Norse Group Board Q1 2025/26
Held on Thursday 21 August 2025

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
Lord Gary Porter	-	Non-Executive Director, Norse Group Ltd
Brian McCarthy	-	Non-Executive Director, Norse Group Ltd
Justin Galliford	-	CEO, Norse Group Ltd
Zoe Repman	-	CFO, Norse Group Ltd

Also in attendance:

Nick Maddox	-	Group COO, Norse Group Ltd
Paul Pawa	-	Group Strategic Development Director, Norse Group
Jon Phillips	-	Project One Programme Director
Harvey Bullen	-	Director of Financial Management, Norfolk County Council

Apologies

Katie Marrison	-	Group HR Director, Norse Group Ltd
Stuart McWilliam	-	Group Solicitor, Norse Group Ltd

1.0 Declarations of Interest

1.1 None to report.

2.0 Health & Safety

2.1
- Future Board packs will include a one-page report summarising Health and Safety statistics.

3.0 Finance Report

The CFO provided an update and the following was noted:
- Concerns were raised regarding debtors, warranting further discussion; however, an improvement in net debtors was acknowledged.

[redacted]

[redacted]

- A mitigation plan has been incorporated within the published Budget.

[redacted]

- Improvements in private revenue and labour savings should continue within NorseCare.
- As a result of Project One, benefits in time and rostering are being seen

[redacted]

- A commercial model, regarding overall labour costs is being looked at.
- The Chair recognised and thanked [redacted] the Director of Care for the work she is undertaking within NorseCare.

[redacted]

- Future quarterly finance board papers should include cash forecasting. This will also benefit covenant calculations. ACTION

[redacted]

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

4.0 **Project One Update**

4.1 Jon Phillips provided an update. The following was noted:

- There are no concerns regarding the 'go-live' date in October.
- The issue that delayed the project roll out in July has been resolved.
- The incident management team have processes for Project One.
- Pre and post audit checks are to be conducted.
- Project One will remain on the Board agenda post implementation.
- The Project One team are optimistic regarding implementation.

The Board AGREED to note the update.

5.0 **NorseCare**

5.1 The following was noted:

- Operationally NorseCare is running well, with cost reductions that are not detrimental to NorseCare.
- A non-compliant bid for HWC will be submitted. The Chair declared a conflict of interest, as he has an interest in 'My Care' through one of the health trusts he is involved with.
- [redacted] contact the CEO with details of a legionella testing company.

The Board AGREED to note the report

6.0 **Executive Reports**

6.1 CEO Report:

- The CEO confirmed that LGR discussions with NCC have not taken place.
- A set of financials, relating to Calderdale will be submitted to the Board for approval. This will then be sent to NCC Cabinet. The executive was reminded that there should be sufficient lead time on submission of Cabinet papers.
- The Board were updated on the possible joint venture with Wiltshire. It is noted that HMRC corporation tax implications have been included within the process and proposal.

6.2 [redacted]

6.2 Shareholder Governance:

- The Group Solicitor is to provide an update on Director training and when this will take place. ACTION

6.4 SHEQ:

- The report was noted.

6.5 Business and Strategic Development:

- The pipeline is strong.
- It was recommended that the Group look into PFI contracts, that are in the public domain, so that Norse can market opportunities against the PFIs listed.

6.6 People:

- The report was noted.

6.7 Corporate Communications:

- The report was noted.

6.8 Legal and Governance:

- Discussions continue with NCC regarding Project Nortek.
- Director changes proposed are all **APPROVED**.

7.0 Board Committee Reports

7.1 The Chair of the Audit Committee provided an update. The following was noted:

- The process of selecting a new auditor has taken place with three companies being considered, PWC, GT and BDO.
- GT is currently the preferred provider.
- The Chair of the Audit committee thanked Lloyd Craske for his excellent work throughout the procurement process.

8.0 Review of Board Minutes:

8.1
- Q4 2024/2025 29 May 2025 the Minutes were reviewed and APPROVED.

[redacted]

8.2 The Action log was reviewed and updated.

9.0 AOB

The executive received commendation for overseeing the successful closure of the care homes and mitigating potential political risks

I declare that these are the agreed minutes.

Chairman:
Date: