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**Date/Time**

Friday 25<sup>th</sup> October 2019  
13:00 – 16:35

**Venue:**

Advance Northumberland, Wansbeck  
Workspace, Rotary Parkway, Ashington,  
Northumberland, NE63 8QZ

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**In attendance:**

Richard Wearmouth  
Jeff Reid  
Malcolm Robinson  
Christine Dunbar  
Chris Sayers

Advance Northumberland Chairman  
Leader of Liberal Democrat Group

Chair of Board of Governors, Northumbria  
University

John Woodman

**Present:**

Ken Dunbar  
Colin Dickson

Advance Northumberland Managing Director  
Advance Northumberland Chief Finance  
Officer

Pat Walker

Advance Northumberland Governance &  
Performance Manager

Daljit Lally

NCC Chief Executive

Alison Elsdon

NCC Service Director Finance

Kim Grant (Minutes)

Advance Northumberland Personal Assistant

**Part:**

Pam Robertson  
Michael Black

Advance Northumberland HR Manager  
Advance Northumberland Director of  
Investments & Economic Growth

**Apologies:**

Peter Jackson  
Susan Dungworth

Leader NCC

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**1.0 Welcome and Introductions**

1.1 The Chairman welcomed the attendees and declared the meeting quorate.

**2.0 Apologies for Absence**

2.1 The Chairman reported that there had been apologies for absence from Peter Jackson and Susan Dungworth.

**3.0 Declarations of Interest**

3.1 NCC Service Director Finance declared her interest as the Council's s151 officer responsible for the Council's financial decision making.

3.2 Acknowledging this declaration, the Chairman changed the order of business from the circulated Agenda to enable the NCC Service Director Finance to leave the meeting before the Board discussed matters which may give rise to a conflict with the s151 officer role.

3.3 There were no other declarations of interest.

**4.0 Minutes of Previous Meetings**

4.1 The minutes of the previous meeting held on the 27<sup>th</sup> September 2019 were **REVIEWED** and **AGREED** as an accurate record of proceedings, subject to the following amendment;

- 10.1.20 – personal liability action to be recorded against Managing Director
- 10.1.26 – should read NECA rather than NCC

4.2 The Chairman of the Advance Northumberland Audit Committee, J Woodman, informed Board that at the Audit Committee meeting held on 15<sup>th</sup> October 2019 the review of the Audit by Ernst Young had gone smoothly [REDACTED] Issues raised in previous internal reports had been reviewed with progress seen in those areas. The meeting had ended with a private meeting with the Auditors without the Advance Executive team present and an agreement was reached to hold an Audit Committee meeting 4 times a year with the external auditor present.

**5.0 Matters Arising**

5.1 The Managing Director confirmed that it was the view of the Board that there was no personal liability for Directors. The NCC Chief Executive stated that there was no personal liability unless there was negligence on behalf of the Director. J Woodman commented that the circumstances were that it would

be unlikely that Directors would be negligent and felt it was important to clarify for the record.

- 5.2 The Managing Director confirmed that, following a sensitivity analysis, the Advance Northumberland loans rate for future loans would be impacted by the PWLB loans rate which had increased.

**6.0 Ratification of Board Decisions Made Electronically**

- 6.1 The following electronic decision was ratified by Board;

- [REDACTED]
- Corporate Policies;
  - Customer Feedback
  - International Travel
  - Keeping Customers Safe
  - Procurement
- NEP1 Tripartite Agreement

- [REDACTED]
- [REDACTED]

- 6.2 John Woodman commented that he had not had sight of all the legal correspondence in relation to the Tripartite Agreement, with the original legal advice being available but not the feedback from NCC.

- 6.3 John Woodman questioned whether the Board should follow through on whether Advance Northumberland would receive some form of remuneration for doing what was requested by the Shareholder and meeting one of its objectives.

- 6.4 The NCC Chief Executive stated that this would not be possible as the company had signed up to it and Advance had the choice as to whether or not to undertake these projects.

**7.0 Performance Updates**

**7.1 Finance Update**

- 7.1.1 The Chief Finance Officer presented the report and gave the Board an update of the current position and key risks;

**Company (Advance Northumberland)**

- [REDACTED]
- [REDACTED]

[Redacted]

Group (Consolidated)

[Redacted]

[Redacted]

[Redacted]

7.1.2

[Redacted]

7.1.3

[Redacted]

7.1.4

[Redacted]

7.1.5

**The Board:**

7.1.6

- **NOTED** the contents of the report.

7.2

### **Human Resources**

7.2.1

The HR Manager presented the report to update the Board on current HR activities.

7.2.2

The HR Manager stated that the current headcount within Advance Northumberland at 30th September 2019 was 123 and labour turnover for the period 2019/20 was 14.5% (18 voluntary leavers – annualised data).

7.2.3

The HR Manager confirmed that the sickness absence rate for the period ending 30<sup>th</sup> August 2019 was; short term 15 days, long term 81 days (of which 71 were attributable to accidents at work) which equated to an average of 3.5% of working time. The mean number of day's absence was 0.71 per person. There were 3 people who were classed as being on long term sickness – these were all related to accidents at work. All of were being managed with occupational health support. There had been one incident of compassionate leave.

7.2.4

The HR Manager stated that recruitment was ongoing with 12 live vacancies, 2 vacancies awaiting approval and 8 posts currently under offer.

7.2.5

The HR Manager confirmed that completion rates for mandatory training on the NCC portal were being monitored and at the end of September 2019 were 93.95%. This figure had improved on previous months, however there would be fluctuations as the anniversary date has been reached and there are two areas which require annual renewal – GDPR and Fire Safety. Response rates were being monitored and progress chased.

7.2.6

The HR Manager confirmed that Advance Northumberland was progressing with plans for Continuing Excellence as part of the Company's on-going commitment to the Better Health at Work award. Advance Northumberland had now received formal accreditation of "Continuing Best Practice" status.

7.2.7

The HR Manager informed Board that Advance Northumberland's programme of management training sessions was ongoing with a focus on the following areas;

- Managing Investigations
- Managing Hearings
- Advance Northumberland HR Policies

Twelve managers had successfully completed Health & Safety training delivered by Carneys.

