



HONEYCOMB
GROUP



Thriving futures

OUR FIVE YEAR COMMITMENT

2024-2029

THRIVING

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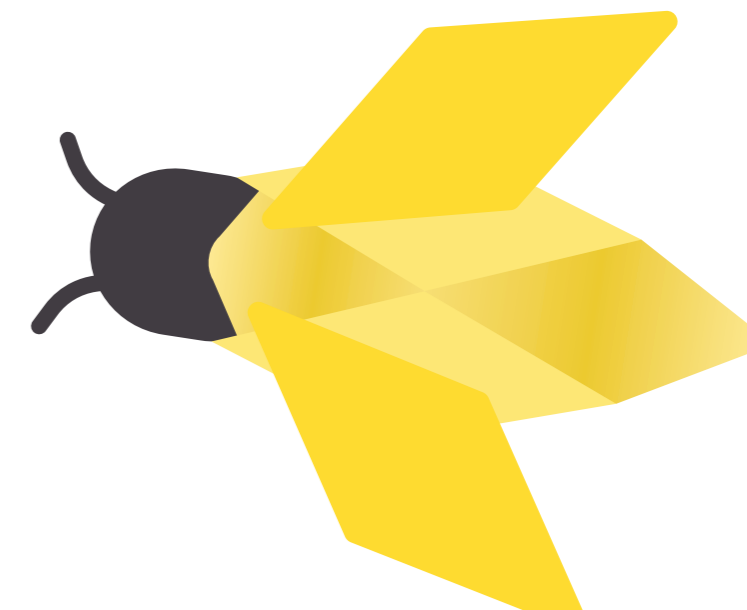


HONEYCOMB
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Welcome to the Honeycomb Group corporate plan 2024-2029. The next five years are focused on one thing and that is to thrive. We recognise that when we do well, our customers do too, and vice-versa. More than 450 customers and colleagues have helped shape this plan. Together they identified priorities and helped set aspirations for the future. We'd like to thank everyone for taking time to share their views.

Together we **can** thrive.

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Together we can thrive

There has been a great deal of change in both the business and the operating environment since the last corporate plan. Whilst some of this has been challenging, it has also provided a great opportunity to focus on what we need to do next, refocus on what is truly important for customers and to re-establish solid foundations on which to grow.



Our Thriving Futures: 2024 - 2029 corporate plan features three distinct phases.

IMPROVE YEAR 1

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

BUILD YEARS 2-3

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

THRIVE YEARS 3-5

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

This phased approach will enable us to be in the best shape possible as we look to the future. We'll grasp new opportunities, have more impact and thrive - we'll enable customers to thrive too.

Developed over 10 months, this corporate plan has been informed by nine areas of intelligence including customer feedback. Over 450 customers contributed to its content. Telling us about their priorities and where they'd like us to focus over the next few years. For our housing customers, improved maintenance, repairs and

energy efficiency of homes were the most important factors they'd like us to work towards. All customers would like it to be easier to get in touch with us and they would like help with employability, financial stability, health and wellbeing and developing their support networks. These priorities, set against a backdrop of creating a truly resilient business, sit at the heart of this corporate plan.

Of course, we can't do this alone. So much of the new corporate plan is about collaboration - with customers, with partners and with each of our brands all

working as one. It's also about our colleagues delivering against our strategic objectives every day. Our colleagues have told us that they agree with the plan, they see how their role contributes to it's success and it reflects what customers would like to see us deliver.

We believe in a better future, and we hope you do too.

Julie Guildford Smith
Chief Executive



The world around us

Over the next five years we expect to see significant political, economic, and regulatory changes that will impact our work and our customers. Like every household and business, we must adapt, evolve, and prioritise our resources to address these changes, ensuring we remain resilient throughout.

Our risk appetite has been set through a medium-term financial plan that underpins this corporate plan. We will review our ambitions against the medium-term financial plan, business plan, strategic risk register and the operating environment regularly, to ensure that we are investing in the most pressing priorities. Whilst our purpose and vision remain the same throughout the life of this plan, what we prioritise may need to change and we will make these choices in an informed way.



Politics

The general election in July 2024, saw a change of government and a significant shift to a Labour majority. This change will impact policies and relationships both locally and nationally. It also has the potential to open up new opportunities, enabling us to have even greater impact on the communities we serve.



