



Date/Time 2 nd July 2021 13:00 – 18:05	Venue By Teams/Telephone Link
<p>In attendance: Directors: Richard Wearmouth Jeff Reid Malcolm Robinson Guy Renner-Thompson Maureen Taylor Kelly Gardner Steven Bridget Lynne Grimshaw</p> <p>Present: Robin Earl Colin Dixon Pat Walker Daljit Lally Jan Willis Rick O'Farrell William Thompson Kim Grant (Minutes)</p> <p>Part: Andrew Lovatt Michael Black Duncan Bowman</p> <p>Apologies: Kelly Angus</p>	<p>Chair</p> <p>Advance Northumberland Chief Operating Officer Advance Northumberland Chief Finance Officer Advance Northumberland Governance & Performance Manager NCC Chief Executive NCC Interim Section 151 Officer NCC Executive Director, Planning & Economy Group Company Secretary</p> <p>Advance Northumberland Personal Assistant</p> <p>Advance Northumberland Director of Developments (Commercial & Infrastructure) Advance Northumberland Director of Economic Growth & Investments Advance Northumberland Director of Developments</p> <p>NCC Executive Director, HR & OD</p>

1.0	Notice & Quorum
1.1	The Chair welcomed the attendees, including the two new Directors, and declared the meeting quorate.
2.0	Apologies for Absence
2.1	The Chair reported that there had been apologies for absence from K Angus.
3.0	Declarations of Interest
3.1	The Company Secretary stated the written declarations for the new Directors were recorded as a general notice.
4.0	Minutes of the Previous Meetings
4.1	The minutes of the previous meetings held on the 28 th May 2021 were REVIEWED and AGREED .
4.2	Actions from the 28th May 2021 Board Meeting
4.2.1	The Chief Operating Officer confirmed that all actions to report back on from the previous Board meeting would be picked up under Matters Arising or elsewhere on the Agenda for this meeting.
5.0	Matters Arising
5.1	<p>The Chief Operating Officer discussed the summary of actions detailed in the minutes with the Board as follows;</p> <ul style="list-style-type: none"> • Efficiency strategy – currently working up some of the detailed actions and this will be brought to a future Board meeting. •  • Addition to risk register for NEP1 – this had been added to the project risk register. • Update to  was on this meeting agenda and the report circulated.

	<ul style="list-style-type: none"> • Commercial debt analysis – this had been circulated and would be discussed later on the agenda. • Annual finance update – query regarding consistency. [REDACTED] • [REDACTED] • Company secretary – work on Operating Agreement and Articles of Association – active dialogue had taken place but this would take a bit of time to work through – work in progress. • Arrears write off – forwarded to Shareholder. Verbal approval given, awaiting a formal email. • Write- offs policy – to be circulated. • Data Protection – to be discussed later on the agenda. • Sale of Land at Walkergate – forwarded to the Shareholder and approval given received. • H&S – costs were circulated to the Board following the last Board meeting. • Forwarding the NCC Chief Executive's letter to Board Directors – an informal discussion had taken place yesterday. Would be discussed under AOB on this agenda in order to formally log and respond.
5.2	M Taylor asked whether, with regards to the Articles of Association, the new directors had been added to the subsidiaries. WT confirmed this would be progressed soon.
5.3	<p>M Taylor asked whether the minutes of the Shareholder Group were part of this meeting agenda.</p> <p>The Chief Operating Officer confirmed that they were circulated when they were available, but there had been no minutes in time for this particular Board meeting.</p> <p>It was agreed that Shareholder Group minutes would be a standard item on the agenda going forward and if the most recent minutes were not available in time for the Board meeting, they would be circulated as soon as they were available.</p>
5.4	S Bridgett asked to receive a copy of the [REDACTED].
6.0	Ratification of Virtual Board Decisions
6.1	The Chief Operating Officer confirmed that there had been no virtual board decisions required since the previous Board meeting.
7.0	Performance Updates
7.1	Human Resources

