

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

Tuesday, 7 October 2025

6.07pm to 7.15pm

Date of publication: 10 October 2025

**Subject to call-in these decisions will be effective from 20 October
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 Nina Gurung	Portfolio Holder for Heritage, Culture and Leisure
Councillor Zoë Van Dyke	Portfolio Holder for Business Management

In Attendance: Stephanie Davis, Democratic Services Officer
Ruth Du-Lieu, Assistant Director, Front Line Services and Deputy
Director of Place
Andrew Mann, Partnership Director, Medway Norse Ltd

Apologies for absence

There were none.

Record of decisions

The record of the meeting held on 11 August 2025 was agreed by the Sub-Committee and signed by the Chairperson as correct.

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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.

Exclusion of press and public

The Committee agreed that the press and public be excluded from the meeting during the consideration of the exempt material relating to agenda item 4 under section 100A (4) of the Local Government Act 1972 and the wider discussion held under agenda item 4, because consideration of these matters in public would disclose exempt information as defined by Schedule 12A, paragraph 3 - Information relating to financial or business affairs of any particular person (including the authority holding that information), the Committee considered that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

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 July 2025 and September 2025. The Sub Committee considered the Medway Norse Performance Update, the Medway Norse Financial Report and the Medway Norse Risk Register.

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

The Chairperson proposed an additional recommendation to formally recognise the Medway Norse Improvement programme.

The Sub Committee discussed the KPI's in the report and the Partnership Director, Medway Norse clarified that some of the KPI's referred to were not Council KPI's but internal Norse targets to ensure that staff remained committed to and focused on the partnership with the Council.

There was a lengthy discussion on the improvement joint venture programme of works which was now being managed through the programme management office

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with different projects in progress. Further details would be reported back to the Sub Committee, including the impact to the Council and the Business Plan.

The Sub Committee discussed the launch of the Client Liaison Board, which would focus on services and how they were run as well as the business element. It was agreed that the Council would need to be clear on the level of detailed it required to be presented with at Board meetings.

The Sub Committee discussed the business plan and agreed that the timeline previously agreed for production of the business plan was too tight and it was agreed to vary the timeline. It was proposed that a scope business plan which would include Local Government Reorganisation and Facilities Management variations, implications and future changes would be produced by December 2025. A final draft business plan to be published by April 2026.

The Sub Committee discussed ways of formal recognition of the exceptional work undertaken by the staff of the Household Waste and Recycling Centre.

The Sub Committee extended its appreciation to the sponsors of the Medway Business Awards for their continued support and contribution to the event's success.

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 a business plan would be developed to take effect from 2026 to 2030, by December 2025.

5/2025 The Cabinet Sub Committee approved the nomination of the Director of People (as Chair) and the Chief Information Officer as the Council appointees to the MN Board of Directors.

6/2025 The Cabinet Sub Committee agreed that the Medway Norse Improvement programme be known as the Joint Venture Strategic Review Programme.

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.

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Committee Chairperson

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Date

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2025**

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