

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 Friday 15th December 2023 at 9.30am.

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

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

Invited:

David Warden (DW)	Associate Director of IM&T – Wye Valley NHS Trust
Jane Ives (JI)	Managing Director – Wye Valley NHS Trust

1. Apologies

- 1.1 Apologies received from Andrew Mclean, Non-Executive Director – Lincolnshire County Council.

2. Declarations of Interest

- 2.1 No new declarations of interest were received.

3. Minutes, Action Sheet and Matters Arising

- 3.1 LY noted the recruitment position for Hoople Care had improved with four recruitment offers pending and just under nine vacancies across the service area.
- 3.2 The minutes of the board meeting held on 6 October 2023 were approved as an accurate recording of the meeting.

Actions

2/I - DJ advised that further work was needed to understand the data in order to provide a relevant figure to board.

Action: DJ

2/J – EMT are working on producing a meaningful set up KPI's and metrics to include employee satisfaction, wellness and retention.

4. Business Update

- 4.1 The board noted the business and performance report including the 2023/24 outturn position, the progress to date made by the business and the key issues and risks.
- 4.2 AEC confirmed creating capacity in Hoople Care was a priority to support with demand of the winter pressures, and are working with colleagues in Herefordshire Council and Wye Valley NHS Trust to unlock capacity. Progress to date has created an additional 133 hours of face to face care.
- 4.3 AEC explained that EMT had refreshed the way company risks are reviewed, categorised and reported. It was acknowledged that strategic risks are captured as part of the annual statutory accounts process. AEC added further work was planned to understand the measurement of company risks and the potential impact, and also to review how the risk management process is embedded throughout the organisation.
- 4.4 AC reported that cash flow was reasonably stable and there is a focus on debt management.
- 4.5 A board member asked in relation to the risk of loss of school business, whether there is opportunity to expand services offered to schools. An opportunity to expand services such as Health and Safety was discussed. AEC explained that Hoople were taking a joined up approach and in the process of reviewing Hoople's current offering and opportunities to sell wider services to academies including Multi-Academy Trusts (MATs).
- 4.6 In response to a question, AEC confirmed the outturn figures reported are full year forecast at the time of reporting based on worst case scenario and takes into account costs such as winter pressures. The Chair suggested some narrative is included in the report going forward to explain where there is a noticeable difference between the full year forecast and budgeted costs to understand what the impact is on profit and loss projections.
- 4.7 SM highlighted the network outage affecting healthcare providers in the region. Hoople have been asked to lead on issuing financial compensation related to the network outage on behalf of HC.
- 4.8 SM acknowledged that the ISO 27001:2017 external surveillance audit was passed.

- 4.9 SW noted quality visits by Herefordshire Council had taken place at Ridgemoor and Southbank which had received positive feedback.
- 4.10 In response to a board members question regarding the risk around capacity, SW advised that work is progressing to build capacity at Hillside and Home First as a priority.
- 4.11 In relation to the implementation of the care system, SW confirmed that the aim is for a 3-month implementation plan to begin in January. Home First will be first to transfer to maximise the impact to service delivery at the earliest as the first modules to 'go live' will be scheduling, followed by care planning. SW added a decision on some grant funding was awaited, which could potentially impact the timeline.
- 4.12 The functions of the new care system were discussed which will allow better quality data to be provided with more oversight and governance. The scheduling module which is expected to go live in April after the implementation phase has functionalities for route planning, mileage, efficiencies and anticipated to work at 80% of capacity.
- 4.13 JI would like to see some key high level KPI data from a system perspective, to understand the objective and to think about the resources required to enable patients, particularly Home First, to be accepted on the same day and appropriate timescale can be met, and the quality and Reablement outcome is right. In response, AEC advised she had met with Herefordshire Council's commissioning team and recently agreed specific KPI data would be shared each week in respect of the D2A.
- 4.14 MA wanted to record the remarkable effort of the cleaners in response to an early warning to close 8 public toilets for 8 days in extraordinary circumstances, as they were able to reduce this down to 1 day of loss.

5. Strategic Vision and Three Year Planning

- 5.1 AEC gave an update on the development of the business plan taking account of the feedback received at the last board meeting. The plan is set over three years as opposed to five years as originally planned so that the plan remains relevant and achievable.
- 5.2 AEC outlined a proposal to create three sub-committees of the Board; Audit and Assurance Committee, People and Wellbeing Committee and Care Governance Board to enable matters to be discussed in more depth to support Hoople's strategic focus. The board were supportive of the proposal but suggested some thought is given to the membership.
- 5.3 In response to a question from a board member, AEC advised the business plan will be shared with stakeholders and staff to provide a greater understanding of Hoople operations and how their contributions link into the strategic objectives of the company.
- 5.4 DW asked whether digital should have a greater presence linked to the company's key opportunities of returning value to shareholders and customers with the potential for

automation. AEC stated that embedding automation should form part of routinely reviewing process changes or development to deliver efficiencies.

5.5 A draft business plan will be presented to the Board in January for consideration.

6. Property Purchase

6.1 The Project Manager and Facilities Manager for Legion Way was welcomed to the meeting and gave a presentation on the progress of the building since its purchase.

6.2 It was acknowledged that materials are being recycled where possible to create minimal waste and local companies were being procured for the work. The project is expected to deliver on budget.

6.3 The board noted the contents of the paper and no concerns were raised.

7. Forward Plan

7.1 No comments were received on the proposed forward plan.

7.2 The board noted the forward plan.

8. Any Other Business

➤ Communication and Announcements

8.1 It was agreed the Chair would write the annual Christmas message for staff to be shared.

Action: NT/KL

9. Date and Time of Next Meeting

9.1 24 January at 2.00pm, Nelson building