7.1.1	The Chief Operating Officer presented the report the purpose of which was to provide an update on current HR activities.
7.1.2	<p>The Chief Operating Officer confirmed that the current headcount within Advance Northumberland at 31st May was 132.</p> <p>We had the following vacancies:</p> <ul style="list-style-type: none"> • Customer Service Advisers x 2 • Customer Care Technician x 1 • Senior Commercial Surveyor x 1 • Project Support Officer x 1 • RBGS Manager x 1 • HR Adviser x 1 <p>We were seeing low levels of interest in any of the roles that were currently advertised.</p> <p>The following roles had been appointed to since the last report.</p> <ul style="list-style-type: none"> • Site Manager – subject to pre-employment checks. <p>There had been 4 leavers this financial year, which would give an annual projected turnover of 18%. For the 12-month period ending 31st May 2021, labour turnover was 7.52% (10 voluntary leavers).</p> <p>Exit interviews had suggested that negative PR and current climate had caused some resignations.</p>
7.1.3	<p>The Chief Operating Officer stated that sickness absence for the year commencing June 2020 was 3.37%.</p> <p>Whilst we had seen an increase in absence rates, this was now on a downward trajectory. We continued to monitor this with line managers.</p> <p>There had been 7 incidents of compassionate leave since April.</p>
7.1.4	<p>The Chief Operating Officer confirmed that we had successfully achieved the Better Health At Work Continuing Excellence award.</p> <p>We had a range of activities arranged including:</p> <ul style="list-style-type: none"> • Mindfulness • Bowel Cancer Awareness • Stress Awareness <p>We would be reviewing our BHAW programme once we had more people back in the office.</p>
7.1.5	The Chief Operating Officer confirmed that Health Surveillance review appointments had been arranged. Other than those [REDACTED]

	<p>in the first round of reviews, Occupational Health had advised [REDACTED].</p> <p>[REDACTED]</p> <p>1 review that was outstanding had now been booked in.</p> <p>We continued to [REDACTED]</p>
7.1.6	<p>The Chief Operating Officer went on to confirm that we had continued with the random drug and alcohol testing. Since the introduction of this, 104 people had been tested.</p> <p>Our provider was now using fingerprint testing rather than saliva for drugs testing. We had had one person refuse to undergo a test, this resulted in a disciplinary sanction and was now subject to appeal. The total failure rate [REDACTED] since this was introduced.</p> <p>The next testing was scheduled for the mid-June 2021.</p>
7.1.7	<p>The Chief Operating Officer stated that our learning and development portal was live with mandatory training units. There were significantly more programmes to be completed now and these were tailored more to individual roles / responsibilities rather than a blanket approach.</p>
7.1.8	<p>The Chief Operating Officer confirmed that the customer experience training for line managers had now been completed. The programme would be rolled out to the remainder of customer facing staff on a classroom-based basis in June / July 2021.</p> <p>Tea break talk information had been circulated to line managers so that they could begin to introduce the subject and practice the coaching techniques covered in the managers sessions.</p>
7.1.9	<p>The Chief Operating Officer stated that we had 10 people currently undertaking career pathways. We were supporting these candidates through their college courses, or professional progression remotely (such as interview practice) and had also encouraged attendance at mentor sessions.</p>
7.1.10	<p>The Chief Operating Officer confirmed that we currently had 4 apprentices within the group, studying AAT, Team Leading, IT Practitioner and Maintenance. College courses had reverted to classroom-based training during March 2021. We had a further member of staff commencing AAT in September 2021.</p>

7.1.11	<p>The Chief Operating Officer went on to confirm that there was one current appeal, [REDACTED]</p>
7.1.12	<p>The Chief Operating Officer informed the Board that, as of the 1st June 2021, there were no people on furlough.</p>
7.1.13	<p>The Chief Operating Officer confirmed that the employee forum met on the 12th May 2021.</p> <p>Issues discussed included:</p> <ul style="list-style-type: none"> • Return to the office • Customer Experience Training • Employee Engagement • Efficiency Strategy <p>The next forum meeting would be in July 2021.</p> <p>Our annual engagement survey closed on the 5th March 2021. A report would be provided to a future board meeting.</p>
7.1.14	<p>The Chief Operating Officer stated that a meeting was held with members of the NCC HR team to discuss the remuneration review. This had been put on hold pending the election.</p>
7.1.15	<p>The Chief Operating Officer confirmed that our performance management cycle was April to March.</p> <p>There were a number that remained outstanding, this was being followed through with line managers.</p>
7.1.16	<p>The Chief Operating Officer informed the Board that we had achieved the IIP standard and had received the report with suggested work to progress to the silver standard.</p> <p>The IIP review meeting was scheduled for July 2021.</p>
7.1.17	<p>K Gardner asked where we were advertising vacancies and what we were doing about the negative publicity cited by leavers?</p> <p>The Chief Operating Officer stated that the negative publicity was not cited by everyone. Recruitment advertising was dependent on the role with high level technical roles going to specialist agencies. Interest in vacancies was lower than we would expect particularly around surveyors which was a difficult market in which to recruit. Some of the publicity around Advance Northumberland was not helping and we were competing within a buoyant construction market. In terms of what we could do, be more vocal about the good stuff Northumberland was doing</p>

