

HOOPLE BOARD

Minutes of a meeting of the BOARD OF DIRECTORS of HOOPLE LTD held in the Jam Factory Room at Nelson building, Hereford, on Wednesday, 24th January 2024 at 2.00pm.

Board Members present:

Nicola Twigg (NT)	Chair and Non-Executive Director – Wye Valley Trust
Tracey Sampson (TS)	Non-Executive Director – Herefordshire Council
Hilary Hall (HH)	Non-Executive Director – Herefordshire Council
Andrew Mclean (AM)	Non-Executive Director – Lincolnshire County Council

Hoople Officers Supporting the Board:

Audrey Clements (AEC)	Chief Executive Officer
Stephen Weller (SW)	Head of Hoople Care
Mark Aldsworth (MA)	Head of Buildings Operations
Simon Mortimore (SM)	Head of IT
Daley Jones (DJ)	Head of Training & Education
Lisa Yates (LY)	Head of HR & OD
Kerry Lawrence (KL)	Company Secretary Support / Minute Taker

1. Apologies

1.1 Apologies received from David Warden and Jane Ives.

2. Declarations of Interest

2.1 No declarations of interest were received.

3. Minutes, Action Sheet and Matters Arising

3.1 The minutes of the board meeting held on 15th December 2024 were approved as an accurate recording of the meeting.



Action log

1/M – AEC advised that Hoople’s Health and Safety lead is working through the details of what the offer might look like in conjunction with HC’s Health and Safety Officer.

2/J – AEC reported that EMT had spent some time reviewing KPI’s, however there was further work to embed these through the business. It was agreed KPI data would be reported at the March board meeting.

Action: AEC

4. Business Performance Update

4.1 AEC acknowledged the teckal status has been reviewed and is not considered to be a risk at this stage.

4.2 The Chair asked to be sighted on the cashflow to understand where the pinch points are.

Action: AEC to meet with NT to review.

4.3 AEC confirmed that there had been no change to the forecast position since the last report. A balanced budget is expected to be achieved for 23/24, prior to the exceptional item of the property purchase being reported.

4.4 SM acknowledged that SLA negotiations has been completed with four major customer business areas of Herefordshire Council, Wye Valley NHS Trust, ICB Corporate (H&W) and General Practice (H&W). This has allowed the team to forward plan over the next 18 months and identify any opportunities for potential savings.

4.5 LY referred to the risk of loss of school income due to the academisation of schools and advised it was being closely monitored.

4.6 AEC indicated that there was heightened pressure at WVT. It was recognised that there are capacity issues and Hoople are working with HC’s Commissioning team to explore if additional capacity can be created. AEC also acknowledged that Hoople participate in the weekly silver call to give an update on bed availability.

Action: NT to report update back to WVT



- 4.7 AEC confirmed the latest data for overstays are reported to Adult Social Care each Monday evening, in preparation for the weekly Tuesday meeting and would expect the data to be shared with WVT colleagues as part of the process.
- 4.8 The Chair asked in relation to CQC improvements requirements, how often will a progress update be reported to board / sub-committee. SW confirmed that there is a Service Improvement Plan in place and various internal audits are undertaken, as well as an external quality audit carried out by the LA, and this information would be shared to sub-committee, supported by Quality Manager and Operation Managers to provide support and challenge.
- 4.9 In response to a board member's question, MA confirmed the mobilisation to support HC's Housing Team was on target for delivery from 1st February but noted that some outstanding information had taken some time to be received.
- 4.10 It was acknowledged the efforts of the BM&C team on getting the homeless shelters up and running in a short timeframe had been successful.
- 4.11 AEC advised that there is an ongoing piece of work in relation to risk reporting and re-defining Hoople's risk management policies, and embedding the process to senior managers to provide consistency with a summary being presented to a future board meeting or sub-committee.

5. Property Update

- 5.1 AEC explained that through the refurbishment works to Auxilium House it had been identified that the ventilation system required replacing in order for the building to be used and other electrical works would bring the building in a good state of repair. The team managing the refurbishment are working hard to achieve best value and recycle materials where possible.
- 5.2 AEC is in discussions with the external auditors and are confident the works on the building can be valued on the balance sheet as part of the building cost. The external auditors are also providing assistance in reclaiming any value added tax, where appropriate and, any capital gains tax and any losses that can be reclaimed i.e. corporation tax.

- 5.3 AEC reported a significant amount of dilapidation work which had been identified at Nelson Building. The contract arrangement is between HC and Heineken, however Hoople have been asked to undertake the works on behalf of HC.
- 5.4 Hoople are working with local contractors who are committed to delivering the project on time and at a cost saving to achieve the desired outcome. AEC confirmed no concerns had been raised to date in terms of the project not being delivered on time.

6. Draft Business Plan and Budget 2024/25

- 6.1 AEC presented a redesigned business plan realigning the content and accounting for our Shareholders priorities which had been missing, and sought board's comments.
- 6.2 AEC explained the draft budget 24/25 is being worked through to include cashflow, income and expenditure statement and balance sheet.
- 6.3 Board felt that the objective to develop Hoople's senior managers should extend to EMT.
Action: AC/KL to update
- 6.4 HH raised some queries around the objectives and agreed to meet with AEC to discuss.
Action: KL to arrange a meeting between HH/AEC
- 6.5 It was suggested that the Hoople Care service area is made broader to include reablement.
Action: SW

7. Public Sector Equality Duty / Gender Pay Gap

- 7.1 It was acknowledged the gender pay gap had reduced from 19.3% to 18.9%, the lowest it has been reported.
- 7.2 A board member asked if Hoople were still working towards the action plan agreed by board to address the Gender Pay Gap.
Action: KL to share the action plan with LY
- 7.3 It was resolved that the board approved the Gender Pay Gap for publication.



8. Terms of Reference

8.1 Board noted the terms of reference as a work in progress.

9. Chair of Board Appointment

9.1 Hilary Hall was nominated Chair of the Board for the forthcoming 12 months.

10. Forward Plan

10.1 Board acknowledged the contents of the forward plan.

11. Any Other Business

Communication and Announcements

It was agreed to communicate Hilary Hall's appointment to Chair of the Board to staff.

Action: AEC/KL

Date and Time of Next Meeting

27 March at 2.00pm, Plough Lane / Auxilium House

