SKYLIGHT BOARD MEETING
Tuesday 05 May 2026
17:00
SHG Boardroom, Cornerstone

PRESENT / IN-ATTENDANCE:

Board Members (Present):

- Marie Gilluley (Chair)
- Priti Butler
- Tessa Wiley

Officers (In-attendance)

- Anne-Marie Heil, Director of Customer Services (Lead Officer)
- John Kennedy, Director of Finance and Resources
- Kelly Cleaver, Senior Finance Business Partner
- Samantha Donigan, Head of Assurance
- Verity Gleave, Head of Marketing and Communications (Item 3)
- Alison Gray, Governance Officer
- Laura Jennings, HR Business Partner (Item 7)
- Di Laming, Assistant Director – People & OD (Item 07)
- Kate Maddocks, Relationship and Growth Manager (Item 3)
- Amanda Ward, Head of Inclusion

01	**APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**	**Action**
	There were apologies from Nicola Firth, and from Andy Kippax, Strategic Housing Lead, Stockport Council. There were no declarations of interest.	
02	**PREVIOUS MINUTES and ACTION MONITOR – 9 February 2026**	
	The minutes were accepted as an accurate record. Progress with the action monitor was noted.	
03	**SKYLIGHT BUSINESS PLAN UPDATE** (DECISION)	
	The Head of Marketing and Communications introduced the report and thanked the Board for their input. Following an extensive consultation process, the intention had been to create a clarity in the Business Plan, ensuring it was readable and accessible, with defined sections that covered the aims and outlined how success would be measured. The Relationship & Growth Manager explained the design principles underpinning the plan: a concise, public facing document emphasising clarity, accessibility, aligned with both the Corporate Plan and the Delivery Plan. An error in the text had been corrected after the meeting documents had been circulated, and the updated, final version would be shared with the Board.	**VG/KM**

	The Board requested that a strategic framework be developed, based on the success measures and KPIs included in the plan. This could then be used to shape quarterly reporting to the Board. The Director of Customer Services agreed to explore how this could be achieved. The Board welcomed the new approach to the Business Plan and found inclusion of funding information with a clear timeline particularly effective. The Board suggested that some additional wording would be useful, stating that this was the position at a specific point in time and which recognised that the situation would continue to evolve. As the Business Plan was to be a publicly available document, the Board also requested that there be a mechanism to explain acronyms and abbreviations.	**AMH** **VG/KM**
	RESOLVED: That the SKylight Board approved the SKylight Business Plan 2026-2031.	
04	**SKYLIGHT STATUTORY ACCOUNTS 2025/26** (CONSULTATION)	
	The Senior Finance Business Partner summarised the report and advised that the financial year 2025/26 had been a positive one for SKylight, with performance favourable to the budget. The Reserves Policy had been expanded for 2026/27 to include potential redundancy costs in the event of external funding ending. The Board acknowledged the update and agreed the document was a useful reference. The Director of Customer Services added that, as in previous years, once approved, a designed summary would be created to be used in a public-facing capacity. The Director of Finance outlined next steps, advising the Board that following presentation of the Group accounts for consultation at the Audit and Risk Committee in June, the Board would be asked to approve the SKylight accounts by written resolution, ahead of full approval of the Group Statutory Accounts at the SHG Board meeting on 27 July.	
	RESOLVED: That SKylight Board noted and commented on the draft Financial Statements including Directors' reports and Reserves Policy for SKylight. It was noted that the SKylight Board will subsequently be requested to approve these later in the summer, following completion of the external audit and prior to the signing of the accounts planned for the 27 July 2026.	
05	**SKYLIGHT RISK REPORT QUARTER FOUR 2025-26** (ASSURANCE)	
	The Head of Assurance presented the quarterly risk update. In line with Quarter Three reporting at the previous meeting, all risks were considered as being under control and all risk actions were on track, except for one action around the homelessness and housing options service. Wider issues such as cost of living	

	pressures and the conflict in the Middle East continued to be monitored. The Audit and Risk Committee were consulted on the Internal Audit Plan for 2026-27 in March, and the final plan would be presented for approval in June. The Board asked about progress on the Homelessness and Rough Sleeper Strategy. The Director of Customer Services advised it is going through SMBC's governance and approval processes, and that consultation has been undertaken with a wide range of partners. A new chair had recently been appointed to the Safeguarding Adults Board, who had requested quarterly updates on homelessness, ensuring a continued focus on the issue in addition to activities at the Homelessness Prevention Board. The final draft of the strategy was scheduled to be presented to the SMBC Leadership Team on 19 May and would then go to the Cabinet (Housing) Committee on 24 June. It was expected to be published following that meeting. The Director of Customer Services confirmed the final version would be shared with the Board. The Board considered the financial impact of homelessness and the Director of Customer Services explained that SHG had previously been able to absorb the increased costs, however, this was no longer the case and SMBC were being billed as necessary. She added that a report on allocations and turnover was due to be presented at the next Customer Focus Committee, and this highlighted the pressures and the continued shortage of suitable properties in Stockport.	**AMH**
	RESOLVED: That the SKylight Board gained assurance from the contents of the report.	
06	**SKYLIGHT PROGRESS & FINANCE UPDATE REPORT – Q4 2025-26** (ASSURANCE)	
	The Director of Customer Services summarised the report and advised that a new three-year lease had been agreed on the existing furniture warehouse. SHG had hosted a successful 'Careers in Housing' event in March. The SKylight Employment Team had played a key role in the Support to Succeed programme, however, that would cease at the end of the current term due to funding ending. Phase Two of the Ageing in Place Pathfinder would be known as Live Well in Later Life (LWLL) and run until December 2028, with a dedicated SKylight worker focused on delivery. Across 2025-26, the SKylight Community Fund had awarded almost £50k to 29 community groups. SKylight's contribution to local groups was recognised at a recent event where and the Funding Officer was awarded 'Fundraiser of the Year.' The Board asked for more information about the Centre for Homelessness Impact (CHI) pilot referenced in the report. The Director of Customer Services explained the pilot had used data to identify and support households at increased risk of homelessness and the outcomes were now being formally evaluated to assess the efficacy of the programme.	