7.2.8

The HR Manager stated that, in relation to other training activities, the focus had been on health and safety training, particularly within Ascent Homes and Estates, to ensure there was reduced risk to the business. Each person had a health and safety training needs analysis, which was role specific. Significant elements of this training had been delivered by the health and safety manager, however it was expected that the training would now need to be outsourced. A programme would be drawn up with the relevant manager on a priority basis. These areas would include;

- Asbestos Awareness refresher training
- Working at Heights
- Spill containment
- Pasma Mobile Tower usage
- Scaffold Awareness
- CSCS Cards

Seven people were currently undertaking career pathways with three more awaiting approval.

There were currently 3 apprentices within the group studying AAT, Team Leading and IT Practitioner. The HR Advisor is undertaking her CIPD Level 5.

7.2.9

The HR Manager stated that two Open Space Learning events had been held, looking at the following areas;

- Making Advance a great place to work
- Customer Service

Feedback on these first two sessions was given to the Senior Leadership Team and linked where possible to the outcome of the staff survey and feedback from the employee forum. The first stagewas a revamp and review of the reward and recognition policy. This was linked to values and was about saying thank you to colleagues rather than financial recompense. This was currently with the Managing Director/Senior Leadership Team for discussion.

A third Open Space learning event had been identified – Learning from Failure – and this would be scheduled before the end of the calendar year.

7.2.10

The HR Manager confirmed that a Pensions proposal had been put forward to the Remuneration Committee to introduce compulsory employee contributions for all new staff employed from 1<sup>st</sup> January 2020. Further Pension surgeries are planned to encourage existing members to contribute

and Advance Northumberland are considering incentivising this for existing members, subject to full costing.

7.2.11 The HR Manager stated that all other benefits are under review to ensure effective usage and value for money, with consideration given to a more flexible benefits platform.

7.2.12 The HR Manager confirmed that Advance Northumberland would be adopting NCC HR policies, as appropriate. The following policies had been submitted to Board for approval this month;

- Learning and Development
- Equality and Diversity in Employment

Some amendments were being made to the Absence Management Policy, incorporating some of NCC's Health & Wellbeing Policy e.g. our approach to absence due to IVF treatment and cosmetic surgery. However, as the full policy has significant elements relating to the LGPS pension scheme which we do not offer, we would not be adopting the whole policy.

The HR Manager confirmed that this concluded the process of adopting NCC policies. Advance Northumberland would now review as appropriate, ensuring fitness for business and legal compliance.

7.2.13 The HR Manager confirmed that the performance management cycle was April to March. Mid year reviews were due to be completed in October. Training had been delivered to managers to ensure effective use of the system.

**The Board:**

7.2.14 • **NOTED** the contents of the report.

7.3 **H&S Data Report**

7.3.1 The Managing Director presented the Health & Safety update report and the dashboard which gave an update on current Health & Safety (H&S) issues confirming that there had been no Riddor reportable accidents within the period.

7.3.2 The Managing Director stated that the Health & Safety Manager continued to promote a positive safety culture throughout the business. Site audits and inspections continued within Ascent Homes sites and Business Development areas. The site visits continued to show evidence of high standards and best practice. Any issues of areas of weakness were rectified immediately or were escalated to a Director. Additional support on health and safety queries were also delivered when requested.

- 7.3.3 The Managing Director confirmed that an incident involving a tele-handler on the Ellington construction site had resulted in a no injury accident but there had been minor damage to the wing of a contractors van. Discussions were held with the driver of the tele-handler and he had also received a reactive drug and alcohol test which had negative results.
- 7.3.4 The Managing Director stated that one contractor had been issued with a yellow card for not wearing a hard hat whilst working inside a property. The contractor was re-inducted and a toolbox talk was delivered.
- 7.3.5 The Managing Director confirmed that hand arm vibration measurement had been re-initiated with the grounds maintenance team with 32 samples taken. There were no adverse results.
- 7.3.6 The Managing Director stated that the Homes division continued to focus on the critical safety matters; CP12s and EICR. Access to property remained an issue although a strategy had been put in place to manage the situation.
- 7.3.7 The Managing Director informed Board that he had accompanied the Health & Safety Manager on an unannounced Safety inspection on the Ellington project, Wayside Point. Any matters identified on site were generally of a minor nature, however in an isolated location scaffolding hadn't been tagged in accordance with the prescribed schedule. Though there were no site staff working at the location at the time of inspection, this would be regarded as a red risk due to the safety implications of working at height. This was dealt with immediately by the Assistant Site Manager.
- 7.3.8 The Managing Director reminded Board that a large number of policies had been updated and reviewed over the last few months with the following presented to the October Board;
- Work Equipment
  - Control of Contractors
  - Manual Handling
  - Electricity
  - Gas
- 7.3.9 The NCC Chief Executive commented that there needed to be an in-depth assessment of Health Surveillance to ensure that each area of the business had been appropriately assessed. The Chairman confirmed that the Company would work with NCC to ensure that this was closed out and a report would be brought back to a future Board meeting.
- 7.3.10 The Managing Director confirmed that NCC's Health & Safety Manager, who was dedicated to Advance Northumberland, would attend the Board meeting periodically.

**The Board:**

- 7.3.11 • **NOTED** the contents of the report.



7.4 **Corporate Performance**

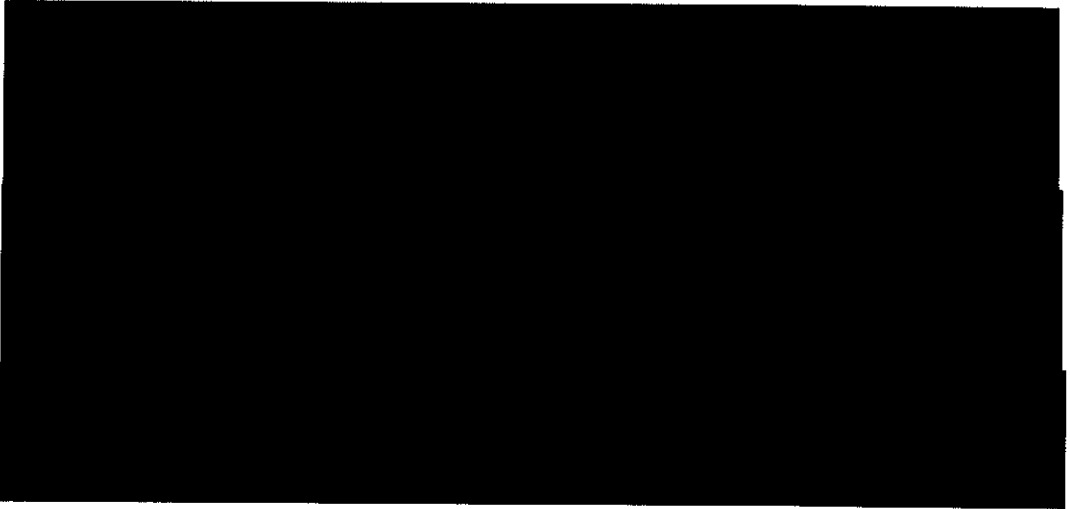
7.4.1 The Managing Director presented the Corporate Performance Executive Summary.

