

Date/Time 4 th September 2025 09:30 – 13:00	Venue Wansbeck Workspace Conference Room and via Teams *
In attendance: Directors: Andrew Moffat - Chair Hilary Florek Steven Harrison Adam McGhin David Warburton Observing: Jan Willis* Present: Paul Errington Chris Healy Richard Mansel Andrew Mowbray Deborah Evans (Items 5 & 8.6) Iain Pritty (Item 6) Mark Casey (Item 6) Kim Grant (minutes) Apologies: Iain Slater William Thompson	Chair & Non-Executive Director Non-Executive Director Chief Executive Officer Non-Executive Director Non-Executive Director NCC Executive Director of Finance (s151 Officer) & CSR Advance Northumberland Director of Ascent Homes Advance Northumberland Developments & Investments Director Advance Northumberland Director of Finance Advance Northumberland Director of Projects Advance Northumberland Head of Business Transformation Legal Director Womble Bond Dickinson Legal Director Womble Bond Dickinson Advance Northumberland Personal Assistant Non-Executive Director Director of Governance & Sustainability & Company Secretary

1.0	Notice, Quorum & Apologies for Absence
1.1	The Chair welcomed the attendees to the meeting and declared the meeting quorate. The Chair and the Board formally acknowledged Jeff Reid's (former Chair) significant contributions during his tenure and noted his ongoing support following his departure from both the Board and the County Council. Action: The Board agreed to arrange a dinner and a collection for Jeff Reid. SH
1.2.	The Chair reported that apologies for absence had been received from Iain Slater and William Thompson.
2.0	Declarations of Interest
2.1	The Chair stated that the Board's written declarations were recorded as a general notice. AM identified outdated profiles and roles in the Publication Scheme. The need to update the publication scheme and Board member declarations was discussed and a process for annual review and immediate notification of changes to ensure accuracy and compliance was agreed. Action: KG to be the initial point of contact for any changes following Board member review of appointments or interests with WT taking responsibility for implementing a process for annual review and update of the publication scheme on the website and added to the Board calendar.
3.0	Minutes of the Previous Meetings & Matters Arising
3.1	The minutes of the previous meetings held on 20 th June 2025 were REVIEWED and AGREED subject to the discussed amendments of wording changes and corrections.
3.2	Actions from Previous Meeting
3.2.1	The actions and updates were accepted as per the updated Actions summary table.
3.2.2	Matters Arising
3.2.2.1	<i>Councillor Engagement</i> The Chief Executive Officer, S Harrison, presented a schedule of the 69 Wards and confirmed that meetings were currently ongoing with the relevant Councillors. Information was being collated from those meetings to ensure that relevant data was recorded.

	S Harrison confirmed that Advance Northumberland had given a presentation to County Councillors at County Hall and several of the current interactions had resulted from those sessions. Action: Following discussion with H Florek, S Harrison to bring a draft Communication Strategy and Councillor Engagement Strategy back to the next Board meeting, aligning it with the Business Plan and Budget.
3.2.2.2	Action: Provide a one-page summary of key performance indicators in future Board reports to consolidate major metrics. SH
3.2.2.3	Action: Prepare and present a forward plan for Board meetings, outlining topics to be discussed. WT
3.2.2.4	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
4.0	Health & Safety Update
4.1	HSE Report – July 2025
4.1.1	S Harrison introduced the report the purpose of which was to update Board on Health & Safety matters and statistics for the month of July 2025.
4.1.2	The Board discussed the report, and the following questions/points were raised.
4.1.3	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
4.1.4	S Harrison confirmed that fourteen hazards/near misses were reported during July – an increase from the previous month, which also exceeded the monthly target of eleven.
4.1.5	S Harrison noted that seven incidents were reported in July, the same number as in the previous month
4.1.6	P Errington stated that contractors continued to lag behind staff in PPE compliance. Following a question from A McGhin, P Errington confirmed that