Regulation

Lessons learnt from Grenfell, a media spotlight on damp and disrepair and the Social Housing (Regulation) Act 2023 have all highlighted serious issues in the housing sector that must be addressed. The introduction of Awaab's Law and tenant satisfaction measures are just two of the changes that will rightly give tenants a voice and power to address service failures. We know there is more regulation to come and we must be ready to respond to this quickly and effectively.



Innovation

There will also be lots of opportunity to explore over the next five years. Technology-based solutions including AI have the potential to transform customer experience and access to information and wellbeing. Whilst a renewed focus on greener operations, including working towards being carbon neutral and improving the EPC rating of our homes, will encourage new thinking.



Local landscape

Customers across our operating area are experiencing unprecedented economic and social challenges that impact their ability to thrive. But arguably non more so than in Stoke-on-Trent, where persistent inequality sees life expectancy at 8.5 years shorter than the UK average, 700 more children in care than elsewhere in the UK and there is 24.8% higher health-related unemployment.

Skills shortages across our operating area are also likely to be a continuing challenge, following the end of European free movement and tighter immigration controls. Filling vacancies with the right candidates is crucial to achieving our strategic objectives, so it's important that we remain competitive and grow a positive reputation in the employment market.

This corporate plan provides a clear purpose and vision. It is now our job to anticipate and respond to the operating environment around us as we deliver it.



Where we work

NORTH STAFFORDSHIRE & THE SURROUNDING AREAS

Building and maintaining great relationships is so important if we are to successfully deliver against this corporate plan. That's why we have a focused geographical area in which we work, spreading across two regions.



Hub region NORTH STAFFORDSHIRE

We provide a full range of services, including affordable homes to rent or buy. Working towards strategic partnerships, we proactively develop and deliver collaborative solutions to local problems.



Outreach region THE SURROUNDING AREAS

We primarily provide domestic abuse, homelessness and community-based support services in these areas. Continuing to build on our growing reputation and strategic relationships, we create and respond to opportunities to fulfil more of our potential and increase the impact of our work.

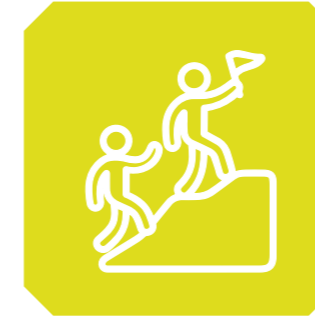
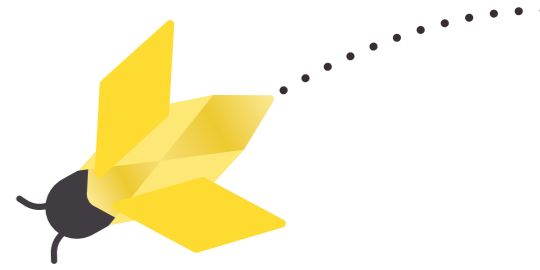




Our values

What we do is important, but **how** we do it is equally important. Our values provide a moral compass that guide the way we behave and the decisions we make. They are what sets us apart from other businesses and they will ensure that we're doing everything we can to support Honeycomb customers and their communities to thrive.

EXPLAINED



Chase curiosity and ambition

Giving things a go and demonstrating passion in all we do.



Be dead genuine

Our customer experience is about people talking to people, so we keep it real.



Never shut the door

Keeping an open mind, we value other peoples' differences. Listening and learning, always.



