



HONEYCOMB
GROUP

People Strategy

2024-2029

INTRODUCING THE STRATEGY



Welcome to Honeycomb Group's *People Strategy*.

Honeycomb Group colleagues are arguably the most important part in delivering our corporate plan and outstanding service to our customers.

They are the caring face the customer turns to when they need assistance. The passion that drives service improvement forward. The knowledge that keeps customers safe. The hard work that makes things happen. And the expertise that will enable a thriving future.

Without the individual and collective efforts of our circa 265 colleagues, we would cease to exist.

It's vital that we attract, recruit, retain and develop the right people, to make sure that we are operating effectively and efficiently, so that our customers receive the best possible services and experience that will enable them thrive.

This People Strategy aims to maximise the potential of our workforce for the benefit of our customers.

Given the importance of our colleagues in delivery for customers, this People Strategy has been through several rounds of engagement. This includes:

- Corporate Plan launch event - 9 July 2024
- Executive Team - 28 August 2024
- Executive and Heads of Service - 26 September 2024
- All leaders' forum - 1 October 2024
- OD & Remuneration Committee - 9 October 2024
- Board of Management - 6 February 2025

THRIVING FUTURES

Our People Strategy is underpinned by our Thriving Futures corporate plan. This sets out our ambition to be a high performing, resilient, inclusive organisation, where we position ourselves well for growth and expansion.

The strategy also aligns with our Equality, Diversity and Inclusion Strategy, our Communications and Engagement Strategy and reflects Honeycomb Group's values.

Homes that help people thrive



Great quality affordable homes, that are economical to run, safe and a place that customers can feel proud of.

Thriving customers



Effective services that help breakdown barriers to a happy home for customers.

Thriving communities



Building partnerships to achieve our aim of creating and sustaining thriving, well-designed and connected communities, that are well-managed and sustainable. We are placeshapers.

Thriving business



Building organisational strength so we can do more for new and existing customers. A strong and resilient business, we focus on value and investing where it matters most.

Thriving culture



A 'can do' culture with a skilled and happy workforce, that goes out of their way to make things happen for customers. We are all driven by a clear vision, shared values and consistent behaviours.

STRATEGY AIMS

1. ATTRACTION AND RETENTION

We'll attract and retain the best people through a positive reputation, a supportive culture that promotes psychological safety, wellbeing, staff satisfaction and a competitive remuneration package.

2. UNLOCKING COLLEAGUE'S POTENTIAL

We'll enable all of our staff to deliver against their full potential to facilitate the delivery of the corporate plan. This includes creating an environment of psychological safety and providing the best possible experience for customers.

3. 'ONE BUSINESS' MENTALITY

We'll encourage a 'one business' mentality for the benefit of customers and staff satisfaction. This includes creating a consistent brand experience, through delivering parity and embedding consistent values and behaviours.



KEY ELEMENTS

**Attraction
and retention**

Onboarding

**Learning and
development**

Wellbeing

**Reward and
recognition**

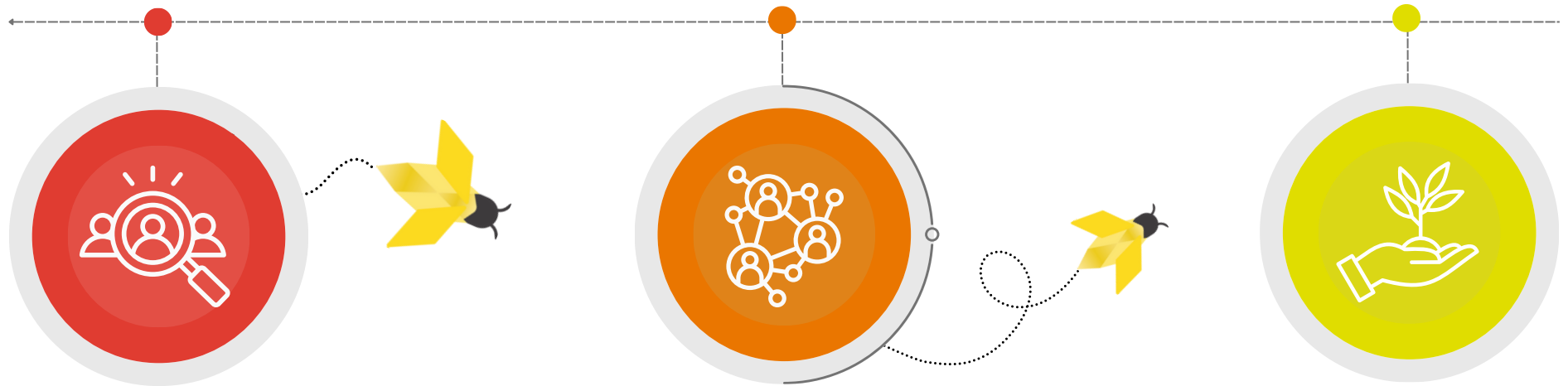
Engagement

**Moving on
and alumni**



PEOPLE ROADMAP

Our People Strategy aligns with our Thriving Futures corporate plan and its Improve, Build, Thrive roadmap.



