

## **CHAIR**

### **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

### **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 nonthreatening 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 and colleague Board members.

**As Chair of the Honeycomb Group board, you'll have similar duties to board members as noted above with key chair responsibilities including:**

- Providing strategic leadership and direction to all board members.

- Ensuring the Board's actions and decisions comply with the current statutory and regulatory obligations.

- Promoting the core policies, values, and goals of Honeycomb Group across the board member team, including its commitment to equal opportunities

- Preparing and facilitating effective board meetings and seeking clarification when necessary.

- Contributing to and sharing responsibility for decisions made by the Board or relevant committees.

- Representing Honeycomb Group to external stakeholders, partners and the community when required.

- Representing Honeycomb Group at conferences held nationwide.