

Norse Group Board Q1 2024/25

Held on Thursday 14 August 2024



Attendees

Andy Wood	-	Chair, Non-Executive Director
Cllr Greg Peck	-	Non-Executive Director, Norfolk County Council
Craig Dearden-Phillips	-	Non-Executive Director, Norse Group Ltd
Brian McCarthy	-	Non-Executive Director, Norse Group Ltd
Lord Gary Porter	-	Non-Executive Director, Norse Group Ltd
Justin Galliford	-	CEO, Norse Group Ltd
Zoe Repman	-	CFO, Norse Group Ltd
Katie Marrison	-	Group HR Director, Norse Group Ltd

Also in attendance:

Stuart McWilliam	-	Group Solicitor, Norse Group Ltd
Nick Maddox	-	Group COO, Norse Group Ltd
Jon Phillips	-	Project One Programme Director
Joanne Baffoe	-	Project One
Cllr Karen Vincent	-	Chair NCC Companies Governance Panel
Harvey Bullen	-	Director of Financial Management, Norfolk County Council

1.0 Declarations of Interest

1.0 None to report.

2.0 Minutes of the previous meeting

2.1 The minutes of the Norse Group Board Meetings held on 16 May 2024 (Q4 2023/4) [REDACTED] reviewed and APPROVED.

2.2 **Actions from Previous meetings:**
The action log has been updated.

3.0 Matters Arising

3.1 Nothing to report.

4.0 Chief Executive Report

4.1 The report was taken as read. The following is noted:

- Residents are not affected by minor site works being undertaken in some of the care homes.
- In addition to the work being undertaken by Frank Knight, efficiencies in the care homes are being explored. [REDACTED]

- It is noted that negative press coverage is a risk.
- Nordeck: A project plan will be provided at the next interim Board meeting in September. ACTION.
- It is noted that Nordeck and Project One must be aligned.
- ISO certification is proceeding well; however, it is noted that accreditation puts pressure on SHEQ to remain compliant.
- Community care responsibilities are being directed toward NorseCare; however, it's noted that NorseCare is not a nursing provider and is resisting this shift.
- The language barrier of some employees within Care is being addressed.

The Board **AGREED** to note the report.

5.0 Finance Report

5.1 The report was taken as read; the following is noted:

- An N able deep dive, to explore scope for growth, should be conducted. **ACTION**
- District councils are not providing Purchase Order numbers for invoices which is delaying payments due to Norse. This is due to practicalities and procedures within the local authorities.
- Term Loan covenants: Barclays documentation is not in place, but funds have been received. Barclays are looking into this.
- The CFO stated that an agreement is necessary in case Barclays withdraws the overdraft arrangement. It was noted that PWC is uneasy without this documentation, which is essential for the year-end accounts.
- Educational trusts have financial pressures. The CFO is to provide an update at the next meeting on money owed from these **ACTION**

The Board **AGREED** to note the report.

6.0 Group Operations Summary

6.1 The report was taken as read. The following is noted:

- For NPS Growth companies, the initial loan, along with the interest on the loan and on held funds, is to be repaid [REDACTED]
- Negotiations for the catering contract are ongoing to ensure a direct award is secured before the October deadline for procurement regulation compliance.
- Newport Norse have yet to agree a 3-month extension with Newport Council.

6.2 The Board **AGREED** to note the report.

7.0 Shareholder Governance Report

7.1 The report was taken as read. It is noted that Oliver Wild's appointment will be presented to NCC. Norse Group Board have **APPROVED** the appointment.

7.2 The Board **AGREED** to note the report.

8.0 SHEQ Report

8.1 The report was taken as read. The following was noted:

- It was asked whether the Risk and Resilience model developed by SHEQ could be marketed and sold. While some development would be needed, it is possible.