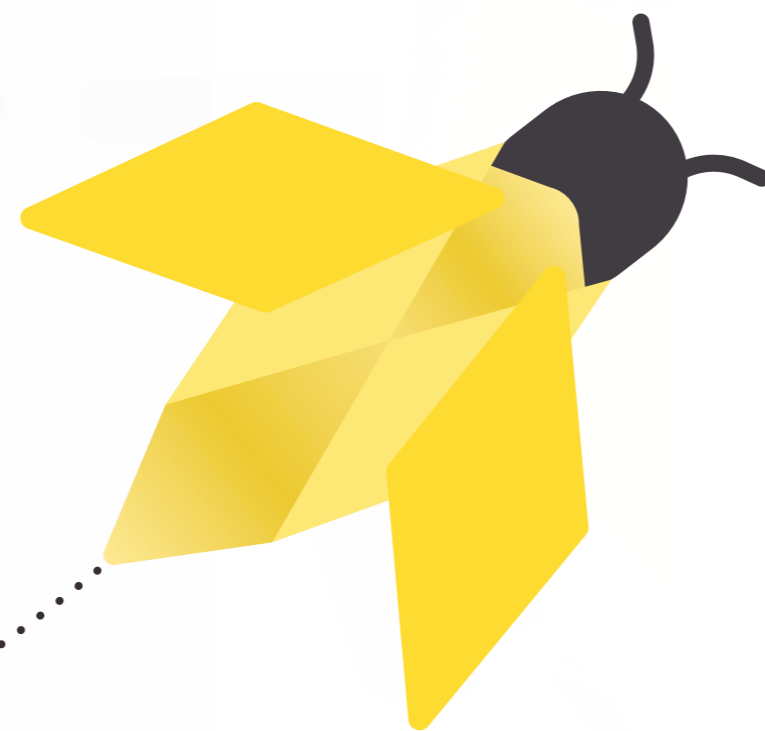
Be a leader in the field

Doing what's right, even when no one's watching. Being accountable and seeking to make a positive impact wherever possible.



Come together

Collaborating with other teams for bigger and better solutions. We are one business.



The journey



THE GOLDEN THREAD

The golden thread is the thing that brings a corporate plan alive. Having a strong golden thread, from a high-level vision to the individual actions of each and every colleague, is the thing that transforms the words on a page to real-life change and impact for customers.

Here's how it works:



Our purpose

WE ARE HERE
TO ENABLE
OUR CUSTOMERS
TO THRIVE

Honeycomb Group champions happy homes by providing services and support that help people to feel safe, connected and confident.





Our vision



A HAPPY HOME IS A FOUNDATION FOR A DECENT LIFE

To build a better, more equal society in which everyone can thrive, we must make sure that everyone has access to a safe, decent and affordable home. We call this a happy home.

By 2029, Honeycomb Group will be a leading provider of services that enable a happy home, meeting or exceeding the quality of other top-performing providers. We'll do this in a way that will help more people than ever experience the benefits of a home that provides a springboard for life.



Strategic objectives

To achieve our vision we have five strategic objectives:




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.

DELIVERING

Homes that help people thrive



Quality affordable homes that are economical to run, safe and a place that customers can feel proud of. We'll deliver this by...

Focusing on

Creating homes that are fit for the future

Supporting people to positively move on and find a home that's right for them

Delivering more of the right homes in the right places

Ensuring the homes we provide are a solid foundation for the life our customers want

Achieving

- Homes we manage are EPC C by 2030.
- Rented homes meet new decent homes standard.
- Honeycomb 'proud to call home' standard introduced across all stock and brands.
- Customers feel safe in their homes.
- Develop a new property product to meet our most pressing client needs.
- Reduce the number of customers that are overcrowding or under-occupying.
- Make it easier for customers to mutually exchange.
- More customers in temporary accommodation services are supported to find a settled home.
- Delivery of an asset management strategy that makes best use of homes and investment.
- Stock growth strategy in flight that's aligned to local need.
- Identify new, innovative ways to supply affordable homes beyond 2029.
- Committing £3.7m a year to routine maintenance.
- Check the condition of every home we manage at least every five years.
- Operate a 'see something, say something' approach for colleagues to flag housing issues.
- Renew customer information to help people get off to the best start.
- All homes are safe and fully compliant against the 7 areas (that includes damp & mould).



DELIVERING

Thriving customers



Effective services that help break down barriers to a happy home for customers. We will do this by...

Focusing on

Creating opportunities for customers

Connecting customers to other services and each other

Ensuring we're easy to do business with

Delivering the services that we know our customers, and the communities we serve, need

Achieving

- Our volunteering programme grows.
- Customers have access to social enterprise support.
- The launch of a fundraising strategy to support opportunity creation for customers.
- A 'neighbourhood working' model across the group. Single point of contact for customers.
- Hyper-local community groups are empowered to drive local improvements.
- Our approach to customer communications is improved, keeping customers informed about available services.
- Pathways are in place to support customers' aspirations.
- More people with lived experience are supporting customers.
- It is easier to get in touch with us through a streamlined Group customer hub.
- Online customer services is improved, including webchat.
- A longer-term effective solution for repairs delivery is in place.
- Customer complaints are handled well.
- Other services and providers that enable customers to thrive are connected to our business.
- New and effective ways for customers to influence services and the business are introduced.
- The diversity profile of our customers and how we can better fulfil their needs is understood.
- We've appointed an equality, diversity and inclusion champion on the Group Board.
- Investment in services that leave customers feeling safer.