and would be doing, the pipeline of projects coming forward and tapping into what networks we could.

The Chief Operating Officer confirmed that he was open to suggestions on how we could improve things further.

K Gardner asked whether graduate recruitment had been explored?

The Chief Operating Officer confirmed that Advance Northumberland welcomed graduate recruitment with one of the surveyor vacancies being as a result of the post holder joining Advance Northumberland via that route then moving on to a new role following their degree.

L Grimshaw asked whether Advance Northumberland were engaging with local schools and colleges.

The Chief Operating Office confirmed that Advance Northumberland have an apprenticeship scheme and were very keen to support this area but it had been more at the experienced end of the spectrum where we were facing recruitment difficulties.

The Chair commented that some of the vacant positions were time served e.g Chartered Surveyor, which complicated matters and the market was incredibly buoyant in that area.

M Taylor commented that out of the 7 vacancies currently advertised only one was a mission critical position. With regards to Customer Care, Project Officer Support roles was there a different tactic that could be employed?

The Chief Operating Officer confirmed that every effort was being made and it was hoped that these type of roles would be easier to fill.











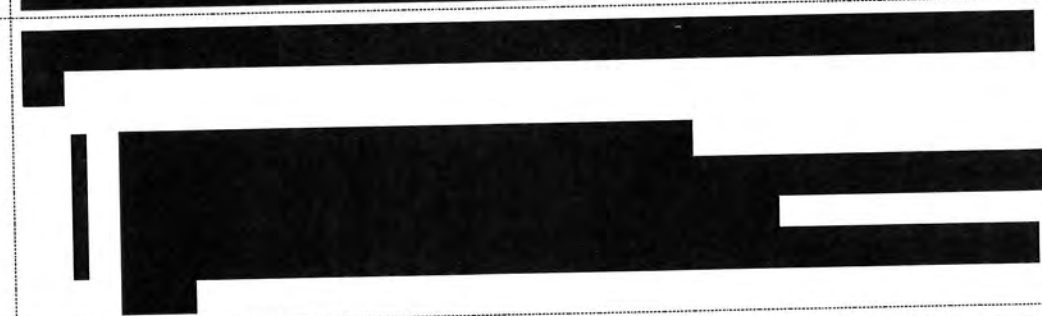

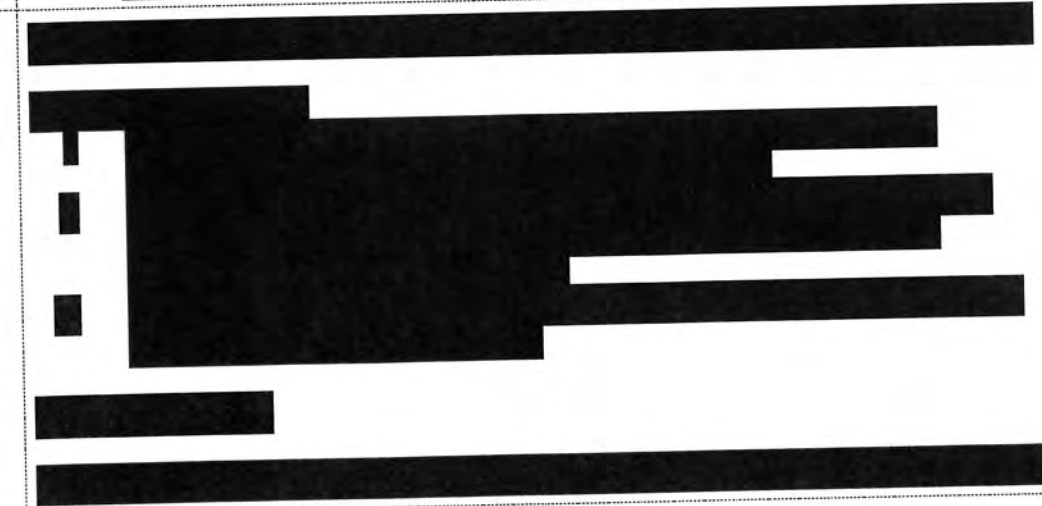
M Taylor asked for confirmation that there was only one mission critical surveyor vacancy at the moment.

