



Chief Operating Officer Recruitment Pack

Chief Executive Officer - Introduction

A Message from Justin Galliford, Chief Executive Officer

The role of Chief Operating Officer is one of the most pivotal within Norse Group. It sits at the centre of our organisation; ensuring operations run smoothly from day-to-day, that the strategy is translated into tangible results and that our values are embedded in every decision and action.

The COO works closely with the Senior Management Team and I to set and drive our vision, oversee all operational functions, and deliver the performance needed for sustainable growth. They lead on operational planning and improvement, ensure workplace safety remains a consistent focus, manage resources and budgets with accountability, and provide the insights that shape strategic decision-making. This is a role that also carries significant outward responsibility, building trusted relationships with clients, partners and stakeholders, as well as representing Norse Group at the highest levels.

What I see in the COO role is the need for a leader who combines operational discipline with people-centred leadership. It requires someone who can unite colleagues around our shared purpose, drive continuous improvement, and champion innovation without losing sight of quality and values. The COO models our culture in visible and meaningful ways, ensuring that our values are lived, not just spoken.

For an exceptional leader, this is a rare opportunity to make a real impact. The COO is critical to our continued success, providing the operational strength, financial accountability and cultural leadership that will shape the future of Norse Group.

Role Details

Title: Chief Operating Officer

Reporting to: Chief Executive Officer

Contract: Permanent, Full-time

Location: Unity Place, Norwich - National travel required

Salary & Benefits Package: TBD

Application & Recruitment Process

Advertising

We will be accepting **internal only** applications from **10th October** with an expected closing date of **31st October**.

We reserve the right to close this vacancy early, should we receive a sufficient number and level of applicants. Following the closing date, all applications received will be reviewed and we will aim to shortlist and contact applicants within two weeks.

It is required that all candidates submit a supporting statement with their application. You can add this in when submitting your application via XD, alternatively, you can email this as a separate document to recruitment@norsegroup.co.uk where this will then be attached to your application.

Interview Process

First Stage:

Panel Interviews

Second Stage:

Final shortlisted candidates will undertake a 30-minute call with existing customers of Norse.

Final Stage

Board Approval

Job Description

The Role:

The COO is responsible for designing and delivering Norse Group strategy, as well as for directing and controlling all organisational operations to ensure that Group goals and objectives are met.

We are seeking an exceptional Chief Operating Officer to join our leadership team and drive operational performance across the organisation. This is a pivotal role for a strategic leader who can balance operational rigor with a genuine commitment to developing our people and embedding our organisational values into everything we do.

As COO, you will be responsible for the day-to-day operations of Norse Group, ensuring efficiency, quality, sustainable growth to ensure that Group goals and objectives are met whilst championing a culture where our values are lived, not just stated.

The post holder is tasked with primary leadership of Norse Group businesses, including being involved in the negotiation/acquisition of new business and/or projects.

Main Responsibilities:

- Collaborate with the CEO in setting and driving organisational vision and operational strategy.
- Oversee all operational functions across Norse Group, ensuring alignment with strategic objectives and delivery of key performance indicators.
- Drive operational excellence through continuous improvement, innovation, and best practice implementation.
- Develop and implement operational strategies that support business growth while maintaining our commitment to quality and values.
- Manage operational budgets, resources, and risk across the organisation.
- Work closely with the CFO to ensure robust financial planning, forecasting, and reporting processes.
- Establish and monitor financial KPIs and performance metrics, implementing corrective actions when targets are at risk.
- Drive a culture of financial accountability throughout operational teams, ensuring all managers understand their financial responsibilities.
- Identify and implement cost optimization initiatives that improve efficiency without compromising quality or values.
- Serve as a guardian and champion of Norse Group's organisational values, ensuring they are embedded in all operational processes, decisions, and behaviours.

- Model our values in visible and meaningful ways, setting the standard for leadership across the organisation.
- Ensure our values inform how we work with customers, partners, and stakeholders.
- Build and lead high-performing teams across operational functions, fostering a culture of collaboration, accountability, and continuous learning.
- Drive employee engagement initiatives that strengthen connection to our purpose and values.
- Work closely with the CEO and executive team to translate business strategy into operational reality.
- Provide operational insights that inform strategic decision-making and business planning.
- Build strong cross-functional working that break down silos and drive organisational effectiveness.
- Maintain and build trusted relationships with key customers, clients, partners, and stakeholders.
- Attend Senior Team Group meetings and Norse Group Board meetings being an active contributor to and shaper of the future strategic direction and growth of the Group more widely.
- Lead on company acquisitions, as required.
- Represent the organisation at corporate events and deputise for other Directors as required.

Person Specification – Essential Criteria

Qualifications/ Knowledge/Training:

- Degree educated (business or similar), and / or equivalent professional management qualifications and training.
- Knowledge of the powers and duties of local government of services provided by joint venture companies.

Experience:

- Extensive strategic management experience at a senior level, including senior commercial and financial responsibility and strategic business planning.
- Extensive experience of performance evaluation techniques and key metrics with an outstanding knowledge of data analysis, reporting and budgeting.

Skills/Abilities:

- Excellent communication and influencing skills, in particular the ability to distil complex ideas into clear reports and compelling presentations.
- Natural coach and mentor who invests in others' growth and creates environments where people thrive.
- Excellent quality of judgement, an understanding of 'what's important' and the ability to facilitate key decisions quickly and clearly.
- Ability to trade risks and benefits to achieve effective outcomes.
- Ability to 'make things happen' in an uncertain and increasingly complex world.
- Able to demonstrate a high level of political and business awareness, including dealing with information with a high degree of confidentiality.

- Sound judgement and the flexibility of thought and approach to produce effective results in a matrix environment.
- Familiarity of financial planning and establishing and monitoring KPIs at a senior level.
- An inspirational leader with the ability to lead and motivate a number of multi-disciplined teams, promoting personal development and employee well-being whilst maintaining a high performing culture.
- Authentic, values-driven leader who leads by example and inspires others through genuine commitment to organizational values.
- Emotional intelligence and the ability to connect with people at all levels of the organisation.
- Strategic thinker with strong execution capabilities – able to see the big picture while ensuring the details are right.
- Able to demonstrate a high level of political and business awareness.
- Detailed understanding of wider industry developments and the ability to respond effectively to changes in customer needs, competitor strategy and regulatory requirements.
- Ability to remain confident and assured in difficult circumstances, proven resilience and stamina to sustain performance when under continuous pressure.
- Operationally proficient with evidence of ability to manage substantial budgets and complex processes involving multiple stakeholders.
- Full, Clean, UK Driving Licence – National travel required.

Our Values

We care completely

We are real people who look after each other. We champion diversity, offer a helping hand to those who need it, and build trusted partnerships through empathy.

We collaborate proactively

We create environments where ideas and knowledge are shared, and voices are heard. We spot opportunities and solve problems before they occur.

We act with integrity

Even in challenging circumstances, we do what we believe is right for our communities, people, and partners.

We pursue better

We all are empowered to find solutions that benefit our customers, communities and colleagues – using initiative and ingenuity to create a better way.

We make it happen

We act with expertise, specialism and pragmatism every step of the way. We get the job done.