

**SKYLIGHT BOARD MEETING**

Monday 31 July 2023

16.30

SHG Boardroom, Cornerstone, 2 Edward Street

**PRESENT / IN-ATTENDANCE:****Trustees (Present):**

- Robin Burman
- Priti Butler
- Marie Gilluley
- Kathryn Hanna
- Roger Phillips (Chair)
- Tessa Wiley

**Observer (Present):**

- Andy Kippax, Strategic Housing Lead (item 4 onwards)

**Officers (In-attendance)**

- Chris Czyzyk, Customer Experience Manager
- Lucy Darbyshire, Marketing & Communication Partner
- Sam Donigan, Head of Assurance
- Anne-Marie Heil, Assistant Director – SKYlight
- Wayne Hurst, Customer Engagement & Inclusion Team Leader
- Jonny Kelly, Governance and Scrutiny Officer (minute-taker)
- Tanya King, Head of Customer Engagement & Inclusion
- Phil Rhodes, Strategy and Policy Officer
- Si Welch, Director of Housing Plus (Lead Officer)

| 01          | APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST  | Action    |
|-------------|---|-----------|
|             | David Nicholson and Assistant Director of Finance sent their apologies. There were no declarations of interest.   |           |
| 02a/<br>02b | MINUTES FROM MEETING 09 MAY 2023 AND ACTION MONITOR FROM MEETING 09 MAY 2023  |           |
|             | <p>The minutes from the meeting 09 May 2023 were approved.</p> <p>Progress with the action monitor was noted.</p> <p>The Board discussed action no.1, linking competitive terms and conditions to recruitment and retention. The Board asked for more information and clarity, specifically on whether other spouse benefits are included as part the SHPS workplace pensions scheme and in particular, information relating to any lump sums paid to spouses. The Director of Housing Plus confirmed this would be followed up and that salaries (which is determined by benchmarking), seemed to be a deciding factor in terms of recruitment and SKYlight has also been focussed on addressing this in line with rises across the sector.</p> <p>The Board discussed the Afghan refugee situation and asked for an update. The Assistant Director – SKYlight explained that the 90-day notice ends on Friday 11th August and efforts have been made to move the families</p> | <b>DL</b> |

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|           | <p>affected with alternative housing options. She added that the expectation is that between four and seven families may be onsite by this time. It is notable that these are larger size families. The situation remains dynamic and once proposition being considered by the Home Office is to allow Local Authority Housing Fund (LAHF) properties to be used, though the details of this have not been confirmed as yet.</p>  |             |
| <b>03</b> | <b>SKYLIGHT MARKETING PLAN UPDATE (PRESENTATION)</b>  |             |
|           | <p>The Marketing &amp; Communication Partner introduced the presentation which provided an update to Board on the progress of the Skylight Marketing Plan. The discussion covered:</p> <p>The Board commended the presentation and asked that the slides be made available.</p> <p>The Board discussed the engagement levels of the SKYlight website and asked whether this had been higher or lower than expected. The Marketing &amp; Communication Partner explained that when SKYlight changed from Foundations Stockport, the social channels were kept with only the branding being updated. She added that this allowed for an easy comparison on the engagement levels from the previous year, which evidenced that engagement on the site had improved markedly.</p> <p>The Board discussed the planned Board member social media ‘ambassador’ training and suggested that as part of this, Board members should be invited to events within the sector, where the objective is to raise the profile of SKYlight. The Director of Housing Plus agreed that this would be a valuable use of Board members as a resource and that the SKYlight message and story could more widely and effectively shared.</p> <p>The Board queried the role of colleagues of SKYlight as ambassadors and that this should be encouraged. The Marketing &amp; Communication Partner confirmed that colleagues are asked to share and promote SKYlight wherever possible and as part of this, sessions have been delivered with colleagues regarding how to promote SKYlight effectively.</p> <p>The Board asked whether there was a specific plan for marketing and communications that are targeted towards business development and opportunities within the sector. The Marketing &amp; Communication Partner explained the role of the Relationship Manager within the Marketing Team, which focusses on tendering for opportunities and highlighted how evidence of stories and marketing material surrounding SKYlight are brought together in order to support bidding.</p> <p>The Board noted that the Annual Report to Customers will be mainly digital, however a small amount of ‘glossy versions’ will be printed to be used and promoted at certain events.</p> | <b>JKEL</b> |

