Minutes

STOCKPORT HOMES BOARD MEETING

Monday 27 July 2026, 4.30pm
Boardroom, Cornerstone

Members Present:

- Steve Partridge (Chair)
- Alistair Chapman
- Nasrin Fazal
- Alison Foster
- Marie Gilluley
- Carol Jack
- Paula King
- Karen Mitchell
- Maria Zywica

Observers Present:

- Cllr Jake Austin, Cabinet Member for Housing and Environment, SMBC
- Matt Harrison *(Chair-Elect)*
- Andy Kippax, Strategic Housing Lead, SMBC **(AK)**
- Phil Pemberton, Three Sixty Board Chair
- Tessa Wiley, SKylight Board Member *(Item 03)*

SHG Officers in Attendance

- Carmel Chambers, Chief Executive (Lead Officer) **(CC)**
- Anne-Marie Heil, Director of Customer Services **(AMH)**
- John Kennedy, Director of Finance and Resources **(JK)**
- Paul Worthington, Director of Property **(PW)**
- Rachel Cossey, Governance Manager **(RC)**
- Sam Donigan, Head of Assurance **(SD)**
- Alison Gray, Governance Officer **(AG)**
- Di Laming, Assistant Director – People & OD **(DL)** *(Item 12)*
- Alison Leach, Strategic Lead **(AL)** *(Items 8 and 9)*
- Natalie Leonard, Head of Corporate Finance **(NL)** *(Items 5, 6, 13 and 14)*
- Neil Smith, Head of Health & Safety **(NS)** *(Item 12)*

SMBC Officers in Attendance

- Chris McLoughlin, Executive Director People and Neighbourhoods **(CM)** *(Item 03)*

1. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies were received from Priti Butler. The Board noted that Mark Glynn, Director of Place Management, SMBC, had advised he was on annual leave. Cllr Austin, Matt Harrison and Phil Pemberton were also welcomed to observe the meeting, with Tessa Wiley attending for Item 03.

With regard to Declarations of Interest, the Chair asked that the Board note that his employer, Savills (UK) Ltd had provided consultancy support to SHG, although he

had not been involved. The Board was content that this was not a prejudicial conflict of interest. There were no other declarations of interest.

2. PREVIOUS MINUTES AND ACTION MONITOR

The minutes of the Board meetings held on 23 March 2026 and 27 April 2026 were accepted as accurate records.

Progress with the action monitors from both meetings was noted. The Board asked for an update on action five from 27 April meeting regarding applying for funding under the Cladding Safety Scheme that was marked as ongoing. PW advised that the application was 80 per cent complete, however, customer feedback was required to complete the application. Communications had been issued and were linked for the Board via Team Engine. There had been good customer engagement and the action was on schedule for completion.

3. LIVE WELL PRESENTATION

AMH opened the presentation on Live Well, which had been requested at the most recent Board Away Day. CM explained that Live Well was Stockport's neighbourhood-based approach to supporting happy and healthy lives through connected community organisations, public services and local businesses.

The presentation highlighted SHG's contribution: Cornerstone is a Live Well Space along with other key spaces such as Stockroom, libraries and family hubs. SHG funds the Live Well Neighbourhood Co-ordinator for the Stepping Hill area and contributes through its community buildings, employment and skills support, health and wellbeing services, neighbourhood working and opportunities to further strengthen Live Well Spaces and partnership activity.

The Board suggested that the Live Well Padlet tool could be made more accessible and user-friendly, however, they welcomed the overview and appreciated the visual representation of data in the slides. The Board suggested that a progress update in twelve months would be useful.

ACTION: AG to add a twelve-month Live Well progress update to the Board Forward Plan.

4. CHIEF EXECUTIVE'S REPORT (ASSURANCE)

CC presented the report, which provided strategic updates on key organisational, sector and stakeholder matters, noting the continued focus on compliance and the C1 inspection outcome action plan. CC had attended the customer Aspire Panel in April, along with Nasrin Fazal in her roles as Member Responsible for Complaints and Chair of the Customer Focus Committee. Staff had recently attended the Colleague Conference and CC noted that Three Sixty would mark its tenth birthday in September. The decision to move away from Best Companies as an Engagement tool and consider alternatives was also noted.

The Board enquired about the 'Deep Dive' work going to SMBC Area Committees. CC advised the proposal came from the Deloitte Review and was one way to explore issues where the performance data may not always align with customer perceptions.

Councillors had been consulted as part of the Deep Dive preparation process. Work on the first Deep Dive was almost complete and it would be presented at the upcoming Area Committee.

The Board noted the update on the Colleague Conference and appreciated the 'We are SHG' video.

