

Hoople Board	
Friday 13 March 2026	
9:15am – 11:15am – Boardroom 1, Auxilium House	
Chair:	Nicola Twigg (NT) – Hoople Director (Wye Valley Trust)
Board Members:	Tom Baker (TB) – Hoople Director (Lincolnshire County Council) Hilary Hall (HH) – Hoople Director (Herefordshire Council)
Hoople Officers:	Audrey Clements (AC) - Chief Executive Officer Simon Mortimore (SM) - Head of Information Technology Daley Jones (DJ) - Head of Training & Education Julie Bridgewater (JB) – Head of People Mark Aldsworth (MA) – Head of Building Operations Helen Worth (HW) - Company Secretary
Apologies:	
Guests	

	Item
1	Introduction and Apologies
1.1	No apologies were received. The Chair noted that an invited observer was unable to attend.
2	Declarations of Interest
2.1	No interests were declared.
3	Minutes, Actions and Matters Arising
3.1	The minutes of the previous meetings were approved as accurate. The Board reviewed the action log, noting that one action remains outstanding and will be progressed outside the meeting.
4	Draft Business Plan and Budget 2026
4.1	The Board received the draft Business Plan, which focuses on Hoople’s strategic objectives, values, and alignment between vision, strategy and service delivery. The importance of a coherent narrative and meaningful performance measures was noted.
4.2	Directors discussed the need for the Business Plan to better articulate Hoople’s ambition over the medium term, while remaining mindful of commercial sensitivities. The Board agreed that the plan should more clearly describe Hoople’s unique role as a cross-sector public service partner and strategic enabler, highlighting areas where Hoople can differentiate itself and support integrated working. An action was agreed to reshape the plan to strengthen strategic intent and ambition.

4.3	<p>The draft budget for 2026/27 was presented, reflecting cost pressures from employment costs and funding assumptions. The Board discussed the financial impact of potential funding scenarios, including a revised position showing a projected loss.</p> <p>Further modelling, monitoring of cashflow, and transparency around costs were emphasised.</p>
4.4	<p>The Board reviewed the planned efficiency programme, focused on process improvement, internal capability building, and value realisation.</p> <p>Directors supported a more structured and transparent approach to investment in efficiencies and agreed that future Board papers should clearly set out financial, risk and strategic implications.</p>
5	Board Assurance Framework
5.1	<p>Updates to the Board Assurance Framework were presented, including refinement of risk wording and the identification of emerging concerns.</p> <p>The Board noted plans for further development of the framework, strengthening clarity around assurance and enabling earlier identification of strategic risks and opportunities.</p>
6	Business Performance
6.1	<p>Business performance updates were received across all service areas.</p> <p>The Board noted:</p> <ul style="list-style-type: none"> • Overall year-end financial performance expected to be close to breakeven. • Positive contributions from new income streams across several services. • Progress in digital, library, payroll, estates and community equipment services. • Ongoing work to strengthen workforce capacity and maximise apprenticeship levy opportunities.
7	Shareholder Proposal Update
7.1	<p>The Board received an update on ongoing discussions with Herefordshire Council.</p> <p>Legal and financial advice has been sought, and scenario modelling is underway to understand potential impacts.</p> <p>The Board noted that no decisions will be taken until later in the year and agreed next steps to ensure appropriate governance and engagement.</p>
8	<ul style="list-style-type: none"> ➤ Communications and Announcements No communications to share ➤ Date of Next Meeting 14 April 2026 – 10:00am – 12:30pm – Boardroom 2, Auxilium House