, development, and support and wellbeing services.

She has led the organisation through considerable diversification and growth, providing vital services through its brands Honeycomb Group, Staffs Housing, Revival, Glow and Concrete.

Diane has great passion for people and places and believes in providing outstanding services which can make a real difference to people's lives. She has an MBA in Housing and is Chair of the Stoke-on-Trent Health and Wellbeing Board, and a trustee of the Alpha Academies Trust in Stoke-on-Trent.



our legal and governance structure



Are you a fit for our Hive?

How to apply

Send your CV and covering letter, outlining your reasons for wishing to join our board and the potential contribution you think you could make, to Paul Johnson, 3Dk Solutions. paul.johnson@3dks.com

It is important that your covering letter highlights supporting evidence of how your previous experience and skills relate to the criteria outlined in the recruitment pack.

Application deadline:

Friday 30 October 2020
12 noon

You'll need to let us know if you are related to a board member, an existing employee or resident of Honeycomb Group, and if you have any financial interest in the organisation. If you are invited for interview, you will be asked to bring along evidence of your professional qualifications as described on your CV.

If you would like an informal and confidential discussion before formally expressing your interest, please contact Paul Johnson on 07713 085001.

Initial interviews are scheduled for Tuesday 10 November 2020
Final interviews – Thursday 19 November 2020

Your application will be treated in the strictest of confidence.

Your CV should provide the following:

- Full name and postal address.
- Work telephone (if applicable) and home telephone number, mobile number and email address.
- Your National Insurance Number.
- Details of any criminal convictions other than spent convictions (as defined by the Rehabilitation of Offenders Act 1974).
- Employment history (explaining any gaps).
- Education and dates your qualifications were obtained.
- Current memberships of relevant professional associations/institutes including dates.
- Name and contact addresses/phone numbers of two referees. We will not contact your referees without your prior permission.