5. YEAR-END STATUTORY ACCOUNTS 2025-26 (DECISION)

NL summarised the year-end statutory accounts for 2025-26, including the SHL consolidated accounts, subsidiary accounts, the Audit Management Letter and the Letters of Representation. The draft accounts had been reviewed by Audit and Risk Committee (ARC), with subsidiary Boards approving their respective accounts by Written Resolution in advance of the meeting.

The Chair of ARC confirmed the external auditors, Menzies, had attended the last meeting, and added that the Committee had noted how efficient the process had been and offered thanks to SHG colleagues.

The Board considered the pension valuation and its impact on the accounts. JK advised the triennial funding valuation had resulted in a reduction of employers' contributions, which the Board noted was for three years.

The Board reiterated the comments from ARC regarding expediting the accounts and noted the positive content of the Audit Management Letter.

RESOLVED: That the Board approved:

i) the Directors' Report and Financial Statements with particular attention to:

-Directors' Report (pages 4 - 25)

-Accounting Policies (pages 37 - 43)

-Going Concern (pages 4 and 6)

-Board Member Responsibilities and s172 duties (pages 7 - 10)

ii) the Audit Management Letter (Appendix Five)

6. APPOINTMENT OF THE EXTERNAL AUDITORS (DECISION)

NL presented the report seeking approval for the appointment of external auditors: the procurement process had been undertaken through the GCA A&A2 framework and the evaluation had considered both quality and price.

The Board enquired about the costs and NL advised the quote was slightly lower than the current one, and there was no significant difference between the quotes submitted during the procurement process. The Board noted that Menzies would be appointing a new audit partner to ensure continued independence.

RESOLVED: That the Board approved the award of the external audit contract to Menzies for an initial period of three years, with the option to extend for up to a further two years, subject to satisfactory performance.

7. SKYLIGHT BUSINESS PLAN (DECISION FOR RATIFICATION)

AMH outlined the report seeking ratification of the SKylight Business Plan 2026-2031, approved by the SKylight Board in May. The plan set out SKylight's charitable aims, priorities and measures for the five-year period. The plan had been developed to support sustainability, external funding opportunities and alignment with stakeholders.

The Board enquired how the Ageing Well Strategy was captured in the plan. AMH acknowledged this was not explicitly covered and advised that the Ageing In Place Pathfinder had ended and so it was likely subsumed within Live Well.

ACTION: AMH to consider how the Ageing Well Strategy was articulated in the SKylight Business Plan 2026-31 and update as deemed appropriate.

RESOLVED: That the Board ratified approval of the SKylight Business Plan 2026-2031, noting that the Ageing Well Strategy query would be addressed through the agreed action and did not require the Business Plan to return to Board.

8. REGULATION UPDATE REPORT (DECISION)

SD explained that this report covered: the 2025-26 Regulation Self-Assessment; key regulatory returns including the Statistical Data Return (SDR) and Tenant Satisfaction Measures submission; the Assets and Liabilities Register; action plan amendments and key compliance submissions. The Compliance Annual Report was usually only presented to ARC, however, it had been updated following that meeting and was included in the appendices for this item. SD advised that a version of the 2025-26 Regulation Self-Assessment would go forward to SMBC.

The Board noted the C1 regulatory grading and offered their thanks to all SHG and SMBC colleagues.

The Board considered both the post-inspection action plan and the Lessons Learned action plan. Progress was noted, however, the Board suggested that more rigour was needed when setting target completion dates as subsequent changes to those target dates erode confidence in the plan. SD acknowledged the point and agreed to take this on board. PW confirmed that where the action plan says, 'not due yet' and the update was blank, work had not yet commenced.

The Board welcomed the inclusion of the Compliance Annual Report. The Chair of ARC summarised the feedback from the Committee and noted the report incorporated those comments and had been updated for Board.

The Board asked about data confidence. AL advised extracting data was working well: this had been the first time SHG had completed the long-form SDR return and it had been done on time, with only one regulatory query arising, which had also been

responded to on time, and the SDR had been signed off. With regard to data completeness and accuracy, SHG continued to work on those areas.

The Board also enquired about the overdue Fire Risk Assessment (FRA) actions. PW advised there had been delays with Three Sixty picking up the work arising from these due to training sign-off procedures and it had been a challenge to engage contractors as most were already at capacity. Fewer actions were coming through now; however, they tended to be more complex and costly to resolve.

RESOLVED: That the Board noted the updates provided in the report, approved the self-assessment for 2025-26 and the amendments to the action plans, and took assurance from the information provided in relation to the Assets and Liabilities Register, the submission of various data returns and the detailed compliance information.