	ongoing education, engagement and enforcement efforts, including pre-contract requirements and site inductions, were ongoing in order to address the situation. S Harrison confirmed that a series of stand-down talks and written communications to Contractors were planned for September with the possibility of banning non-compliant contractors if necessary. Following a question from A McGhin, the Board discussed contingency plans for replacing contractors if compliance issues persisted, with a focus on limiting exposure by not relying on single contractors and preferring to remove individuals rather than entire companies. Action: The Board requested more quantitative metrics to track PPE compliance, to be included in future reports. WT Action: KPI summary table to be altered to include the targets. WT
	The Board:
4.1.7	• NOTED the contents of the report.
5.0	Corporate Risk Register Review
5.1	D Evans presented the report, the purpose of which was to set out the updates to the Corporate Risk Register following a review by ERMG on August 27th, 2025.
5.2	The Board discussed the report, and the following questions/points were raised.
5.3	D Evans stated that the Corporate Risk Register was reviewed on an 8-weekly cycle by the Executive Risk Management Group (ERMG). Since the last Board Meeting the ERMG had met on 2 occasions and completed a full review of strategic risk. The report sets out the conclusions of the most recent review on 27/08/2025.
5.4	[REDACTED] [REDACTED] ■ [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] ■ [REDACTED]

	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
5.5	Following a question from A McGhin, D Evans confirmed that the risk register was reviewed on an 8-week cycle within ELT Operational and Strategic meetings and more frequently if required.
5.6	Following a question from A Moffat, D Evans confirmed that the Risk Management Policy had been revised to ensure that risk was a fixed agenda item at all relevant meetings, improving information flow and responsiveness to emerging risks.
5.7	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
	The Board
5.8	• NOTED the contents of this report. • NOTED the updated Corporate Risk Register, as reviewed on August 27th, 2025, included as Appendix 1.
6.0	CEO's Report
6.1	S Harrison presented key areas of the report providing updates on key projects, including planning applications, construction progress, and regeneration initiatives, with notable successes at Moorside, Bedlington, Ashington and Blyth.
6.2	The Board discussed the report, and the following questions/points were raised.
6.3	S Harrison commented that it was worthy of note that the MMO application for Cambois Dock at NEP1 had successfully concluded, and a draft license had been received. There was no firm date yet for the dredging.
6.4	Projects • A planning application for the Moorside site was submitted on the 1st of September, with the team aiming for an early 2026 start. • Pre-application for the B&M and Starbucks units at Bedlington Town Centre were underway, with a public consultation planned for early next month and a formal application by the end of October.

	• [REDACTED] ■ [REDACTED] ■ [REDACTED]
6.10	<i>Sustainability Initiatives and Advance Green Futures</i> • S Harrison stated that the Advance Green Futures business had been approved by Cabinet with negotiations underway for significant revenue-generating projects. • S Harrison confirmed that the Advance Green Futures business was formally established in August with ongoing negotiations for large-scale projects, particularly related to the data centre. • Initial forecasts assumed profit was spread over 30 years, but the team were reviewing the accounting treatment to better reflect front-loaded revenue from project creation
6.11	S Harrison stated the necessity for the team to be more proactive in engaging with local communities and attending parish council meetings, noting that this approach was essential to prevent management issues from escalating. S Harrison reminded the Board of the company's commitment (as approved within the FY '25/'26 budget and 5 year business plan) to dedicate 1% of profits to community improvements, with a directive to begin spending those funds in advance of projects as a mitigation measure.

