

Hoople Board	
Wednesday, 12 November 2025	
12:30pm – 2.00pm – Boardroom 2, Auxilium House	
Chair:	Nicola Twigg (NT) – Hoople Director (Wye Valley NHS Trust)
Board Members:	Hilary Hall (HH) – Hoople Director (Herefordshire Council) Anthony Oliver (AO) – Hoople Director (Herefordshire Council)
Hoople Officers:	Audrey Clements (AC) - Chief Executive Officer Mark Aldsworth (MA) - Head of Buildings Operations Simon Mortimore (SM) - Head of Information Technology Daley Jones (DJ) - Head of Training & Education Lisa Yates (LY) - Head of HR and OD Stephen Weller (SW) – Head of Hoople Care Helen Worth (HW) - Company Secretary
Apologies:	Andrew McLean (AM) – Hoople Director (Lincolnshire County Council)
Guests	

	Item
1	Introduction and Apologies
1.1	Apologies were received from Andrew.
2	Declarations of Interest
2.1	No interests were declared.
3	Minutes, Actions and Matters Arising
3.1	The minutes of the Board meeting held on 29 September 2025 were approved as an accurate record of the meeting
3.2	Ongoing actions were reviewed, with one action formally closed following an update on the Statement of Reserved Decisions (SORD
4	Business Performance
4.1	The Board noted upcoming staffing changes and recent engagement with the new Managing Director at Wye Valley NHS Trust
4.2	Building changes at Auxilium have also taken place to accommodate the IT service on the grounds floor to include a space where they can meet customers.
4.3	Opportunities to generate additional income through renting space were also discussed.
4.4	The financial outlook remains stable, with continued work towards achieving a balanced year-end position. Board members discussed the importance of ongoing monitoring of solvency and cost pressures.

4.5	SM presented the IT services update. Significant project milestones have been achieved; subcontracted work and resourcing pressures discussed.
4.6	LY presented the HR updated. The current recruitment management system and application tracking system contracts expire next year and work is underway to consider how we go about renewing these.
4.7	HR Restructure has been completed and we will see further improvement with capacity within the team at a reduced cost.
4.8	SW presented the Hoople Care update. Comparisons between reablement and domiciliary care were considered, along with system-wide cost and outcomes evaluation.
4.9	DJ presented the Training and Education update. Service improvements, cost savings, and successful initiatives were highlighted.
4.10	The board thanked DJ for the updated and congratulated him on the achievements.
4.11	MA presented the BMC update and shared a success with the introduction of new cleaning services tailored to the needs of a specialist education setting. Staff with the appropriate skillsets are now in place. Further invites to tender for cleaning contracts have also been received.
4.12	AC shared that we have aspirations to grow the community equipment service in the future and have already identified ways in which this can be achieved.
5	Business Plan and Budget Setting 26/27
5.1	The Board received an update on the development of the next business plan, including work to refresh the organisation's vision and mission, strengthen quality approaches, and plan for long-term financial sustainability. Discussions with shareholders regarding inflationary uplift and dividend options are scheduled.
6	Growth Summary Workshop
6.1	The outcome of the MoSCoW prioritisation planning exercise undertaken by the Executive Management Team was presented to Board. This exercise forms a critical component of our strategic planning process and is intended to guide decision-making and resource allocation over the next 12 months and beyond
6.2	Key themes included: scaling services, improving compliance and quality frameworks, planning for growth, automation opportunities, and strengthening long-term organisational resilience.
6.3	The Board endorsed the themes and requested improvements to the presentation format for future review.
7	Forward plan
7.1	The Board acknowledged the forward plan.
8	Any Other Business
8.1	A confidential update was provided.

9	Communications and Announcements
9.1	No communications to share.
10	Date of next meeting
10.1	9 February 2026 10:30am – 12:30pm, Boardroom 2, Auxilium House