7.4.2 The Managing Director stated that the Marketing spend had been significantly reduced over the last year and this would need to be increased in order to promote key sites.

7.4.3

7.4.4

7.4.5



**The Board:**

7.4.6 

- **NOTED** the contents of the report.

7.5 **Social Media Metrics**

7.5.1 The Managing Director presented the Company's Social Media Metrics

7.5.2 There had been a significant shift in marketing approach with much greater focus on social media which is more efficient and effective in reaching our target markets. This being the first report of its type, it is intended to provide a quarterly marketing & PR impact reports.

**The Board:**

7.5.3 

- **NOTED** the contents of the report.

8.0 **Policies for Approval**

8.1 **Corporate Policies**

8.1.1 **Corporate – Corporate Strategy Performance Indicators Report**

8.1.1.1 The Governance & Performance Manager introduced the report the purpose of which was to inform the Board of the review of the Key Performance Indicators (KPIs) as outlined in the Corporate Strategy and to propose a range of indicators to take forward for the Board's Quarterly Performance Reports and form the basis of a wider review of the Corporate Strategy.

- 8.1.1.2 The Governance & Performance Manager stated that to date the Corporate Scorecard Report had been presented to Board on a quarterly basis and the Executive Summary Performance Report was presented monthly. The Executive Summary Report was reported monthly under performance updates.
- 8.1.1.3 The Governance & Performance Manager confirmed that within the Advance Northumberland Corporate Strategy there were a number of KPIs listed under the themes of Place, People, Prosperity and Living. A review had been undertaken as to the viability of reporting against this basket of indicators and a number of issues had been raised which were dealt with within the report.
- 8.1.1.4 The Managing Director stated that some of the KPIs tried to measure economic impact which was difficult. Some, such as footfall, were unable to be accessed but it was important that these KPIs were put in place.
- 8.1.1.5 John Woodman commented that, given the amount of effort the company was putting into town centre development, the KPIs were worth doing and it was agreed that empty premises would be worthwhile tracking.
- 8.1.1.6 Malcolm Robinson commented that under the previous administration there had been a market town initiative where this data was collected. The Chairman confirmed that it was intended for this to be built in to the KPIs to some extent and it was a work in progress with possible inclusion into Performance Clinics and objectives within Business Plans.
- 8.1.1.7 Chris Sayers felt that they were not KPIs and therefore not measurable. Which ones were genuinely indicators of performance or which were useful information. The Managing Director stated that the KPIs that were measured were covered within Performance Clinics and the challenge would be the Corporate Strategy.
- 8.1.1.8 Christine Dunbar commented that sorting out the parking issues within Cramlington would increase the footfall within Manor Walks. The Director of Investments & Economic Growth confirmed that this was highlighted as a key risk.

**The Board:**

- 8.1.1.9
  - **APPROVED** the Amendments to the Corporate Performance Report as detailed within the Board papers.

8.1.2 **Corporate – Sponsorship Policy**

- 8.1.2.1 The Managing Director introduced the Policy which outlined that, in line with the requirements of Audit and good practice, Advance Northumberland regularly reviewed its suite of policies. This policy sets out the Advance Northumberland's definition of "sponsorship" and the terms upon which sponsorship may be both sought and accepted by the Company.

8.1.2.2 The Managing Director reminded Board that the Charities Policy was previously presented to Board and Board requested that the Policy be brought back to a future Board meeting with the following amendment;

- Addition of a flowchart to show the pathway of a sponsorship request and journey. The flowchart was to demonstrate the process of sponsorship requests into the business.

8.1.2.3 The Managing Director stated that, in order to enhance, vary or reduce the cost of current activities, Advance Northumberland may enter into a sponsorship agreement. This may involve either the granting of sponsorship to a third party in the form of some benefit, or the receiving of sponsorship in the form of some benefit from a third party, with the intention in all cases being to support the activities of Advance Northumberland. When granting sponsorship the Company must also consider the provision relating to granting financial assistance contained in the relevant legislation. Sponsorship could be advantageous for all parties, however the Company must ensure all sponsorship agreements did not compromise or question the integrity of its strategy and operations.

8.1.2.4 The Managing Director confirmed that this Policy outlined the principles and procedures for acceptance and granting of sponsorship proposals. The Policy was concerned primarily with;

- Assessing risk and managing potential conflicts of interest;
- Public accountability and transparency of decision making; and
- Financial management and benefits.

**The Board:**

8.1.2.5 • **APPROVED** the Sponsorship Policy

8.2 **H&S Policies**

8.2.1 **Control of Contractors**

8.2.1.1 The Managing Director presented the Policy explaining that the way in which Advance Northumberland delivers its service meant that it was often known as the client, or a commissioner of services as well as a direct service provider. The Health & Safety responsibilities of clients were extremely onerous. Case law had determined that it was not wholly possible to transfer safety responsibilities to the contractor, as had often been assumed in the past. As part of their enforcement strategy, the HSE had promoted a high profile campaign aimed at large organisations. The HSE intended to achieve the required improvements to the safety performance of contractors by putting increasing pressure on clients to regulate and monitor the activities of their contractors. Heavy penalties

8.2.1.2 Malcolm Robinson asked whether the controls on subcontractors were agreed within the awarded contract. The Managing Director confirmed that

control procedures were carried out upon arrival on site and a signature taken once complete.

**The Board:**

- 8.2.1.3                   • **APPROVED** the Control of Contractors Policy.

8.2.2                   **Manual Handling**

8.2.2.1               The Managing Director presented the Policy which explained that incorrect manual handling was one of the most common causes of injury at work. It caused work-related musculoskeletal disorders (MSDs) which accounted for over a third of all workplace injuries. This Policy was principally concerned with the effective implementation of measures designed to prevent manual handling injuries to employees. It was based on the principle that staff would not undertake manual handling tasks which had the potential to cause harm, unless those tasks had, in the first instance, been risk assessed. Where the risk assessment identified it to be necessary, prior to an activity being undertaken, appropriate training would be provided together with any handling and personal protective equipment being made available to staff.

8.2.2.2               The Managing Director stated that this replaced a previous policy as was now aligned as closely as possible to NCC's policy.

8.2.2.3               John Woodman asked whether the policy was too complex? The Chairman commented that, in order to aid understanding, the policy would be gone through either visually or verbally with employees. A signature would be required upon completion of training.

**The Board:**

- 8.2.2.4                   • **DEFERRED** the Manual Handling Policy to make the following amendment;
- Page 9 – check references to NCC's Corporate Health & Safety Policy Statement and phrasing then re-issue via a Virtual Board Approval.

8.2.3                   **Work Equipment**

8.2.3.1               The Managing Director presented the Policy which covered the legislation Provision and Use of Work Equipment Regulations 1998 (PUWER 98). The primary objective of the PUWER 98 Regulations was to ensure that work equipment did not result in health & safety risks, regardless of its age, condition or origin. The Policy stipulated that Mangers were responsible for ensuring that;

- All work equipment was suitable for the purpose for which it was used or provided and only used under appropriate conditions.
- Work equipment was properly maintained and, where maintenance logs were kept for high risk equipment, the log should be kept up to date.

- Work equipment was inspected if its safety was dependent upon the installation conditions or it was likely to be exposed to conditions that could cause deterioration, resulting in dangerous situations.
- People who use work equipment were given adequate information, instruction and training. This included written and verbal instructions on the potential risks and precautions when using any type of work equipment.

**The Board:**

- 8.2.3.2
- **APPROVED** the Work Equipment Policy.

8.2.4 **Electricity**

8.2.4.1 The Managing Director presented the Policy which explained that The Electricity at Work Regulations 1989 (EWR) required that regular inspection, testing and maintenance of electrical equipment be undertaken to prevent risk of death or injury to persons. The regulations applied to all electrical equipment used in a work situation. Every type of equipment was included from full electrical installations through fixed electrical equipment to portable electrical appliances. The regulations applied to all voltages from a 400kV overhead line to a battery powered hand lamp. This also included computer/data networks. The regulations required that each establishment appointed a "duty holder" who was responsible for compiling and maintaining an inventory of equipment and test certificates.

8.2.4.2 The Managing Director confirmed that the regulations required that Advance Northumberland ensured that;

- Electrical systems were designed, constructed and installed, so as to prevent danger.
- Electrical systems were adequately maintained and tested, so as to prevent danger.
- Work activities carried out on or near electrical systems were carried out in such a way as to prevent danger.
- Any equipment provided for the protection of persons was suitable for its intended use, adequately maintained and correctly used.

**The Board:**

- 8.2.4.3
- **APPROVED** the Electricity Policy.

8.2.5 **Gas**

8.2.5.1 The Managing Director presented the Policy which explained that the main requirements of the Gas Appliances (Safety) Regulations 1992 which required direct action by Advance Northumberland, were;

- To design gas installations safely and with a view to anticipated use.
- To maintain gas installations in a safe condition.
- To have an annual safety check on fixed gas appliances.

- To carry out annual gas soundness or tightness checks.
- Only to allow approved fitters (those who were on the Gas Safety Register) to work on gas installations.

Other requirements which Advance Northumberland's approved contractors must comply with were;

- To supply gas equipment which complied with current manufacturers' standards.
- To use safe systems of work when installing and maintaining gas equipment.

**The Board:**

- 8.2.5.2           • **APPROVED** the Gas Policy.

8.3               **HR Policies**

8.3.1           **Equality & Diversity in Employment**

8.3.1.1       The HR Manager introduced the Policy explaining that the Company aimed to support a society in Northumberland which embraced the diversity of the whole community, where unjustifiable discrimination or prejudice does not exist and where all individuals were treated with courtesy, dignity and fairness including the provision of services and employment.

8.3.1.2       The HR Manager confirmed that the Company must comply with the requirements of the Equality Act 2010. As an employer this means that everyone must be treated fairly and there should be no discrimination in our workforce activities, for example in recruiting staff or how everyone works together. For Advance Northumberland being a fair employer goes beyond meeting their legal obligations, it's about treating everyone fairly and with dignity and respect.

8.3.1.3       The HR Manager stated that the Policy sets out the Company's equality and diversity procedures throughout employment including;

- Recruitment and Selection.
- Training.
- Conditions of Service and Employment Procedures.

It also sets out the Company's expectations of its employees with regards to equality and diversity practice and identified potential consequences of non-compliance.

**The Board:**

- 8.3.1.4           • **APPROVED** the Equality & Diversity in Employment Policy.

### 8.3.2 Learning Development

- 8.3.2.1 The HR Manager introduced the Policy confirming that it was Advance Northumberland's supporting document linking the HR strategy that articulated the workforce capabilities, skills or competencies required, and how these could be developed to ensure a sustainable, successful organisation.
- 8.3.2.2 The HR Manager stated that Advance Northumberland valued the contribution that well trained and qualified employees make to providing quality services and was committed to providing appropriate learning and development opportunities for all employees. This Policy had been developed to assist managers and employees to ensure all staff understood what was required of them in their role and what they needed to do to develop and progress in order to provide and maintain high quality services.
- 8.3.2.3 The HR Manager went on to state that in applying this Policy, selection for and participation in any form of learning and/or development would be based on the identified needs of the Company and employees carrying out their duties, without regard to gender reassignment, race, disability, age, religion and belief, sexual orientation or any other factor which was unconnected with the requirement of the job. This Policy provided a step by step guide on the process for developing and supporting staff to meet required job performance standards (including probationary periods).

#### **The Board:**

- 8.3.2.4
  - **APPROVED** the Learning Development Policy.

### 9.0 Other Approvals

#### 9.1 MIPIIM Report

- 9.1.1 The Managing Director introduced the report to request the consideration and approval of Advance Northumberland's attendance at MIPIIM Cannes in March 2020. Advance Northumberland would represent Northumberland's interests as part of a wider regional delegation organised by Invest Newcastle, which operated using a partnership principle for this event. The platform would help promote key development sites and increase the profile for Northumberland on an international stage. Advance Northumberland would attend as a 'partner' and would be charged a fee in return for a place on the Invest Newcastle stand, PR and marketing benefits and invitations to events.
- 9.1.2 The Managing Director stated that MIPIIM was established in 1990 and held in Cannes, gathers the most influential international property players from the office, residential, retail, healthcare, sport, logistics and industrial sectors for 4 days of networking, learning and transaction. It includes 26,800 participants, 3,800 exhibiting companies, 100 countries are represented and 6,380 investors are in attendance. A number of UK cities and regions

exhibit each year, as well as cities and regions from across the globe, promoting their geographical location and assets to attract investment.

- 9.1.3 The Managing Director confirmed that the Invest Newcastle team were coordinating a City led presence for the fifth time at MIPIM 2020. Building on a successful model led by private sector contribution, Invest Newcastle had secured 16 partners to join the delegation including large corporates, local companies and public sector bodies including, Newcastle City Council, Business Durham, and Gateshead Council. Each partner would provide a financial and intellectual contribution which would allow the delegation to share a stand, deliver a strong programme of activity and push a combined promotional effort coordinated by Invest Newcastle and supported by their marketing and communications expertise. Invest Newcastle had also organised a direct flight from Newcastle to Nice for the delegation.
- 9.1.4 The Managing Director stated that the Invest Newcastle team offered three partnership options which provide different levels of support whilst attending. Standard partnership was charged at £4,000 and provided some marketing support, a discounted ticket and invitations to a number of partnership events. Executive partnership was charged at £7,200 and included a delegate pass, invitation to the Investor Dinner and an on stand event. Premier partnership was charged at £12,500 and included additional marketing and branding opportunities and one flight.
- 9.1.5 The Managing Director confirmed that the key objectives of attendance at MIPIM Cannes would be:
- To promote key employment sites in Northumberland (including Enterprise Zones) to attract investment.
  - To generate leads, interest and enquiries for key Northumberland investment sites, through attendance at events, a targeted meetings programme and enquiries to stand.
  - To maintain existing networks and garner new and relevant contacts, in order to retain and promote avenues for project / investment referrals and opportunities for Northumberland.
  - To support the efforts of Invest Newcastle in promoting the City region and to ensure that the City region remains competitive and visible amongst other UK locations to investors.
- 9.1.6 The Managing Director went on to confirm that a budget of £10,000 had already been approved this financial year for Advance Northumberland's involvement in MIPIM Cannes. Due to underspend in other areas, the budget could cover an increased value to incorporate the executive partnership option. Options below were based on two people attending.
- Option 1 (preferred) – To sign up with Invest Newcastle as an executive partner to take advantage of the cost savings from the included MIPIM ticket, the place at the investor dinner and sponsorship of an on stand event.



Option 2 – To sign up with Invest Newcastle as a standard partner, to reduce costs and organise further activity outside of the Invest Newcastle partnership.

9.1.7 The Managing Director stated that it was proposed that two people attend MIPIM 2020 from Advance Northumberland to join the delegation. It was suggested Michael Black, Director of Economic Growth and Investments and Julie Dodds, Head of Economic Growth were the representatives. Any additional attendees would increase the costs by £2,500 per person, to cover flights, accommodation and conference and exhibition admission.

9.1.8 Following a general Board discussion the NCC Chief Executive commented that attendance had been previously approved for London MIPIM as there was a greater opportunity of bringing back leads and it was felt that if this was a Newcastle centric opportunity the approach should have been via the North of Tyne Investment fund. Individual Councils and Companies should not have been asked to fund Cannes MIPIM. The Managing Director asked the Chief Executive of the Council if that is something she could assist with as part of her North of Tyne work.

**The Board:**

- 9.1.9
- **NOTED** the contents of the report.
  - **CONSIDERED** the options presented in the report.
  - **DEFERRED** Advance Northumberland's representation at MIPIM Cannes as part of a wider regional delegation organised by Invest Newcastle with the suggestion that North of Tyne are approached to query whether they would support our participation.