9. CORPORATE PERFORMANCE REPORT (ASSURANCE)

AL summarised the report, which set out year-end performance for 2025-26 and performance information up to May 2026. Overall performance remained strong, with upper quartile benchmarking across most indicators, although compliance, repairs and complaints remained key areas of focus. Fire risk actions continued to represent the main compliance pressure, with recovery work ongoing and a new compliance system (C365) being implemented; Awaab's Law performance was improving as processes became embedded and data quality improved.

The Board asked if new systems were likely to uncover anomalies or create data issues. AL confirmed that reconciliation work was being undertaken to ensure only cleansed information was being uploaded to the new system.

The Board enquired about Awaab's Law readiness for Phase 2. PW explained that the team were preparing, however, there was some uncertainty around how the hazards were being interpreted and external guidance was being sought. Manual interventions remained in place until new systems and processes could support readiness for Phase 2. AL added that SHG would continue to listen closely to customer feedback in conjunction with the data. PW confirmed that flexibility was being built into the team, with the ability to flex and redeploy with seasonal demand.

RESOLVED: That the Board:

- Noted performance results and improvement actions outlined in the report and at appendix two and appendix three;
- Raised any concerns where performance targets were not met and there was limited confidence that the risk was under control;
- Reviewed Awaab's Law performance at appendix one and commentary at appendix five and provided comment.

10. DELIVERY PLAN OUTCOMES REPORT (DECISION)

SD presented the Delivery Plan Outcomes Report for 2025-26 and advised that once the document was approved, it would be fully designed up and would go on to

SMBC. This was the final outcomes report for the 2021-26 plan and a new outcome reporting format would be developed for the new Delivery Plan.

The Board agreed it was a good report and provided the right level of detail, however, some additional information around areas where SHG was working to improve such as FRAs and compliance would be useful further context. The Board also suggested including detail around Councillor complaints and the Area Committee Deep Dives discussed previously.

ACTION: SD to consider and incorporate Board feedback on the Delivery Plan Outcomes Report as appropriate, including context on FRAs, compliance, Councillor complaints and Area Committee Deep Dives.

RESOLVED: That the Board approved the Delivery Plan Outcomes Report for 2025-26.

11. GOVERNANCE ANNUAL REPORT (DECISION)

RC highlighted the key governance matters, including Board and subsidiary Board appointments, SHG Chair succession, renewal of Powers of Attorney and annual governance reporting. RC also noted the Board skills and effectiveness review, CEO goals, mandatory learning, next Board Away Day and Companies House verification.

RESOLVED: That the Board approved the following:

- To recommend to the AGM the appointment of Matt Harrison, Professor Steve McGuirk, and Ged McLaughlin as SHG Board Members at the September AGM.
- That Matt Harrison be appointed as SHG Chair at the September Board meeting.
- Appointment of Maura Jackson and David Smith to the SKylight Board in September.
- Renewal of the Power of Attorney for ELT and for shared ownership resales as set out in the report by Trowers & Hamlins.

That the Board noted the following:

- Board Members' skills self-assessment and Board effectiveness review.
- CEO's goals for 2026.
- Annual reporting on Board Member attendance, Board Member declarations of interest, use of the seal and gifts and hospitality.
- Progress with Board Member mandatory learning and development.
- Date of next Board Away Day, Friday 9 October.
- Completion of Board Member verification with Companies House.

12. HEALTH & SAFETY ANNUAL REPORT (ASSURANCE)

NS provided an overview of key highlights from 2025-26, including continued external recognition through RoSPA Gold accreditation. There was a reduction in accidents reported overall, although RIDDOR reportable incidents had increased on the previous year. The team had undertaken an investigation following a fire within a bin-chute and a detailed report had been presented to the Leadership Team and the Building Safety Steering Group, with a comprehensive action plan to address the issues raised. The centralised Group Health and Safety Committee would be relaunched in 2026, bringing together key stakeholders including Trade Unions and senior leaders.

DL explained that it had been decided to return to a standalone Health and Safety Strategy and it would be separated from the People and OD Strategy to ensure a clear focus was maintained.

The Board considered the increased incidents of verbal abuse towards colleagues. NS advised work was ongoing to understand the causes and monitor trends. SHG actively encouraged reporting of verbal abuse to strengthen support and reporting arrangements. AK suggested that it would be worth exploring if Housemark or any similar sector body had benchmarking data in relation to verbal abuse. DL agreed and added that the team would pick up with AMH around understanding any underlying customer considerations that may be impacting on verbal abuse incidents.

ACTION: NS to explore benchmarking in relation to verbal abuse incidents and liaise with the Customer Services Directorate to understand any underlying issues.

The Board acknowledged how the report had evolved over recent years and thanked the team for their continued commitment.