Improve

APRIL 2024 - MARCH 2025

The 'improve' phase will deliver on the changes we've identified to ensure we have a solid platform from which to rebuild and grow.

Build

April 2025 - March 2027

'Build' is the opportunity to create a revitalised business that demonstrates solid operational and financial performance. We are emerging as a leader.

Thrive

April 2027 - March 2029

'Thrive' is the growth phase. We realise our potential, creating opportunities and capitalising on our robust operating model.

WHAT WILL SUCCESS LOOK LIKE?



ATTRACTION AND RECRUITMENT

Honeycomb Group is recognised as an Employer of Choice. We have a strong employer brand that encourages potential high-calibre candidates to seek us out due to our reputation of being a great place to work. Our brand and reputation creates a “buzz” of curiosity and excitement.

ONBOARDING

Our onboarding process is consistent, swift and seamless for our candidates. We set the scene for a positive employee journey where colleagues can settle into their roles effectively. Staff feel informed, excited, and motivated to start their careers with us.

LEARNING AND DEVELOPMENT

All staff have a clear learning and development plan which supports their professional and personal development to enable them to thrive in their roles - this is all in response to customer feedback. Our Honeycomb Leaders are visible, capable, positive, confident and present as role models to our workforce. They inspire and motivate others by leading in line with our values.

WELLBEING

We have a positive and healthy workforce that feel supported, both personally and professionally, in their roles. We adopt practices that promote a healthy work-life balance allowing staff the flexibility to undertake their work alongside any personal commitments.

WHAT WILL SUCCESS LOOK LIKE?

REWARD AND RECOGNITION

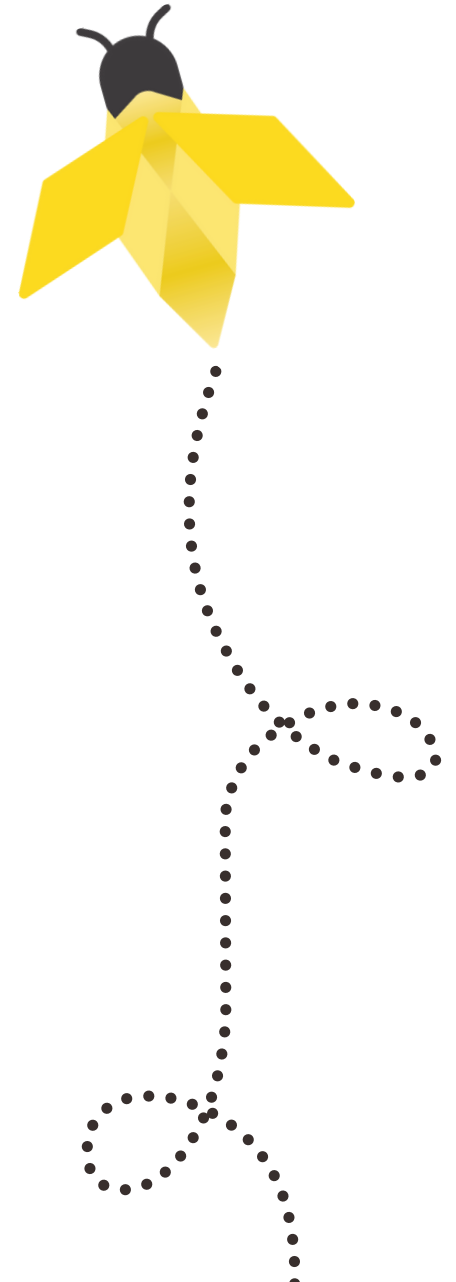
Our remuneration and benefits package is competitive within the sector and motivates new talent to start and progress their careers with us and achieve their professional objectives. We have recognition initiatives in place which align to our values and reward staff for the great work that they do.

ENGAGEMENT

We have a robust framework in place for all aspects of performance and delivery. This includes: values that align to our Corporate Plan and that staff can resonate with; a strong performance framework including Key Performance Indicators and a robust suite of people policies.

MOVING ON, ADVOCACY AND ALUMNI

Staff leave our organisation reflecting on a positive employee experience during their time with us. They speak highly of us as an organisation and would recommend us to friends and colleagues as being a great place to work.





HONEYCOMB GROUP