The Chief Operating Officer confirmed that was the case, but RDF was also critical to the business and the Customer Care roles were around supporting snagging for new homes.

M Taylor commented that a 5% vacancy rate wasn't huge for the size of the company and it made people think of it as a negative. It may require being more imaginative to attract people into some of the simpler roles to fill and offered NCC's support.




















7.1.18	K Gardner asked for the sickness absence reporting to show the split between long and short term absence.
	<p>K Gardner asked whether, with regards to Performance Management, the percentage of appraisals not completed was seen as a process or a time issue.</p> <p>The Chief Operating Officer replied that it was firmly a time issue but was important and the subject of Advance Northumberland's regular Senior Leadership Team meeting and very firmly on the radar.</p>
7.1.19	<p>The Chair asked, in terms of back to work and the ending of restrictions, what the picture would look like going forward post July 21st.</p> <p>The Chief Operating Officer stated that he couldn't give a definitive answer at the moment. Currently Head Office was open at reduced capacity with limited use for that capacity at the moment with staff's confidence for returning and a productivity gain from remote working being key factors. There was a possibility of a move to agile working but this would be looked at from a team by team basis. Head office would be moving away from fixed desks to a hot desk approach to work more efficiently within the office and this would be worked up over the coming weeks.</p> <p>S Bridgett commented that, from his experience at NCC, staff working from home had greater productivity and the ability to get in touch with them had increased tenfold. He hoped that we would have a mixed approach going forward.</p> <p>The Chief Operating Officer agreed that this reflected our experience and it was essential that we built on that. Our destination would be a hybrid system.</p> <p>The Chair commented that a lot of clients came to our offices to pay bills, comments about their homes, complaints etc, were we prepared for that in terms of keeping Covid secure practices in place.</p> <p>The Chief Operating Officer confirmed that the workspace receptions were manned and would continue to operate with Covid secure working practices in place. Alongside this our credit card web payment facility was ready to be launched which would reduce the need to physically attend workspaces to make rent payments etc.</p> <p>J Reid put forward the suggestion that, as a statement of faith, the next Board meeting could be held face to face at Advance Northumberland Head Office.</p>
	The Board:
7.1.20	<ul style="list-style-type: none"> • NOTED the contents of the report.
8.0	Policies



