

Norse Group Board Q2 2024/25

Held on Wednesday 13 November 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
Harvey Bullen	- Director of Financial Management, Norfolk County Council
Elizabeth Mohr	
Clare Southall	

Apologies

Cllr Karen Vincent	- Chair NCC Companies Governance Panel
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1.0 Declarations of Interest

1.1 None to report.

2.0 Minutes of the previous meeting

2.1 The minutes of the Norse Group Board Meetings held on 14 August 2024 (Q1 24/25), [REDACTED] were reviewed and APPROVED.

2.2 Actions from Previous meetings:
The action log is updated. The following is noted:

Action #	Update
1	Discussions continue with NCC as to why some elements of the FM contract have been taken back in house. Greg Peck to arrange a meeting with CEO and Simon Hughes (NCC).
3	Business support costs will be included in the Finance reports. The CFO stated that a 'deep-dive' into business support costs would be beneficial, to be included in the budget discussions. ACTION CFO.
4	Development of the Governance handbook continues.

5 Board workplan under development.

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[REDACTED] A discussion is planned with Hethel Innovation to explore the possibility of integrating IAAN into their business space. Norse remains aware of the complex lease arrangements associated with IAAN

Harvey stated that he would investigate NCCs intent for the Care estate. The Chair and Board thanked HB for the work he is tirelessly doing.

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:

- The Board acknowledged the efforts involved in the successful and incident-free closure of three care homes. However, the closure of Lynden Court, scheduled for the winter months, may present a potential risk.
- It was suggested that NorseCare document the care home closures as a case study, showcasing the methods used. These practices could potentially be offered to other councils and organisations on a consultancy basis.
- HB provided an update on the Knight Frank report. A commissioning statement from Adult Services is expected.

- [REDACTED]
- Several FOI requests have been submitted by a member of the public regarding Norse. This individual has previously exhibited vexatious behaviour in their NCC related FOI requests and now appears to be focusing on the Norse Group.

The Board AGREED to note the report.

5.0 Finance Report

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

- Consulting should be developed and move from manual to knowledge-based consulting.

- Working capital credit management should be looked this should include the terms and conditions of larger suppliers and if they can be extended.
- The Group should consider optimising payments and terms and conditions within its contracts to benefit the Group's cash flow.

The Board AGREED to note the report.

6.0 Group Operations Summary

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

- The Board recognised and thanked Jo Huxtable for the work she has accomplished in NorseCare and managing the closure of the homes without incident.
- Pressure will be felt by the business with NI and national minimum wage increases – however the Group have the availability to pass on these costs through JV modelling.

6.2 The Board AGREED to note the report.

7.0 Shareholder Governance Report

7.1 The report was taken as read.

7.2 The Board AGREED to note the report.

8.0 SHEQ Report

8.1 The report was taken as read.

8.2 The Board AGREED to note the report.

9.0 Strategic and Business Development

9.1 The report was taken as read.

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:

- The issue with HMRC and Catering regarding the National Living Wage remains ongoing. It is acknowledged that this matter has been unresolved for a considerable period and is complex to address.

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:

- The PO team and HSO are under pressure to meet the deadlines required for UAT to begin on 2 December. It appears that HSO have omitted a component and therefore must be flexible in its approach to build change requests.
- 3 identified bugs in the system are being investigated.
- MIC and Ap process is being reviewed before going to UAT.
- 69% pass rate on 469 tests executed.
- Bespoke change requests have been rejected.
- Despite extensive testing, payroll remains amber. A particular area of concern is Highways.

14.0 AOB

14.1 The following points were raised by the Chair:

- The evolving political landscape, both nationally and globally, is affecting our customers through rising costs and increased National Insurance contributions.
- The upcoming Board review will address key areas, including building strong foundations, assessing risks, and establishing a robust framework.

I declare that these are the agreed minutes.

Chairman:



Date: 13 February 2025

DRAFT