8.2 The Board **AGREED** to note the report.

9.0 Strategic and Business Development

9.1 The report was taken as read. The following is noted:

- The graphs at the beginning of the report are hard to read and make it difficult to understand the information being presented.
- Narrative is required alongside the dashboards.
- The reports format will be updated for future Board meetings.
- More focus on business development is required in the report.
- Margin, profit, and cash needs to be included as focus, not just revenue, for the next report. **ACTION**.

9.2 The Board **AGREED** to note the report

10.0 People Report

10.1 The report was taken as read. The following is noted:

- Sickness report is to be changed so that it is in percentage order.
- Trend data is to be included to add more value. The HRD will ensure that going forward the reports are formatted as requested. **ACTION**

10.2 The Board **AGREED** to note the report

11.0 Communications Update

11.1 The report was taken as read.

11.2 The Board **AGREED** to note the report.

12.0 Legal and Governance Update

12.1 The report was taken as read.

12.2 The Board **AGREED** to note the report.

13.0 Project One Update

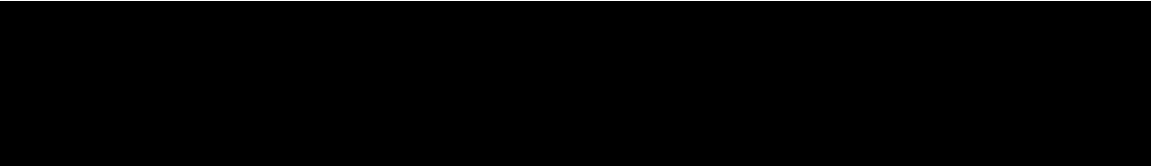
13.1 Jon Phillips, Project One Programme Director provided an update. The following is noted:


People XD

- the biggest challenge is Care; Issues have been raised with Access to put this element back on track; investigations remain ongoing.

D365:

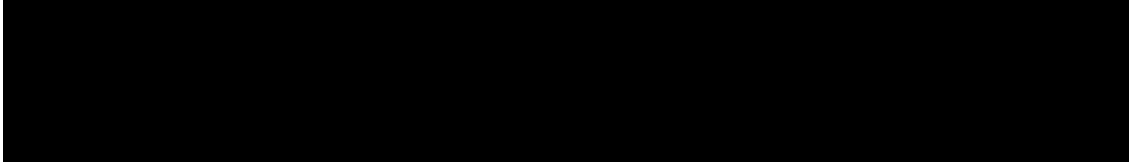
- Microsoft review of the project is positive.
- 80 feedback points to be reviewed.
- Policies are to be reviewed by the GCOO.
- Policy review has been completed by the CFO.
- Training videos have been produced.
- Overall RAG rating is Red due to Go Live date which is to be agreed. However overall, the position is positive.

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- There is a strong suggestion that Norse have not had the highest quality of service from HSO
 - Most objectives from Project One business case have been achieved.
 - Critical path planning is ongoing.
 - Go Live requirements were outlined by Joanne Baffoe.
 - The proposed Go Live date is either February 2025 or April 2025, with February being the preferred option. However, there is some concern about the proximity of the February Go-Live to the year end financial close. It is also noted that an April Go Live would be less complex for Project Norteck.



Advancing the go-live date to February 2025 would be

more cost effective. A decision regarding the timing of Project One's launch will need to be made in the coming months, pending further details on system readiness. An update will be provided at the next Board meeting in September 2024. It is noted that the Auditors will be interested in the possible deadline and cost extension.



- It is noted that there is a budget for D365 security testing

14.0 AOB

14.1 The following points were raised by the Chair:

- Finances are improving, however the pressure on borrowing persists.
- Valid banking documentation is critical. **ACTION** - CFO
- The NorseCare situation is improving with NCC and Norse working well together.
- The SHEQ report, whilst highlighting some concerns, it is seen as a positive that these issues can be brought to the Board's attention.
- The People report data is good.
- Communications engagement is good.
- Podcasts are going well.
- There is a sense of progress overall.

I declare that these are the agreed minutes.

Chairman:

A handwritten signature in black ink, appearing to be 'S. Wood'.

Date: 14.08.24