	S Harrison referenced the ongoing CSR strategy, stating that increased community engagement would be a key component of future activities. H Florek commented that video updates may be an effective form of communication and agreed to discuss this with the Advance Marketing team.
6.12	J Willis stated that the Shareholder Committee were now required to approve the Business Plan as it couldn't be formally approved until the financial restructuring had been agreed. A Shareholder Committee meeting would need to be arranged to do that, potentially in October, where an update on the refinancing could also be presented. J Willis confirmed that the Business Plan was going to be approved in its current form so Advance could proceed on that basis. Action: SH to liaise with JW and NCC's Finance team to arrange a Shareholder Committee meeting followed by a joint Shareholder Committee/Board meeting.
	The Board
6.1.13	• NOTED the contents of the report.
7.0	Finance Director's Report
7.1	The Finance Director, R Mansel, presented the July financial performance data.
7.2	The Board discussed the report, and the following questions/points were raised.
7.3	R Mansel confirmed that, in terms of the underlying performance, the company was [REDACTED] ahead in terms of profit YTD. Commercial were slightly behind on rental income and Homes were at an occupancy rate of [REDACTED] rather than [REDACTED]. Revenues were slightly behind target although costs were being managed to balance that.
7.4	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
7.5	R Mansel asked the Board to note the cash pinch points at the end of August and September in Ascent Homes in particular.
7.6	Following a question from J Willis, R Mansel confirmed that further disposals were in the pipeline but were not yet due. Action: SH to forward the disposals summary to J Willis.

	[REDACTED]
	[REDACTED] [REDACTED] [REDACTED]
	[REDACTED]
	[REDACTED] [REDACTED] [REDACTED]
	[REDACTED] [REDACTED] [REDACTED]
	[REDACTED]
	■ [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED]
8.6	Group Policies' Revisions Endorsement
8.6.1	D Evans presented the report the purpose of which was to provide a summary of Group Policy Reviews that have been undertaken since the last Board Meeting. Policy reviews were submitted to the Executive Leadership Team for approval and subsequently forwarded to the Board for endorsement. The exception was the Risk Appetite Statement, which was reviewed by ELT, but required approval by Board.
8.6.2	The Board discussed the report, and the following questions/points were raised.
8.6.3	Questions were raised about whether the Young Persons at Work policy focused on Health and Safety or also included active outreach and placements. It was clarified that the policy was primarily about Health and Safety, with separate initiatives planned for apprenticeships and opportunities.
8.6.4	D Evans confirmed that the threshold for gifts and hospitality was doubled from £75 to £150 to reflect current standards, with the change benchmarked against similar organisations. Examples of hospitality, such as football matches, theatre outings and meals were discussed with an emphasis on the need for careful consideration of recipients and occasions.

9.2	Carbon Emissions Report 2024/25
9.2.1	S Harrison presented the report the purpose of which was to provide the Board with the key outputs from the full Carbon Report for FY2024-25, which detailed consumption and carbon emissions across Advance Northumberland's operations. Data in the main report was prepared and was consistent with guidance set out in the Greenhouse Gas Protocol. This was the Group's third year for obligatory Streamlined Energy and Carbon Reporting (SECR) reporting.
9.2.2	The Board discussed the report, and the following questions/points were raised.
9.2.3	S Harrison stated that the report showed fluctuating carbon emissions over the past three years, with vehicles and hired plant identified as main contributors.
9.2.4	Following a comment from A Moffat it was suggested that carbon emissions reporting should occur more frequently than annually and given greater prominence in the Business Plan, particularly as the Green Futures initiative developed. Action: Review and update the Board Calendar Framework to ensure more frequent visibility of carbon emissions reporting, rather than annually. SH
	The Board
9.2.5	• NOTED the contents of the report.
10.0	Any Other Business
10.1	Board Strategy Session
10.1.1	S Harrison confirmed that the Board Strategy was scheduled for the afternoon with plans to present a draft paper at the next Board meeting and finalise it for the December Board.
10.1.2	J Willis suggested that the joint meeting with the Shareholder Committee should follow the Board Strategy session to allow for informed discussion.
10.1.3	Action: Forward the note describing the Board strategy session to J Willis for her information. SH
10.2	Board Composition
10.2.1	A Moffat confirmed that a session with NEDs was proposed to discuss Board assessment, performance and skills matrix with a suggestion to include a wrap-up discussion at the end of future sessions.

10.2.2	J Willis raised the need to address the NED vacancy following A Moffat's promotion to Board Chair and it was agreed to discuss options openly without making immediate decisions.
10.3	The date of the next Board Meeting was confirmed as Thursday 30 th of October 2025.
10.4	The Chair thanked the Board for their attendance and closed the meeting at 13:00. ANDREW N. MOFFAT CHAIR