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| <b>04</b> | <b>SKYLIGHT – EQUALITY, DIVERSITY AND INCLUSION (EDI) (PRESENTATION)</b>   |                                     |
|           | <p>The Strategy and Policy Officer introduced the presentation to provide an update on Equality, Diversity and Inclusion information specific to SKYlight. The discussion covered:</p> <p>The Board noted that the Group level EDI Annual Report would be presented to the SHG Board later in the year, and would be made available to SKYlight Board on TeamEngine.</p> <p>The Board asked where the sustainability of projects within the community is reported on. Head of Customer Engagement &amp; Inclusion explained that the Civil Society Funding Strategy encapsulates how projects within the Third Sector are supported and managed throughout their existence with the objective of them becoming self-sustaining, where possible.</p> <p>The Board suggested that in order to be fully compliant of all elements of the Charity Code of Governance that relate to EDI, the Board itself needs to be in a better position to fully understand the diverse needs of the customers it serves in order to make effective judgements. They added therefore that SKYlight specific EDI data should be reported on an annual basis at SKYlight Board to support this.</p> <p>The Board asked whether it would be possible to understand the emerging need of different demographics within the locality of the communities within Stockport and the workforce and use that data to inform business planning. The Head of Customer Engagement &amp; Inclusion explained that in November 2023 the updated Social Investment Strategy will be brought to SKYlight Board, which will include context specific to the Borough regarding where the need is and informs business planning which allows specific groups to be targeted.</p> <p>The Director of Housing Plus highlighted that as well as having access to Group-level data, SkyLight will have reports of segmented data specific to its area of operation, such as around EDI and, as need on this agenda, regarding customer feedback and complaints.</p> | <p><b>JKEL</b></p> <p><b>PR</b></p> |
| <b>05</b> | <b>SKYLIGHT CUSTOMER FEEDBACK REPORT 2022/23 (ASSURANCE)</b>   |                                     |
|           | <p>The Customer Experience Manager introduced the report to provide the SKYlight Board with details of feedback received during 2022/23. The discussion covered.</p> <p>The Board noted that the report refers to there being some level of service failure being apparent in four per cent of complaints and asked that in future reporting, lessons learnt and some additional context be included on occasions of service failures.</p>   | <p><b>CC</b></p>                    |

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|           | <p>They also asked that in order to help the Board understand the nature of what customers are complaining about, some information around the themes of complaints would be helpful.</p> <p>The Board highlighted that the overall numbers of complaints are very low, compared to the number of customers that SKYlight support and suggested that more ways to promote this should be explored.</p> <p>The Board suggested that in future reports, it would be useful for the complaints to be split into different groups, such as demographically or geographically, to help the Board understand the types of people who are complaining about services.</p> <p>They also suggested that it would be useful for the report to include more information on trends and themes, in order to compare to previous years, to identify whether any seasonal trends are apparent.</p> <p>The Board asked that the Group-wide report 'Year-End Customer Feedback Report 2022-23' be made available to Board members.</p>  | <p><b>CC</b></p> <p><b>CC</b></p> <p><b>CC</b></p> <p><b>JKEL</b></p> |
|           | <b>RESOLVED:</b> SKYlight Board reviewed the report and provided comments.  |   |
| <b>06</b> | <b>SKYLIGHT STOCKPORT PROGRESS AND FINANCE UPDATE REPORT (ASSURANCE)</b>  |   |
|           | <p>The Assistant Director - SKYlight introduced the report to provide a Progress and Finance update of SKYlight's business activity to the end of Q1 2023/24. The discussion covered:</p> <p>The Board asked for clarity on who 'Athena' are. The Assistant Director – SKYlight explained that they are a limited company consisting of most Greater Manchester housing providers. She added that it was originally set up around the delivery of training across GM.</p> <p>The Board discussed the £8-10m of funding made available by Greater Manchester Combined Authority and asked whether Athena could act as a prime contractor as a housing consortium to bid for the funding and deliver the services. The Assistant Director – SKYlight explained that due to its size, lack of existing infrastructure, lack of track record and relatively short timescale for delivery, Athena members had collectively made the decision not to proceed as a prime contractor, but rather within the 'supply chain'. The Board reiterated their feeling that this should be reconsidered and it was agreed that their views to be fed back to Athena.</p> <p>The Board discussed Your Local Pantry and its assumed income and asked whether there was a plan to bring it back into budget if the income required for its sustainability wasn't received from grants. The Assistant Director – SKYlight explained that YLP is well on the way to achieving the assumed income but that other sources would be sought if not achieved. A pressure has been that SKYlight has faced a challenge with lower levels of food</p> | <b>AMH</b>  |