**10.0 AOB**

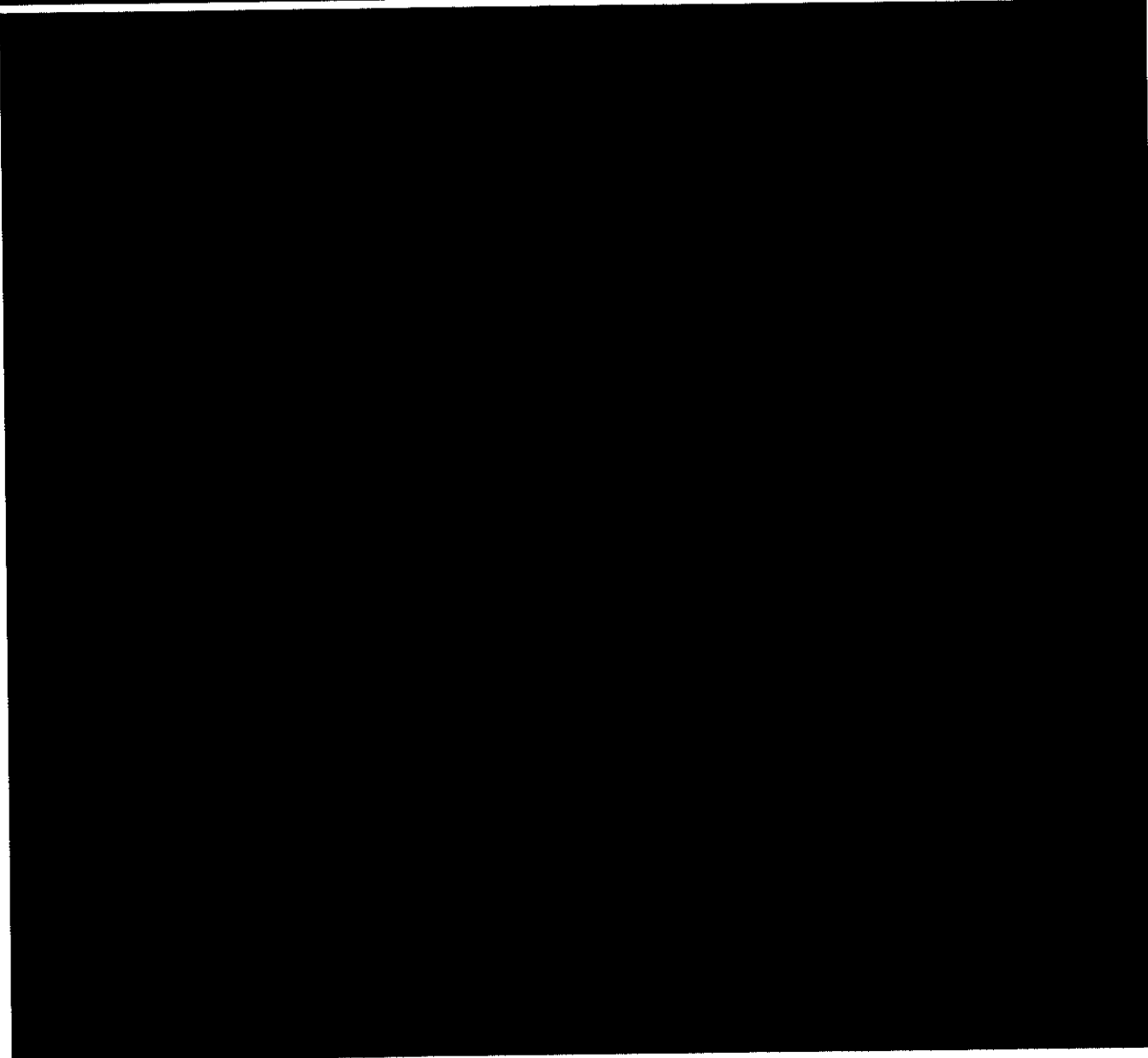
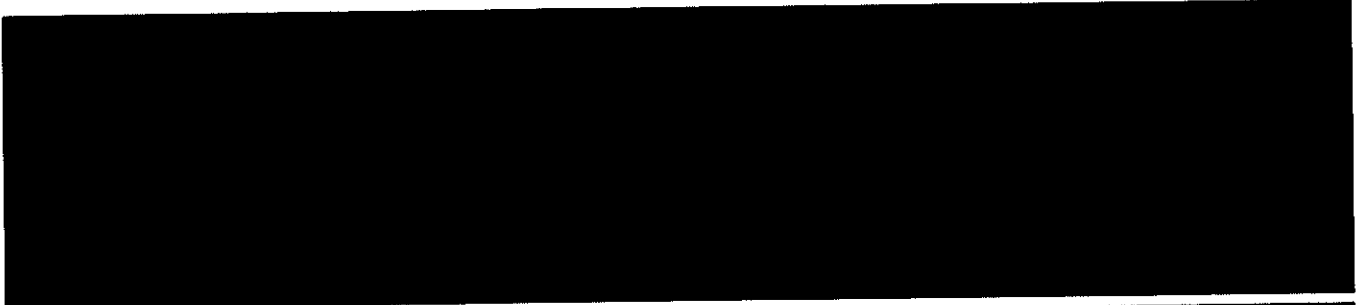
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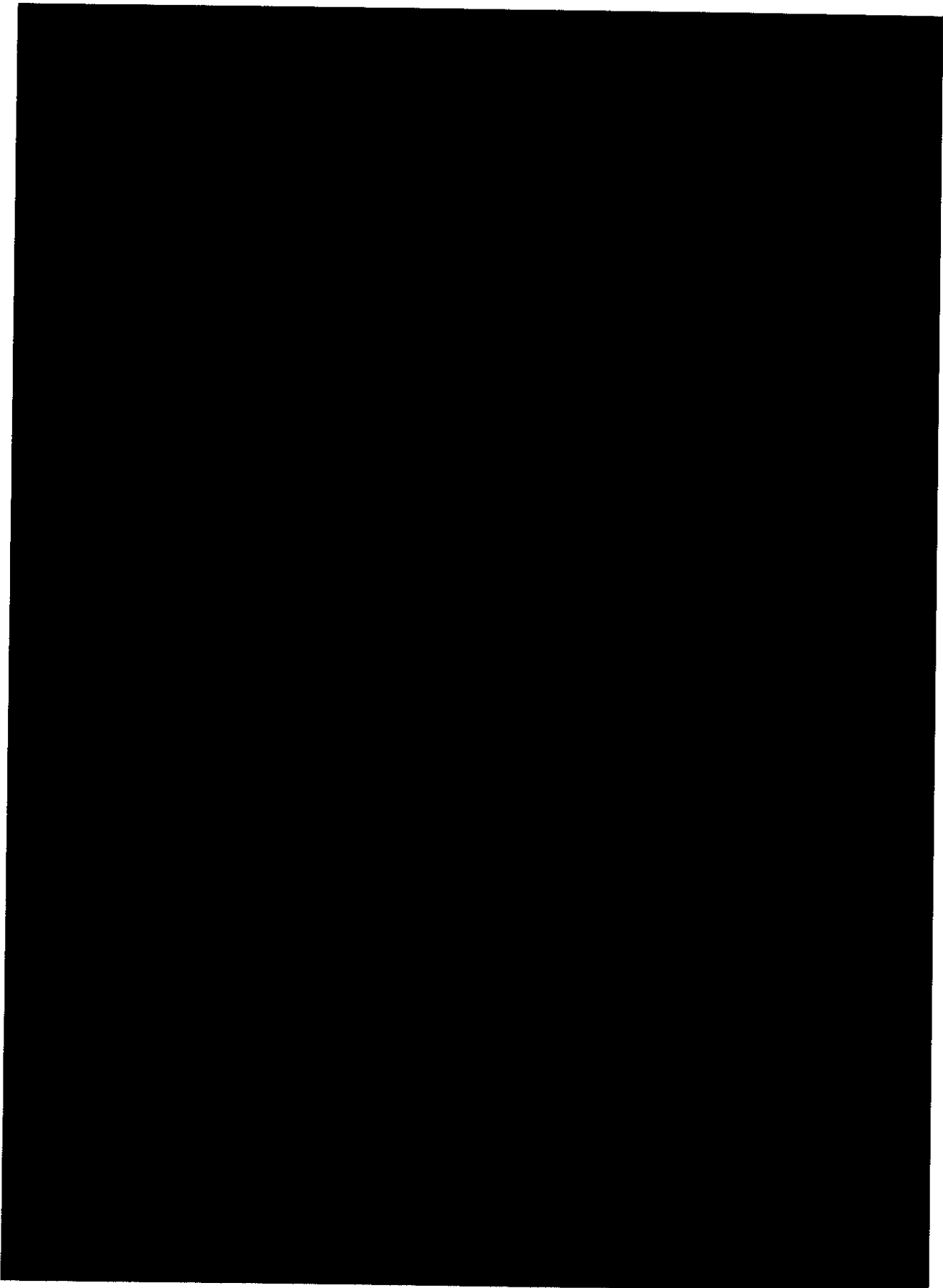
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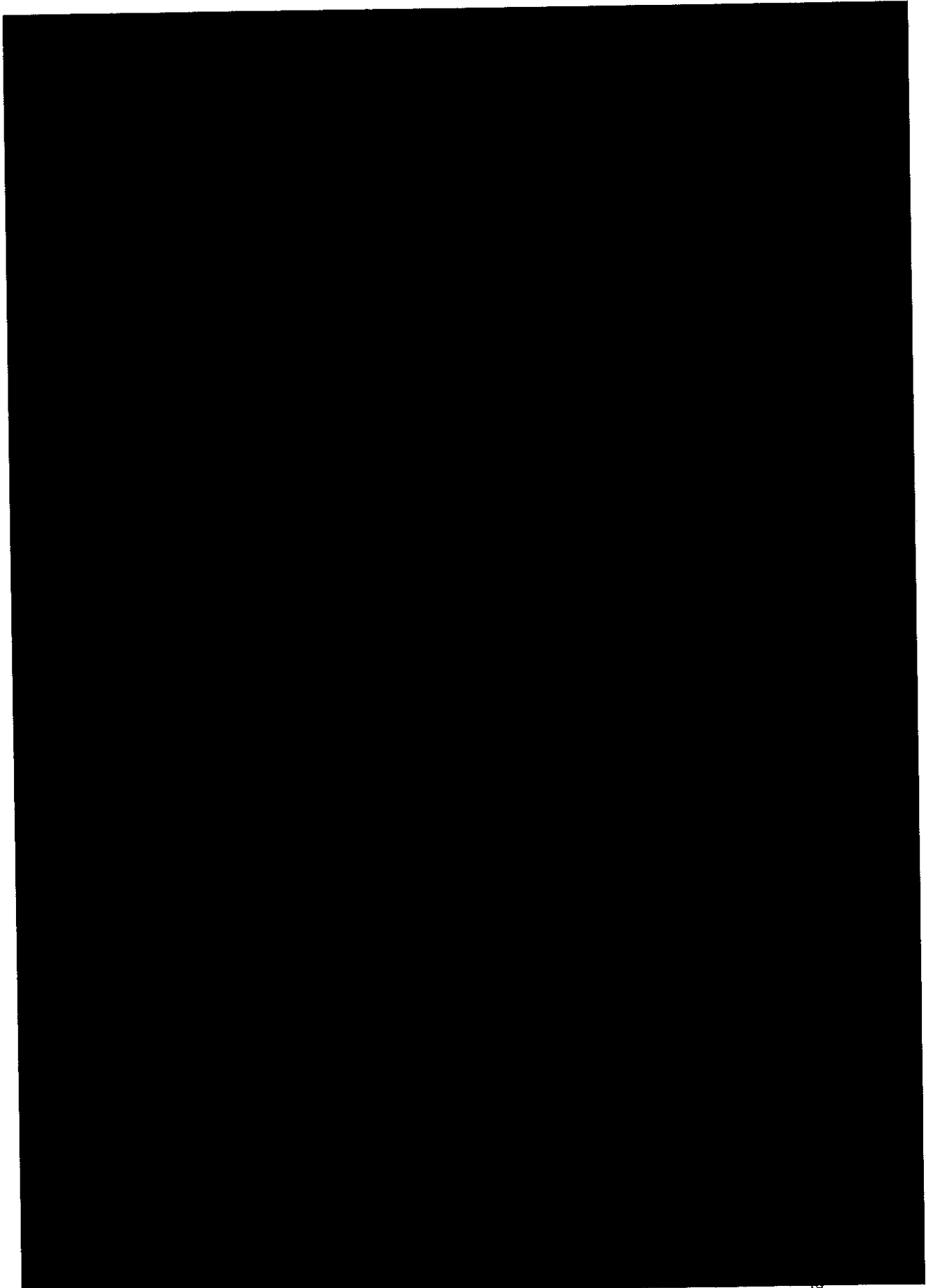
10.1.2