RESOLVED: That the Board:

- Discussed the Health & Safety annual update report and endorsed the planned initiatives for 2026/27.
- Confirmed that the range of Health & Safety works and information provided was adequate to provide assurance over Health & Safety management within the Group.

13. DEVELOPMENT ANNUAL UPDATE REPORT (CONFIDENTIAL) (ASSURANCE)

PW noted that this was the first annual report to be presented to Board as much of this information would previously have been presented to Viaduct Board. PW summarised the key points, including completion of SHG's legacy schemes, the current position and emerging pipeline of proposed schemes through the HRA.

The Board discussed the implications for the Development Team as SHG moved from completion of legacy schemes to an HRA-led pipeline. The Board considered levels of shared ownership properties within the new HRA schemes and if SHG should do more adaptive/supported housing. JK advised that of the four schemes,

two were specialist/extra care schemes and there was a balance with shared ownership across the development programme to ensure viability.

RESOLVED: That the Board:

- Noted the successful completion of SHG's legacy development schemes, the current position and emerging pipeline of proposed development schemes.
- Noted the role and activity of the JV North framework in supporting procurement and compliance.

14. FINANCE AND RISK REPORT (ASSURANCE)

NL highlighted the positive 2025-26 outturn, including a £2.7m SHG surplus and £2.156m HRA surplus, and noted that the latest 2026-27 forecast showed a projected £427k SHG surplus, £333k favourable to budget. Three Sixty was adverse to budget at the end of May, mainly due to timing of construction projects and lower repairs activity, however, this remains forecast to achieve the annual budget. Viaduct and SKylight were in line with budget.

The Board discussed Three Sixty's position and how that would be addressed. NL advised that a CVR (Cost Value Reconciliation) was ongoing and commercial controls were being reviewed. JK confirmed that figures for June were looking more positive.

The Board queried why some 2025-26 underspends had not been identified earlier. NL advised that budget managers were undergoing training and that work would continue to strengthen forecasting and budget monitoring.

SD summarised the year-end risk position, noting that the key risks not fully under control had been reviewed by Audit and Risk Committee. The 2026-27 Corporate Risk Register contained two Red risks relating to long-term stock investment needs and zero carbon, and four Amber risks relating to IT systems, building safety cases, new build development and customer health and safety.

The Board discussed the IT Systems risk (risk nine) and the potential burden on colleagues due to the volume of system rollouts. SD explained that projects were being managed via the Innovation and Improvement Board to ensure timings were effectively aligned. PW added that some projects, such as repairs management, represented more significant change, while others were largely data transfers between systems.

RESOLVED: That the Board took assurance from the contents of the report and noted the updated financial position and the risks that SHG was facing.

15. CHAIR AND MEMBERS' ACTIVITIES

The Chair invited members to provide updates on recent activity and engagement since the previous meeting.

Marie Gilluley had attended the recent NHF Governance Conference, attended the opening of Brookhead Lodge and the Building Safety Residents Panel. She had also taken part in recent Board recruitment interview panels along with the Chair, Maria Zywica, Alison Foster and Alistair Chapman. Carol Jack and Paula King had also attended recent SHG customer events.

16. COMMITTEE AND SUBSIDIARY MINUTES

The minutes were taken by exception. Members noted the key updates provided in relation to Board recruitment and Internal Audit activity.

17. FORWARD PLAN

RC summarised the Forward Plan. Due to the interrelated nature of the Asset Management Strategy, Development Strategy and the Rent Setting and Service Charge policy, all provisionally scheduled for the next meeting, JK advised that SHG was considering how best to present these items.

18. FEEDBACK FROM STAKEHOLDER MEETINGS

CC shared feedback from recent stakeholder meetings including the Corporate Parenting Board and Live Well Board and noted the value of continued engagement with partners and stakeholders.

19. REVIEW OF THE MEETING

The Board agreed it had been a comprehensive agenda, however, there were no unnecessary items and reports were comprehensive and well-written. Members felt the Committee system was working well with only appropriate items progressing to full Board. The Board acknowledged how effectively the meeting had been chaired.

On behalf of the Board, the Chair offered his thanks to Paula King who was no longer eligible to be a customer Board Member, and Phil Pemberton, whose tenure as Chair of Three Sixty was ending. He recognised their valued contribution, commitment and support to SHG and wished them well for the future.

CC noted that this was also the Chair's final Board meeting and on behalf of SHG, thanked him for his leadership, commitment and significant contribution during his tenure. Members echoed the thanks and wished him well for the future.

Author: Alison Gray	Date: 29/07/2026
Lead Officer Review: Carmel Chambers	Date: 31/07/2026
Chair Review: Steve Partridge	Date: 27/08/2026

*Matters arising are communicated and tracked via a separate **Action Monitor**.*