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|           | supplies at times from Fareshare, which means it is needs to spend on other food suppliers. She added positively, that extra funding from Stockport Council is expected, which will provide a large amount of the required £30k of assumed income.   |  |
|           | <b>RESOLVED:</b> SKylight Board noted and discussed the progress and financial position to date.   |  |
| <b>07</b> | <b>SKYLIGHT BUSINESS PLAN YEAR 2 UPDATE (ASSURANCE)</b>  |  |
|           | <p>The Assistant Director - SKylight introduced the report to provide an update to SKylight Board on the progress made against the second year of the SKylight Business Plan. The discussion covered:</p> <p>The Board commended the SKylight Team for their work on delivering the Business Plan up to its current point, adding that this evidences the hard work and commitment of all colleagues across SKylight.</p> <p>The Board highlighted that less resources are forecasted in 2024/25. The Assistant Director – SKylight provided assurances to the Board that this has been forecasted in this way to show the expected expenditure for each respective year but with gift aid pragmatically just balancing the accounts. At this stage any potential future gift aid is not known.</p>  |  |
|           | <b>RESOLVED:</b> SKylight Board discussed and noted the progress made  |  |
| <b>08</b> | <b>FURNISHED TENANCIES &amp; FURNITURE RECYCLING REPORT 2022-23 (ASSURANCE)</b>  |  |
|           | <p>The Customer Engagement &amp; Inclusion Team Leader introduced the report to update on delivery of SKylight’s furniture offer 2022/23. The discussion covered:</p> <p>The Board commended the furniture team for their work, adding that it is clear the newly acquired premises have supported the growth of the service.</p> <p>The Board discussed the new target of 150 new furnished tenancies annually being achieved and asked whether this was sufficiently challenging, as 198 new furnished tenancies were created in 2022/23. The Head of Customer Engagement &amp; Inclusion explained that the previous annual target was much lower than 150 and the number of new customers needing a furnished tenancy is expected to slow as they are not suitable to all. She added that this is a challenging but realistic target to continue growth of the service.</p> <p>The Board discussed PAT testing and asked whether it was still the objective to offer this service internally. Head of The Customer Engagement &amp; Inclusion explained that various methods of delivering this have been explored, such as the use of contractors, and bringing it in house is still something that will be explored, adding that training will be delivered to the</p> |  |

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|           | Furnished Tenancy Team later in the year, with a view of them delivering the service.   |                                   |
|           | <b>RESOLVED:</b> SKYlight Board noted the positive contribution made by the Furniture Team to supporting the most vulnerable households in Stockport by reducing furniture poverty, supporting customers to sustain their tenancy, whilst also reducing furniture waste sent to landfill in Stockport.  |                                   |
| <b>09</b> | <b>SKYLIGHT QUARTER THREE 2022-2023 RISK UPDATE AND 2023-24 RISK REGISTER (DECISION SUBJECT TO RATIFICATION)</b>  |                                   |
|           | <p>The Head of Assurance introduced the report to provide an update on delivery of risk control actions at the end of Quarter One of 2023-24 within the SKYlight Risk Register, to agree a new Risk Appetite for SKYlight and provide a wider assurance update for Board Members. The discussion covered:</p> <p>The Board noted the change in how risks are described and ordered and at the Group level the risk appetite for ‘reputation and stakeholder management’ had moved from ‘minimal’ to ‘open’. The Head of Assurance explained that this risk appetite had been framed differently, as it now focuses on being bold in the sector and adding SHG’s voice and views to important subjects. The Board noted this but suggested that this particular risk appetite should be re-worded as it could be misleading and suggest that SHG are open to reputational risks. The Board suggested the possibility of splitting this risk appetite statement into separate elements as they do support SHG being bold in the sector and adding value to difficult subjects.</p> <p>The Board asked for clarity on the explanations of the different types of risk appetite and what they mean. The Head of Assurance explained that an explanation of what each risk appetite descriptor means will be circulated.</p> | <p><b>SD</b></p> <p><b>SD</b></p> |
|           | <b>RESOLVED:</b> SKYlight Board took assurance from the contents of the Quarter One Risk Report and agree the SKYlight Risk Appetite, subject to SHG Board approval in September 2023.  |                                   |
| <b>10</b> | <b>FORWARD PLAN (INFORMATION)</b>   |                                   |
|           | <p>The Governance and Scrutiny Officer introduced the forward plan of the expected business for 2023-24.</p> <p>The Board noted the dates for the upcoming away days and asked that an email reminder be circulated to Board members.</p> <p>The Board noted that this meeting was Robin Burman’s final SKYlight Board meeting. They thanked him for all of his work for SKYlight and wished him well in the future.</p>  | <b>JKEL</b>                       |

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