10.2 Hadston Housing Scheme (Homes England Land)

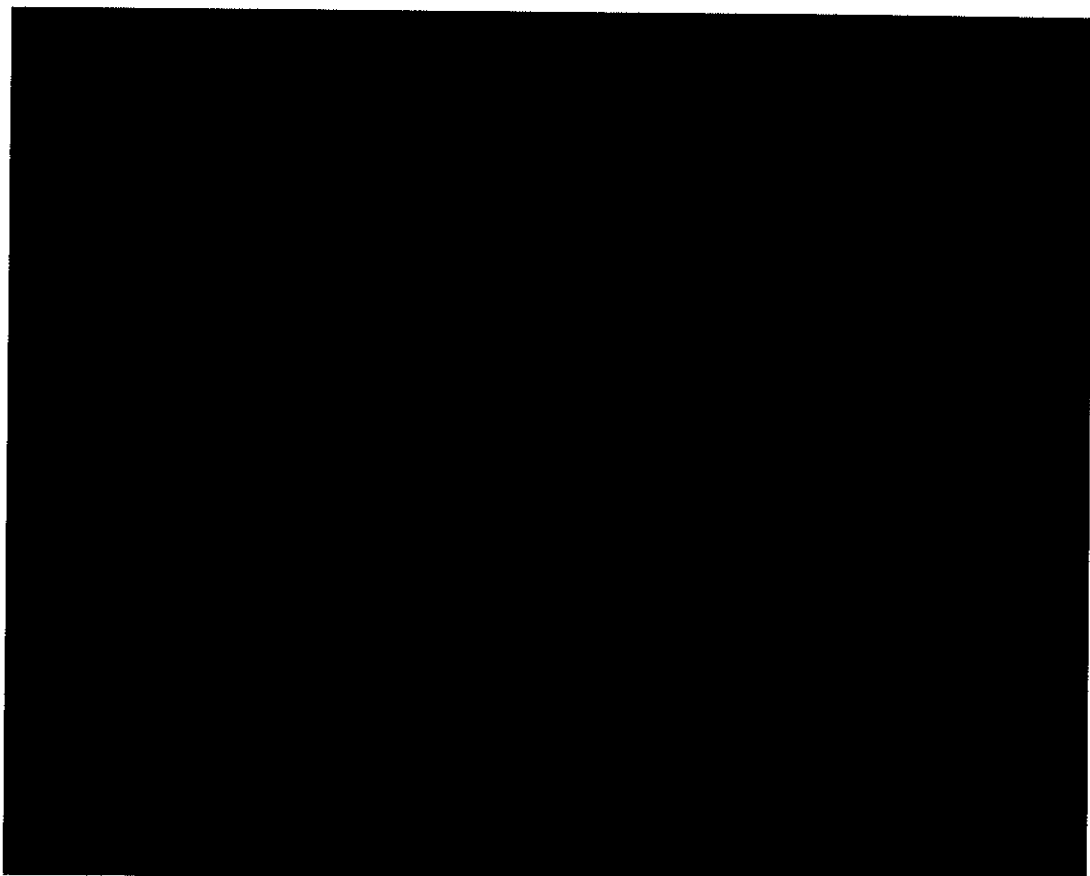
10.2.1 The Development Director gave a brief presentation to appraise Board of an upcoming request for Approval to the development of land at Hadston, Northumberland.