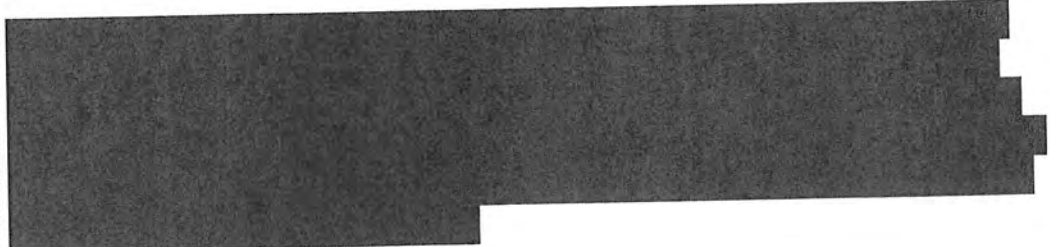


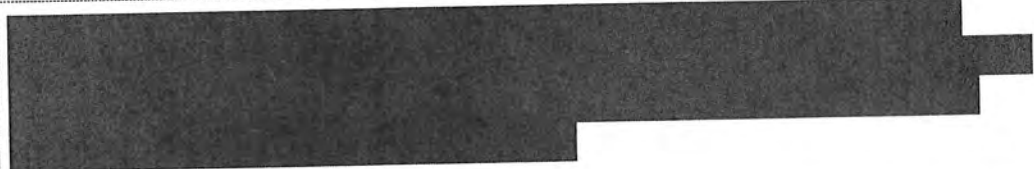




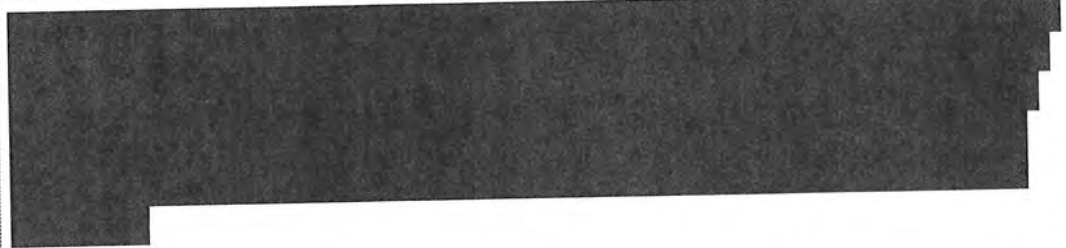

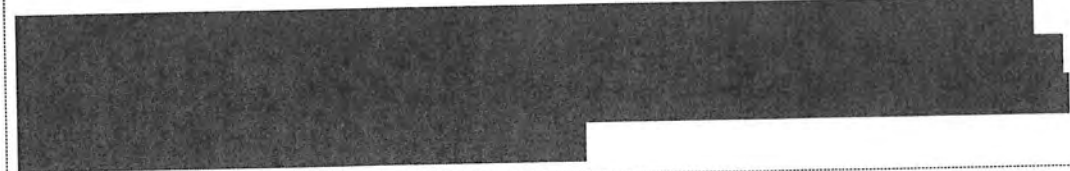
8.1	There were no policies brought to the meeting.
9.0	Approvals
9.1	Modern Slavery Statement
9.1.1	The Chief Operating Officer informed the Board that certain commercial organisations must publish an annual statement setting out the steps they would take to prevent modern slavery in their business and their supply chains. This was a requirement under Section 54 (Transparency in Supply Chains) of the Modern Slavery Act 2015.
9.1.2	<p>The Chief Operating Officer confirmed that a commercial organisation was required to publish an annual statement if:</p> <ul style="list-style-type: none"> • It was a body corporate or a partnership wherever incorporated or formed. • It carried on a business or part of a business in the UK • It supplied goods and services • It had an annual turnover of £36 million or more
9.1.3	<p>The Chief Operating Officer stated that, to meet and demonstrate you have met the minimum legal requirements, the Company must update the statement every year within 6 months of the organisation's financial year end, publish the statement on the website, get approval from the Board of Directors and get sign off from a Director.</p> <p>Advance Northumberland's previous Modern Slavery Statement ran to 31st March 2021. We were therefore required to agree a statement for this financial year.</p> <p>The statement, Appendix 1 of the report, addressed the relevant requirements. Once approved, the Statement would be signed by the Chair of the Advance Northumberland Board and published on our website.</p>
9.1.4	<p>M Taylor enquired as to whether the Board had access to the Advance Northumberland policies including the Modern Slavery Statement.</p> <p>The Performance Manager confirmed that a Board Sharepoint site had been created which would be shared with Directors following this meeting and followed by an email detailing an overview of the site. This would be a major channel for communication with the Board going forward and would include the previous Board papers and minutes.</p>
	The Board:
9.1.5	<ul style="list-style-type: none"> • APPROVED the Modern Slavery Statement
	CONFIDENTIAL ITEMS FOR INFORMATION

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
	<p>[REDACTED]</p> <p>[REDACTED]</p>
	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
	<p>[REDACTED]</p> <p>[REDACTED]</p>
	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
	<p>[REDACTED]</p> <p>[REDACTED]</p>
	<p>[REDACTED]</p> <p>[REDACTED]</p>

[illegible]

