

BOARD OPPORTUNITIES RECRUITMENT PACK

APRIL 2025

Chair of Audit and Risk Committee &
Chair of Customer Services Committee



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YOUR APPLICATION

Thank you for your interest in these non-executive (NED) roles at Honeycomb Group:

- Chair of Audit and Risk Committee
- Chair of Customer Services Committee

On the following pages you will find details of the role and the selection process to assist you in completing and tailoring your application.

You will no doubt do your own due diligence but please read this pack carefully as it will provide you with an overview of the organisation and role.

To apply, we will need the following from you:

- **A CV.** Make sure this confirms your current/most recent roles, including any NED posts (you can sum up earlier roles, say before the last 15 years), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages or three at most;
- **A personal statement.** We want to hear about your motivation, why this role/organisation, and you will also want to evidence how relevant your offer is to the role specification; again, ideally in two to three pages; and
- **The declaration form**, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: www.campbelltickell.com/jobs. You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call **020 3434 0990**.

The role closes at 9.00am on Wednesday 28th May 2025. Please ensure we receive your application in good time. We are happy to have a further discussion. Please send an email to me at the address below and we can arrange a time to speak.

Kind regards,
Bill

Bill Barkworth | Senior Associate Consultant
bill.barkworth@campbelltickell.com
07706 369273

WELCOME

Since joining the Honeycomb Group Board, just over six months ago, I've had the privilege of witnessing firsthand the impressive progress and genuine passion that drives the organisation. This really is a self-aware Group that truly lives its values and remains deeply committed to its mission, customers, and local communities.

From day one, the Group has been exactly as promised: a unique and powerful combination of social housing and charitable services, working seamlessly together to deliver meaningful support and real change for people. The overall goal remains clear, to make a difference by enabling and empowering customers to thrive.

Over the last year, teams have delivered numerous projects, services and support driving positive change for both colleagues and customers. Our Board has also played a key part in that journey, and we are now seeking two passionate professionals to further this work.

The Honeycomb Group board is a strong, diverse, and skilled group of people working collaboratively to shape the Group's direction. There is a great way of working here, and a real opportunity for new members to make a lasting contribution to the lives of local people and the places they call home.

We are looking to welcome two new board members into pivotal roles:

- An Audit and Risk Specialist to help us remain focused and accountable in our strategic risk planning.
- A Customer Service Specialist to champion our customer-first approach and support our teams in meeting customer aspirations and delivering outstanding service.



At Honeycomb Group, customers are genuinely at the heart of everything we do. If you are passionate about quality, impact, and creating safe spaces where people can thrive, we would love to hear from you.

Please find more information about both roles and what life is like as a Honeycomb Group board member in the sections below or speak to our advisor from Campbell Tickell, Bill Barkworth.

Thank you,

A handwritten signature in black ink, appearing to read 'Peter Hay', with a long horizontal line extending to the right.