	Turning to the Finance Update in the report, the Director of Customer Services advised that SKylight ended 2025/26 with funds in place to support the delivery of existing services to March 2028. At the end of March 2026, the financial position was £251k better than budgeted. Gift Aid was received from the other SHG companies in March 2026, following approval from the SHG Board. The Board enquired if there any impact on services as a result of the positive year-end position. The Director of Customer Services advised that to an extent it had been a managed position, with some projects using less funds than budgeted, but she acknowledged that several budgeted staffing posts had remained vacant. The Board welcomed the 'Spotlight' report on Your Local Pantry (YPL) at appendix one and sought clarification on the membership options. The Head of Inclusion explained that the fortnightly membership had been introduced as a way to reduce waiting lists and increase access to the YPL service.	
	RESOLVED: That the SKylight Board noted and discussed the progress and financial position to date.	
07	**PEOPLE & OD ANNUAL UPDATE** (ASSURANCE)	
	The Assistant Director of People & Organisational Development (P&OD) introduced the presentation and advised it reflected progress against the metrics outlined in the P&OD Strategy. The HR Business Partner summarised the key points including data related to workforce profile, talent flow, employee relations and sickness breakdown. The Board commended the presentation style and the use of graphics to convey figures and data effectively. The Board asked about gender pay-gap reporting and the Assistant Director – P&OD confirmed this was produced annually. The 2025-26 report had been drafted and would be shared at a future meeting: pay-gap reports were also being prepared regarding ethnicity and disability. The Board discussed the focus on management training and asked how SKylight uptake compared with the Group overall. The Assistant Director advised she would check against SHG data and confirm. With the regard to SKylight's workforce profile, the Board noted the reduction in ethnic diversity. The HR Business Partner advised the change was due to two leavers which skewed the percentage overall due to a smaller workforce. SKylight remained the most diverse workforce in the Group, and still compared favourably to the sector, customer demographics and to the local Stockport population. The Board sought clarity on the 54 percent of farewell meetings completed and asked if the increase was a result of more leavers, or more exit interviews being completed. The Assistant Director advised that there were less leavers however, more farewell meetings were being carried out. The HR Business Partner confirmed there were no identifiable trends emerging from the meetings, and 54 per cent completion rate was higher than elsewhere in the group. The Board	**DL/LJ** **DL/LJ**

	suggested that a digital form or survey might be useful in conjunction with the farewell meeting, or where leavers chose not to have one.	
	RESOLVED: That the SKylight Board noted the People & OD annual update.	
08	**SHG REPORTS FROM PREVIOUS QUARTER** (ASSURANCE)	
	The Governance Officer noted that a selection of SHG Board reports relevant to SKylight had been added to Team Engine, including: • The Chief Executive's Report to Board • Corporate Plan 2026-31 • Governance Report to Board, incorporating the annual self-assessment against the NHF Code of Governance.	
09	**GOVERNANCE UPDATE** (Verbal Update)	
	The Head of Assurance advised that the SKylight Board Member vacancy was on the website already but due to ongoing Board recruitment across the Group, the various campaigns were being staggered, and it would formally go-live on Friday 8 May. The links would be forwarded to the Board, who were asked to share it with their networks. The Board were reminded that the Skills Self-Assessment and Board Effectiveness Review was ongoing with initial outcomes being reported to People and Governance Committee in June.	
10	**FORWARD PLAN**	
	The Forward Plan was noted. The Director of Customer Services advised that the Furniture Recycling Project Year-End report scheduled for August should be renamed as the Furniture Business Plan.	
11	**REVIEW OF THE MEETING**	
	Members noted that more of the detail they wanted to see was being included in the meeting papers from the outset. They agreed that these clear and comprehensive reports meant there was less need for questioning, as the information had already been provided. The Head of Assurance asked if the 30 minute pre-meet was still required. The Chair advised she would discuss with the other members; however, it would likely be useful for new members joining later in the year so for it to remain in place for the next two meetings and then it would be reviewed.	

AUTHOR: Alison Gray **DATE: 06/05/2026**
LEAD OFFICER SIGN OFF:13/05/26 **CHAIR APPROVED DRAFT: 21/05/26**