

Record of Cabinet Sub Committee (Medway Norse Ltd Shareholder Board) decisions

Thursday, 5 June 2025

6.08pm to 7.05pm

Date of publication: 9 June 2025

**The record of decisions is subject to approval at the next meeting of the Cabinet
Sub Committee**

Present:	Councillor Simon Curry (Chairperson)	Portfolio Holder for Climate Change and Strategic Regeneration
	Councillor Zoë Van Dyke	Portfolio Holder for Business Management

Substitute	Councillor Alex Paterson	Portfolio Holder for Community Safety, Highways and Enforcement
-------------------	--------------------------	--

In Attendance: Adam Bryan, Director of Place - as the Council appointed Chairperson of Medway Norse Ltd Board of Directors
Ruth Du-Lieu, Assistant Director, Front Line Services and Deputy Director of Place
Vanessa Etheridge, Democratic Services Officer
Andrew Mann, Partnership Director, Medway Norse Ltd
Phil Watts, Chief Operating Officer

Appointment of Chairperson 2025/26

The Sub Committee noted that the Leader of the Council had appointed Councillor Curry as Chairperson.

Apologies for absence

An apology for absence was received from Councillor Gurung.

Record of decisions

The record of the meeting held on 4 March 2025 was agreed by the Sub Committee and signed by the Chairperson as correct.

Declarations of disclosable pecuniary Interests and other significant Interests

Disclosable pecuniary interests

There were none.

Other significant interests (OSIs)

There were none.

Other interests

There were none.

Revised Internal Governance Arrangements

Background:

The report provided details of proposed revised internal governance arrangements following a review of the effectiveness of the governance and to reflect changes that had occurred with the Joint Venture with the Norse Group (Medway Norse) which was wholly owned by Norfolk County Council.

The Chairperson welcomed the work being carried out to ensure more effective governance and drew attention to paragraph 4.12 of the report.

The Partnership Director, Medway Norse Ltd expressed concern with bi-monthly meetings, preferring the Client Liaison Board to meet quarterly in parallel with the Medway Norse Board and Cabinet Sub Committee meetings, as it would create operational challenges as well as report duplication. It was noted that the Cabinet Sub Committee meetings for the forthcoming year had already been set up to align with the Medway Norse Board meeting dates for reporting purposes. The Chairperson explained that the request for bi-monthly meetings was to ensure more effective monitoring and dialogue. It was suggested that the Client Liaison Board could meet at least quarterly, with an ambition to meet bimonthly. It was further suggested that it could meet as quarterly, with two additional Client Liaison Board meetings scheduled at specific times of the year to address particular service delivery issues. As a compromise it was suggested holding the Client Liaison Board and Medway Norse Board meetings on the same day where possible to improve efficiency and communication.

The Partnership Director, Medway Norse Ltd emphasised that Medway Norse Ltd as a company was more than frontline services.

Cabinet Sub Committee (Medway Norse Ltd Shareholder Board), 5 June 2025

It was suggested that Norse Commercial Services (NCS) representatives should attend the Cabinet Sub Committee as a shareholder board meeting to ensure full shareholder representation. It was noted that if this involved a change to the Sub Committee's terms of reference this would be a reserved matter for Cabinet.

There was lengthy discussion on the fundamental purpose and role of the proposed Client Liaison Board, it was apparent that the proposals did not go far enough to clarify the distinct nature of the various roles of the Boards and Sub Committee, and this was therefore still causing some confusion. It was clear that more work needed to be carried out on ensuring that an effective, transparent and readily understandable governance structure was in place.

The Chairperson asked for feedback on the internal governance diagram (Appendix 1 to the report). There was satisfaction with the general structure, but it was noted that minor adjustments would be required to reflect any agreed changes.

Decision number: ***Decision:***

The Sub Committee concluded that whilst progress had been made, further work was required to finalise the governance arrangements.

Reasons:

The importance of transparency, collaboration, and shared understanding is required to ensure effective governance arrangements.

Quarterly Progress on Joint Venture

Background:

The report provided an update on progress, performance, risk, budget and contract status relating to the operation of the joint venture with the Norse Group, between March 2025 and May 2025. The Sub Committee considered the Medway Norse Performance Update, the Medway Norse Financial Report and the Medway Norse Risk Register.

The Partnership Director, Medway Norse Ltd, advised that this information was all readily available but it would be helpful to understand whether these were the Key Performance Indicators the Sub Committee expected to see. It was noted that this could be refined once the governance arrangements were clarified.

The Sub Committee took the opportunity to ask questions of clarification on the reports provided.

The risk register was discussed, with the distinction between shareholder-level risks and operational risks discussed. It was agreed that risk reporting could be more tailored to the relevant meeting's focus.

Cabinet Sub Committee (Medway Norse Ltd Shareholder Board), 5 June 2025

The opportunity was taken to raise an issue about waste collection in communal housing areas, it was agreed that a waste improvement plan would be key in addressing such issues and it was agreed that Councillor Paterson and Councillor Curry could speak outside of the meeting. A suggestion was also made around parking and café revenue at Riverside and exploring possible incentives such as linking parking charges with café usage.

Decision number: ***Decision:***

The Sub Committee noted the contents of the report.

The Sub Committee noted that the business plan for 2025/26 would not now be progressed, and that a business plan would be developed to take effect for 2026 to 2030.

Reasons:

The Sub Committee is requested to consider the recommendations above and note, no action required unless they wish to provide direction on any aspects.

.....
Chairperson

.....
Date

Vanessa Etheridge - Democratic Services Officer

Telephone: 01634 332115

Email: democratic.services@medway.gov.uk