Peter Hay
Honeycomb Group Board Chair

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

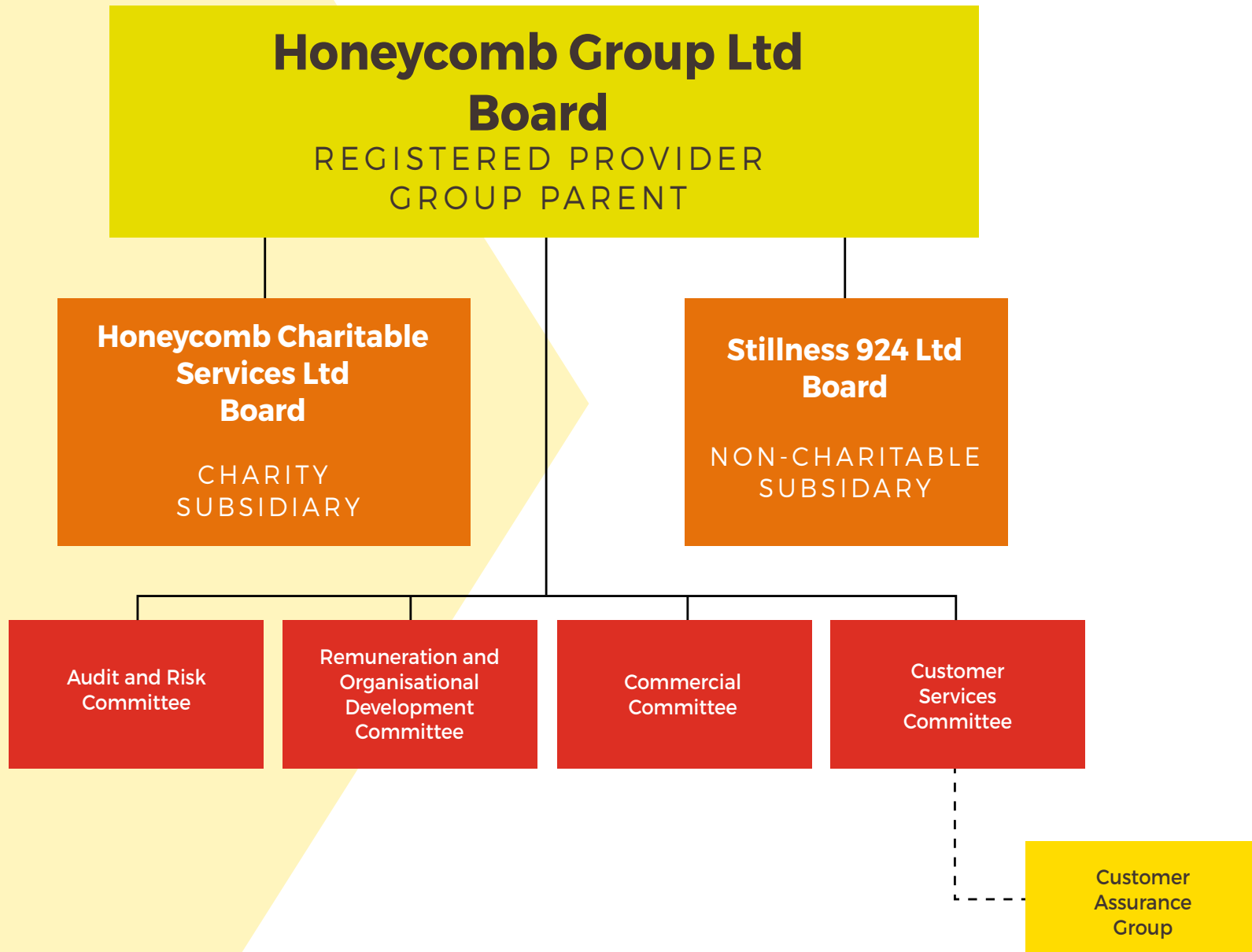
A progressive, passionate region with no barriers to a happy home

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 LEGAL & GOVERNANCE STRUCTURE



THE BOARD



Peter Hay CBE, Chair of The Board

Peter is a consultant specialising in adult social work, with extensive experience supporting local government and councils, as well as developing toolkits. He has co-authored publications for the LGA and NHS and worked with organisations such as Longhurst Housing Association, Turning Point, Anchor Housing, Birmingham City Council, and North East Lincolnshire Council. In 2012, he was awarded a CBE for his contributions to health and social care services. In addition to serving as the Chair of our Board, Peter is also a Member of the Remuneration and Organisational Development Committee.



Alice Hemsley-Myers, Non-Executive Director

Chair of Honeycomb Charitable Services, Chair of Commercial Committee, member of Audit and Risk Committee and member of Remuneration and Organisational Development Committee

Alice has more than 20 years' experience in finance, spanning risk management and property finance. She's worked in a range of institutions in the banking and alternative finance sectors. She now develops real estate investment strategies focusing on specialist residential asset classes and community infrastructure development.



Andrew Davies, Non-Executive Director

Chair of Remuneration and Organisational Development Committee, Member of Customer Services Committee and Trustee of Honeycomb Charitable Services.

Andrew has worked as a GP in Warrington since 2002 taking up various roles in health care focussed on service and quality improvement for patients. He's currently in a medical management role and the Clinical Chief Officer for two neighbouring clinical commissioning groups. Working in regional and national leadership roles has led to a strong knowledge base in a range of clinical, organisation and system leadership skills that he uses to improve the health and wellbeing of patients.