11.2.11



**11.3 Business Plan**

11.3.1 The Managing Director gave a brief update based on the Operating Agreement timeline of when NCC required the capital programme spend.

11.3.2 The Managing Director informed Board that the Business Plan was in draft form but showed the direction of travel of the Company. This approval request was to agree the framework to present to NCC, the Business Plan would then be refined and presented to the Board in final form at a future dedicated meeting.

11.3.3 The NCC Chief Executive made an observation that there were elements of the Business Plan that crossed with things that were happening at NCC and suggested that a strategic discussion needed to happen between NCC and Advance Northumberland.

The Board:

- 11.3.4
- **APPROVED** the draft Business Plan for the purposes of submitting to NCC to meet their deadline, but noted final versions would be brought back to the Board in January, subject to NCC feedback on the Corporate Business Plan.

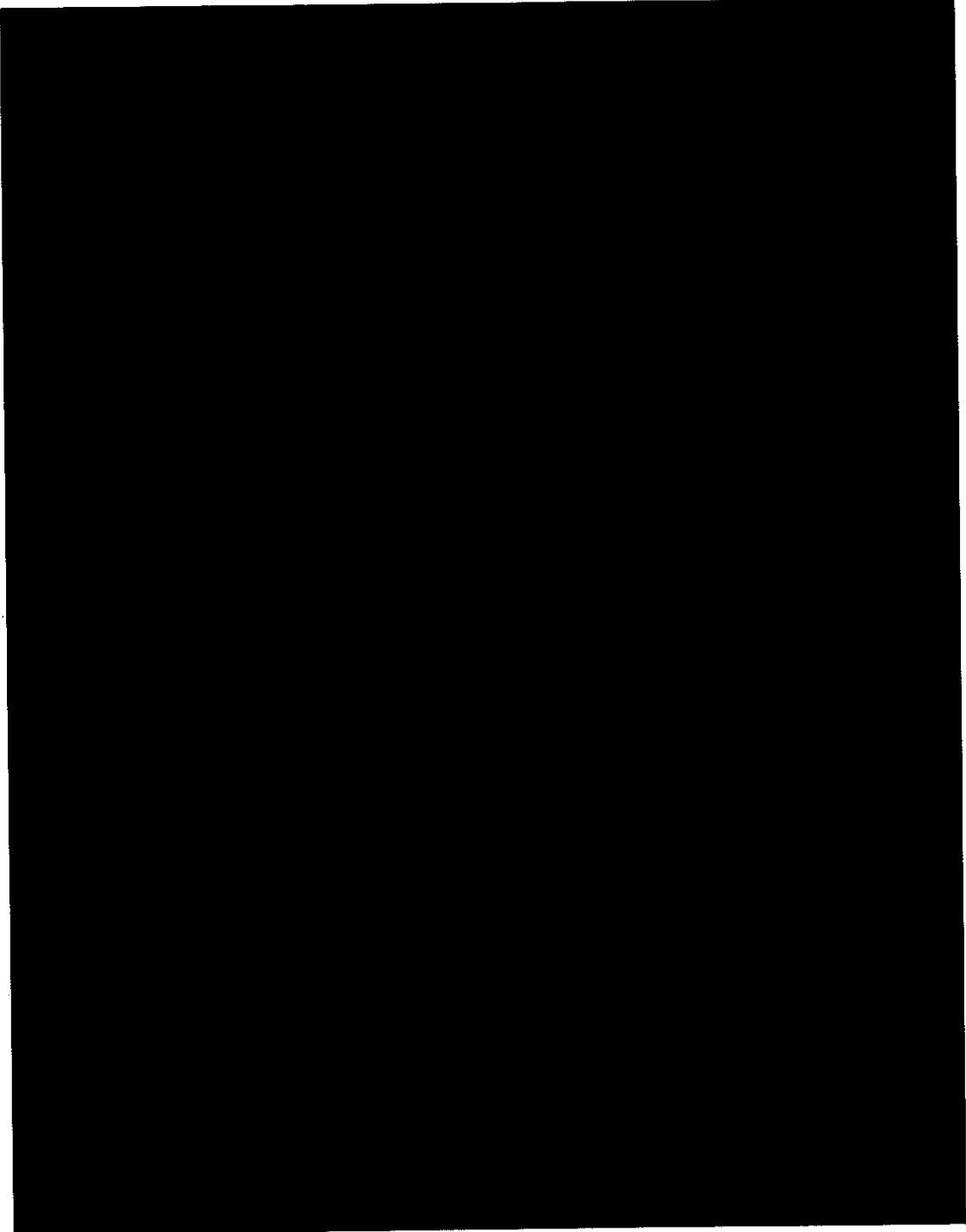
11.4

11.4.1

11.4.2

11.4.3

11.4.4

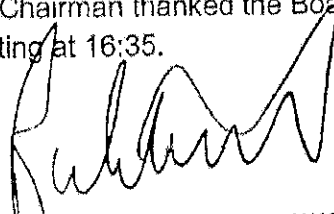


12.0

The MD Performance Review was deferred to a future meeting.

13.0

The Chairman thanked the Board for their attendance and closed the meeting at 16:35.



.....CHAIRMAN