

**Cabinet Sub Committee**  
**(Medway Norse Ltd Shareholder Board)**

**4 March 2025**

**Progress Update – Business Plan & KPIs**  
**2023 - 2028**

**Appendix 1**

Portfolio Holder: Councillor Simon Curry, Portfolio Holder for Climate Change and Strategic Regeneration

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**Summary**

This contains the update from Medway Norse against Business Plan activities by the company, previously marked to follow in the covering report.

1. Group Strategic Actions (based on last business plan agreed with Medway Council)
  - 1.1. L34 Contracts position for Waste/Graffiti and HWRC, are all currently in place but without the presence of the main Medway Norse overarching contract. HWRC is in new form and also SEND both are signed. (overall remains a Risk item)
  - 1.2. L47 Limited activity over and awaiting combined plans from Norse Group and Medway Council to drive agenda and reduce risks. New RCV's are being supplied and helping reduce carbon footprint of waste service, but a long way to go, it remains on the risk register.
  - 1.3. L67 Supply of excellent new RCV fleet has taken place and will be completed by June 2025 Medway Council investment of £12m plus will remove this risk at HGV level but will remain an issue with aged fleet across all Medway Service areas currently unable to move forward with investment until contractual positions resolved.
2. Group Strategic Actions (based on last business plan agreed with Medway Council)
  - 2.1. During the year a number of strategic actions will continue to be progressed as part of the Group's Foundational Strategy, of which Medway Norse will adhere and follow where applicable. These include:
    - The ongoing implementation of the Norse Group People Strategy: keeping our staff at the heart of our business ensuring sound recruitment and retention.

At group level over the last 12 months new in touch systems have been rolled out to all employees in Medway. These include “PeopleXD” HR system/”Learning and Development App” accessible training app.

- The ongoing strategic review of our Group values, culture and brand: engaging staff across the Group at all levels to devise a brand built upon a values-based culture in support of our aim ‘Improving People’s Lives’.

Complete rebranding completed, Medway Norse however did not rebrand as the established brand in Medway is intertwined with Medway Council (all partnerships have remained with original branding). An increased focus on getting Norse Brand on various networks has taken place. Just Galliford has considerably pushed the group profile with multiple events and podcasts.

- Enhancing the Group’s ESG strategy, with a particular focus on a plan towards ‘Net Zero’: devising and implementing our outline strategy towards Net Zero in 2050.

Internal central function established and strategy built, early 2025 has seen the first communications coming out into the market and expect the profile to increase over the coming months here in Medway also.

- Developing an accommodation strategy for our head office: ensuring we can provide a workplace fit for modern working styles.

Complete rebrand and creation of a modern fit for purpose office block in Norwich opened in 2024, accessible and becoming a centre of excellence for Group and clients.

- Improving our core back-office systems: replacing both our finance and HR systems

Whilst implementing the systems mentioned in point 1 for staff, the real benefit is the one stop place to HR management and wellbeing all being on People XD. The finance system development is in Microsoft Dynamics and whilst ground work is nearly complete the transfer into system use is looking to be mid-2025.

- Reorganising Norse Consulting Group: moving to a consultancy-based business with modern solutions for property sector challenges.

Structure at SMT level has been established and remains a drive.

- Enhancing our Group Sales function: developing our longer-term ‘go-to-market’ strategy utilising the resources and capabilities of the entire Norse Group.

Very active in the communication and building of sustainable pipelines, Paul Pawa is leading and extremely active pushing the brand.

- Reorganising Norse Care: devising our business model to meet emerging changes to the care market over the next decade.

Remains a challenge and whilst activities going on, not impacting Medway Norse so not fully aware.

- Evolving our Governance to support business change: ensuring oversight, scrutiny and support as the Group delivers the Foundational Strategy.

IMS system managed through SHEQ group function with external audits carried out frequently, Medway Norse has been used twice over the last year to bench mark the group conformance with full audits being carried out. The results on each occasion have confirmed accreditation. Compliments for the operation and continued improvement approach of Medway Norse is within the group reports.

#### Lead officer contact

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