Georgina Patel, Non-Executive Director

Member of the Audit and Risk Committee, Commercial Committee, Customer Services Committee and Trustee of Honeycomb Charitable Services.

Georgina has extensive senior leadership and management experience working in local authority and social housing covering a range of disciplines. She has developed and implemented collaborative strategies with multi-agency partners and residents to address the challenge of decarbonisation, energy security and energy affordability. She's currently a freelance Sustainability Consultant and is passionate about delivering positive and innovative solutions for citizens, partners, and communities.



Jessica Page, Non-Executive Director

Member of Customer Services Committee.

Jess is Assistant Director of Community Housing at Women's Pioneer Housing, responsible for the housing management, community safety and neighbourhood service to 22,000 homes in the midlands. Her background in housing is across different roles focusing on business growth, helping households out of homelessness, customer service, resident engagement, complaints, tenancy support, welfare, and tackling gender inequality.

THE BOARD



Karl Dean, Non-Executive Director

Chair of the Customer Services Committee.

Karl has held a number of senior leadership positions in the housing, care and support sectors including the Managing Director of Arena Options, Director of Supported Housing at Your Housing Group and more recently the Managing Director of the MioCare Group. Karl's current role is Deputy Chief Executive of Grosvenor Hart Homes, a new social enterprise and housing provider established to improve the lives of children, young people and their families.



Mark Selby, Non-Executive Director

Member of Audit and Risk Committee and Commercial Committee.

Mark Selby joined the Hanley Economic Building Society as CEO in November 2016 having previously been Chief Operating Officer at Abbey National/Santander and Virgin Money. Before entering banking, Mark had a career in food retailing working for Sainsbury's and Greggs. Mark has a Masters degree in Business from Cranfield University and a first degree from University of East Anglia. He is married with two sons.



Rebecca Neill, Non-Executive Director

Chair of the Audit & Risk Committee, Senior Independent Director, Member of the Remuneration & Organisational Development Committee, and Director of Stillness.

Rebecca is an accomplished director and qualified accountant with a degree in social policy and a deep passion for housing. She began her career training as an auditor with PwC before progressing to become Head of Audit at Walsall Council. Over the years, she has held several senior roles, most recently as Interim Director and Head of Audit for various councils, including Liverpool City Council, Tameside Borough Council, and the Greater Manchester Pension Fund.



Tim Edwards, Non-Executive Director

Member of the Honeycomb Charitable Services Board and Member of the Audit & Risk Committee.

Tim is an experienced Senior Consultant and Director with extensive experience of high-profile appointments in the public and private sectors – including Stoke-on-Trent City Council and PM Training. He has also held roles within the third sector, maximising the social impact of programmes and supporting the growth of social businesses.



Tony Muir, Non-Executive Director

Member of the Commercial Committee.

Tony is a Chartered Surveyor and a fellow of the Royal Institution of Surveyors, with over 30 years' experience in Property Asset Management across the Public, Private, and Social Housing Sectors. He has also held roles operating at Board and Executive Management Level for over 10 years and currently runs his own consultancy providing asset management expertise to local authorities and housing providers.

EXECUTIVE TEAM



Julie Guildford Smith

Group Chief Executive

Julie joined Honeycomb Group in 2022 as Group Chief Executive. She brought with her a wealth of experience, as well as a great passion for championing happy homes.



Mary Walker

Executive Director of Operations

Mary has had previous roles at Honeycomb Group and has significant experience in almost every area of housing.



Greg Van Enk-Bones

Executive Director of Finance

Greg brings a wealth of experience and expertise in social housing finance, with a proven track record in financial strategy, improving financial controls and reporting, as well as risk management, and driving operational efficiency.



Kerry Birtles

Executive Director of Support and Wellbeing

Kerry is an experienced social care leader, having held roles including Director of Children's Social Care and Head of Children In Care & Care Leavers Service at Cheshire East Council.

BEING A BOARD MEMBER

As a board member, your key responsibilities will 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.

Your specific duties might also include:

- 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.



BEING A BOARD MEMBER

As a board member you'll also need to:

- Be 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.
- Be able to consistently understand and represent the needs and interests of tenants, customers and communities.
- 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.
- Help us to make good business judgements and decisions and share your perspective on business issues.
- 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.
- 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.
- 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 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, colleagues and Board members.



ROLE PROFILE: CHAIR OF AUDIT & RISK COMMITTEE

Role Purpose

- The Chair is responsible for leading the Committee in providing assurance to the Board on the effectiveness of the Group's financial reporting, external and internal audit, risk management and internal control.

Key Responsibilities

- Chair meetings of the Audit and Risk Committee, ensuring they are conducted efficiently, and are effective in executing the duties set out in the Committee's Terms of Reference.
- Encourage Committee Members to ask questions, express their views, and raise and discuss any matters of concern during meetings.
- Liaise with executive management, auditors, and regulators as needed.
- Ensure transparency and effective communication with key stakeholders regarding audit and risk matters.
- Report to the Board on key issues and recommendations arising from the committee's work.
- Investigate any matters arising from activities of the Committee, including concerns raised by the internal or external auditors.

Key Skills & Competencies

- Strong financial acumen and understanding of audit, risk and governance.
- Knowledge of regulatory and compliance frameworks relevant to the housing sector.
- Excellent leadership, communication and influencing skills.
- High integrity and ability to exercise independent judgement.

Qualifications and Experience

- Senior leadership experience in finance and preferably including audit, risk management and internal control processes.
- Professional qualification in finance or accounting.
- Previous board and audit committee experience.
- Knowledge of sector-specific risks and compliance requirements.
- An understanding of the prevailing and evolving national economic, social and political operating environment for housing, including but not mandatory, within charity, domestic abuse, homelessness and social care sectors.

ROLE PROFILE: CHAIR OF CUSTOMER SERVICES COMMITTEE

Role Purpose

- The Chair is responsible for leading the Committee on providing effective scrutiny and oversight in support of the organisation's commitment to continually improve the customer experience by making sure they are at the heart of key decisions, changes, and improvements.

Key Responsibilities

- Chair meetings of the Customer Services Committee, ensuring they are conducted efficiently, and are effective in executing the duties set out in the Committee's Terms of Reference.
- Encourage Committee Members to ask questions, express their views, and raise and discuss any matters of concern during meetings.
- Liaise with executive management as needed.
- Ensure transparency and effective communication with key stakeholders.
- Report to the Board on key issues and recommendations arising from the committee's work.
- Investigate any matters arising from activities of the Committee.

Key Skills & Competencies

- Good level of financial acumen and understanding of risk and governance.
- Knowledge of regulatory and compliance frameworks relevant to the housing sector.
- An understanding of performance (KPIs) management and tenancy satisfaction measures at a strategic level.
- Excellent leadership, communication and influencing skills.
- High integrity and ability to exercise independent judgement.

Qualifications and Experience

- Recent and relevant housing management experience within the housing sector and at a senior level including knowledge of service delivery, service improvement and housing/ tenancy related issues.
- An understanding of the prevailing and evolving national economic, social and political operating environment for housing, including but not mandatory, within charity, domestic abuse, homelessness and social care sectors.
- Previous board and/or customer committee experience.

BOARD & COMMITTEE MEETING CYCLE 2025

Board meetings are held face-to-face at 308 London Road, or virtually via MS Teams

August

- 7th August, Audit & Risk Committee (virtual, 3pm)



September

- 2nd September, Commercial Committee (virtual, 3pm)
- 4th September, Customer Services Committee (virtual, 3pm)
- 9th September, Honeycomb Charitable Services Board (virtual, 3pm)
- 18th September, Honeycomb Group AGM and Board (face-to-face, 3pm)
- 18th September, Honeycomb Charitable Services AGM (face-to-face, 6pm)

October

- 16th October, Remuneration & Organisational Development (virtual, 3pm)
- 23rd October, Board Strategy Day (face-to-face, 10am-4pm)

November

- 13th November, Commercial Committee (face-to-face, 3pm)
- 20th November, Audit & Risk Committee (face-to-face, 3pm)

December

- 2nd December, Honeycomb Charitable Services Board (virtual, 3pm)
- 4th December, Customer Services Committee (face-to-face, 3pm)
- 11th December, Honeycomb Board (virtual, 3pm)



KEY TERMS AND CONDITIONS

Remuneration:

- The roles are remunerated at £7,419 per annum.
- Reasonable expenses incurred in fulfilling your role such as travel, subsistence, etc, will be reimbursed.

The appointment:

- The term of office would usually be two three-year terms, up to a maximum of six years.

Time Commitment:

- Typically, each year there are five Board meetings and four committee meetings. There are also two strategy days each year, and there are likely to be additional training sessions, working groups and ad hoc events.
- Meetings are generally held during the working day usually on a Thursday starting at 3.00pm. We expect that Board Members will attend all Board and their assigned Committee meetings which are a mix of online and in person attendance.
- Strategic Planning Sessions – In 2025 we will hold 2 strategic planning sessions in May and October between 10.00am and 4.00pm which are in person meetings.
- Committee meetings – Committees hold quarterly meetings which are a mix of online and in person attendance.
- Training – Board Members will have an agreed programme of ongoing learning and development including those which have been identified through the appraisal process.

Location:

- Board and Committee meetings are held at our offices at: 308 London Road, Stoke-on-Trent, ST4 5AB.



KEY DATES AND SELECTION PROCESS

Closing date | Wednesday 28th May 2025 | 9am

We will be in touch with you to let you know the outcome of your application by the end of the following week.

First Stage | Wednesday 11th & Thursday 12th June 2025 | via Teams

Longlisted candidates will be interviewed by a Campbell Tickell panel, Bill Barkworth, Senior Associate Consultant and Debbie Bannigan, Senior Associate Consultant

We will be in touch to let you know the outcome of the interview at the end of the following week.

Final Stage

Stakeholder meetings | Week beginning 30th June 2025 | via Teams

Shortlisted candidates will have an opportunity to meet and have a discussion with some of our stakeholders including a range of residents, and members of the Executive team.

Final interviews | Friday 4th July 2025 | in-person | in Stoke-on-Trent

Shortlisted candidates will be interviewed by a Honeycomb panel, chaired by Peter Hay (Chair of Honeycomb) with Andrew Davies (Chair of the Remuneration & Organisational Development Committee) and Tim Edwards (member of Audit and Risk Committee and Trustee of Honeycomb Charitable Services). Julie Guildford Smith (Group Chief Executive) and Bill Barkworth (Senior Associate with Campbell Tickell) will also be in attendance.

For the Chair of Customer Services interviews Barry Russell (Chair of Customer Assurance Group) will also be present.

If you are unable to attend on any of the identified dates for interview, please do speak to Campbell Tickell before making an application.

CHAIR OPPORTUNITIES AT HONEYCOMB GROUP

£7,419 | STAFFORDSHIRE | CLOSING DATE 28 MAY @9AM



Who we are

The 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 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.

At Honeycomb Group we know that a Group

full of people from diverse backgrounds and communities makes us better at what we do. This means building a more inclusive and diverse Board and promoting equality for all regardless of what you look like, where you come from and who you love. We are an equal opportunities employer and welcome applications from everyone.



Who we're looking for

As part of our succession planning, we are seeking two new colleagues for our Board. It's a friendly and focused team who will value your contributions and insights.

CHAIR OF AUDIT AND RISK

- A finance qualification and substantial senior finance or audit experience
- You will have good governance insight and exposure at Board level, previous Board membership and/or chairing of an audit committee would be advantageous
- We are open about your professional background as long as you align to our values

CHAIR OF CUSTOMER SERVICES COMMITTEE

- Recent and relevant housing management experience within the housing sector at a senior level
- Knowledge of service delivery, service improvement and housing or tenancy related issues
- Previous board membership and/or committee chairing experience would be valuable



CAMPBELL
TICKELL



How to apply

bill.barkworth@campbelltickell.com

07706 369273

www.campbelltickell.com/jobs



THANK YOU

We look forward to receiving your application