DELIVERING

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. We will do this by...

Focusing on

Extending our influence over the regional agenda

Contributing to the national conversation

Harnessing partnerships at a local level to develop joint solutions

Capitalising on opportunities to find innovative solutions to local problems

Achieving

- We become a strategic partner.
- A stakeholder engagement strategy is in place.

- We establish a national reputation as thought-leaders in our specialist areas.
- We take an active role in Government consultations and publish our responses.
- We work with the Government to support and promote agendas that impact our operating area.

- Representation from our leaders on key forums across hub and outreach regions.
- A procurement process that maximises value and also delivers benefits within our supply chain for people, the environment or economy.
- A wellbeing charter is created - a new improved approach to issues that reduce community wellbeing.
- Educational services and campaigns are expanded to ensure we're changing things for the long-term.
- Developing solutions that break the cycle with local partners.
- Participation in local needs assessments.

- An annual social value report that documents our impact on the region is published.
- A community strategy that identifies a programme of improvements for shared spaces post 2029 is announced.
- Secure more funding for local solutions, by increasing our success rate on bids and tenders.

DELIVERING

A 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. We'll do this by...

Focusing on

Securing financial resilience through improved financial controls and maximising income

Achieving

- An effective culture of seeking out and reporting value for money is embedded.
- A procurement process, that maximises value and also delivers benefits within our supply chain for people, the environment or economy, is adopted.
- We aspire to secure VI status.
- An effective budget process is adopted to ensure every penny counts.
- We actively manage risk to respond effectively to the operating environment and protect our organisation.
- Our management costs, in relation to our peers, are improved.
- Charity services are fully funded.



Embedding great governance

- A charity board is embedded.
- We secure G1 status.
- An annual ESG (environmental, social and governance) impact report is published.
- The NHF Code of Governance and Charity Governance Code requirements are met.
- We are responsive to new regulation, with self-assessments and improvement plans conducted quickly.

Having a keen eye on performance management

- Robust performance data that is system generated is available to all staff.
- Performance information for KPIs is available in real-time at the touch of a button.
- All staff have active and monitored objectives and annual performance reviews.

Implementing connected systems and processes

- We minimise the records of customer information and transactions, having a single view where possible.
- New systems and equipment that talk to each other are in place, enabling colleagues to work in a more joined up way.



DELIVERING

A thriving culture



A 'can do' culture with a skilled and happy workforce that works together and goes out of their way to make things happen for customers. We are all driven by values and behaviour. We will do this by...

Focusing on

Embedding organisational values and required behaviours

Establishing a quality leadership team by investing in our leaders and growing our own

Attracting talent by becoming an employer of choice

Creating a one business approach

Achieving

- A behavioural framework is in place for staff.
- Values and behaviours are embedded through appraisals, reward and recognition.
- Recruitment activity includes a values-based assessment.

- A leadership development programme is in place.
- We launch an academy for in-house talent.

- A strong, attractive employer brand and recruitment process reflect the benefits of life at Honeycomb.
- We secure Great Place to Work status.
- An accredited wellbeing culture is established.

- We embed a new people strategy that breaks down silos, bringing parity across the business.
- Our colleague EDI panel are empowered to ensure we are an employer for all.
- Comprehensive EDI data for staff and Board is mapped against our customers to ensure representation.
- Our operating model is continually reviewed to make sure we enhance cross service delivery.
- Branding is reviewed to support a one-business proposition.

Measuring our progress

The improvements and activity that we've identified through the five strategic objectives reflect our ambitions for Honeycomb Group by 2029. But it's important that we measure progress towards these over the five years and that's why we've introduced a new performance framework alongside this corporate plan.

MEASURING PROGRESS

The framework provides performance targets for three key phases in the life of the plan. Having these targets will help us stay on track and focused on our journey towards a thriving future.



The performance framework also means that measures reported to our Board are linked to team performance information and individual performance objectives, ensuring a golden thread runs right through the heart of our business.



Our commitment to performance monitoring

- ✓ Every three months our Board will review progress on the corporate plan, scrutinising performance.
- ✓ We will publish performance updates on our website every three months for everyone to see.
- ✓ Where things aren't on track, we will be open and honest about the reasons and how we intend to rectify any issues.
- ✓ We will embed a performance culture, where staff are accountable for their contribution to the corporate plan.
- ✓ We will share our performance with customers and remain open to challenge.



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