	The Board:
10.21	<ul style="list-style-type: none"> NOTED the contents of the report.
11.0	Internal Audit Plan (Report of the Chief Internal Auditor)
11.1	The Chief Operating Officer presented a further paper from the Chief Internal Auditor to update the Board on the approach which had been adopted to prepare the 2021/22 Internal Audit Plan for Advance Northumberland Group of Companies (the "Plan").
11.2	The Plan recommended the Board to note the approach taken in preparing a risk based Internal Audit Plan for Advance Northumberland in 2021/22, the coverage proposed within which would facilitate the development of an opinion on the adequacy and effectiveness of the framework of governance, risk management and control within the Group of Companies for 2021/22.
11.3	The Plan helped to ensure that Internal Audit was able to meet its objectives as an independent assurance function and to provide an independent and objective opinion to the organisation on the adequacy and effectiveness of the framework of governance, risk management, and control. Internal Audit must be independent in its planning and operation. Accordingly, in producing the Audit Plan, the Chief Internal Auditor was required to determine the priorities of Internal Audit, following consultation with stakeholders and assessment of risk.
11.4	This confirmed that Internal Audit adopted assurance mapping to assess the level of confidence that Advance Northumberland could have in its service delivery, management of risks, operation of controls and performance. Considering the prevailing corporate risks, details of assurance sources had been mapped across three levels often referred to as the three lines of defence, i.e. management, corporate oversight and independent assurance. This provided information on assurances Advance Northumberland had on areas of the business that mattered most, and, highlighted where there may be potential deficiencies.
11.5	The Plan documented that those auditable areas identified as most risk-sensitive by this process had been prioritised for audit in the Plan. The Plan needed to be realistic and achievable, and sufficiently flexible to respond to changing priorities as they occurred.
11.6	Also, consultation had taken place with the former Managing Director, Chief Operating Officer, and the Chief Finance Officer. Potential assurance requirements were discussed, and views were sought on any additional areas considered worthy of audit review over the course of the Audit Plan.
11.7	The Plan went on to confirm that three audits originally planned for 2020/21 had been reprogrammed into 2021/22. This was a normal part of the audit planning

	Northumberland
	[REDACTED]
	[REDACTED]
	[REDACTED]
	[REDACTED]
	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
	[REDACTED] [REDACTED]

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
	<p>The Board:</p>
11.13	<ul style="list-style-type: none"> • NOTED the contents of the report.
12.0	<p>Power of Attorney [REDACTED] Schedule</p>
12.1	<p>The Chief Operating Officer presented the summary papers which gave the Board details of the use of Power of Attorney since the last Board meeting under delegations and having been procured through NCC's procurement portal.</p>
12.2	<p>The Chief Operating Officer reminded the Board that the Power of Attorney existed to enable the Managing Director and the Chief Operating Officer to sign documents on behalf of the Company. Decisions were taken in accordance with the approved schedule of delegations.</p>
12.3	<p>S Bridgett requested that a copy of the Power of Attorney be placed in the Sharepoint Board folder.</p> <p>The Chief Operating Officer stated that he would bring to the next meeting a different worded form of the Power of Attorney document [REDACTED]</p> <p>[REDACTED]</p> <p>Following a question from S Bridgett the Chief Operating Officer confirmed that the new document would be drafted by our lawyers to reflect the thinking of NCC's lawyers.</p> <p>M Taylor asked whether the Power of Attorney was an alternative to the MD/Chief Operating Officer being a Director of the Company. Was that why we had this layering in the system? If so, we may need to think whether this was the right structure for the Company.</p>

	Following a discussion amongst the Board it was agreed that the Power of Attorney [REDACTED] [REDACTED]
	The Board:
12.3	<ul style="list-style-type: none"> NOTED the contents of the report and schedule.
13.0	Reports for Approval
13.1	Development of Land at [REDACTED]
13.1.1	The Development Director introduced the report the purpose of which was to invite the Board to approve Advance Northumberland (Developments) Limited, entering into a Legal Land Option Agreement for [REDACTED] [REDACTED]
13.1.2	<p>The Development Director informed the Board that this land was introduced to Ascent Homes in Summer 2020 and represented an opportunity for us to secure [REDACTED] [REDACTED] The land had previously been promoted for residential development on behalf of the landowner, with the Council indicating that it was suitable for residential development within a 6-10 year time period.</p> <p>[REDACTED] site which was in Council ownership and was allocated for residential development in the emerging Northumberland Local Plan. As such, this site represented a logical extension for future development [REDACTED].</p>
13.1.3	The Development Director stated that, as this site was viewed as a long-term option, no layouts had been prepared yet although initial indications suggested that around 140 units was a realistic target on this site. In line with this, the development also gave us an opportunity to deliver affordable housing on the site for local residents.
13.1.4	<p>The Development Director confirmed that securing this option from the local landowner would present the opportunity for Ascent Homes to establish another strong rural site with the flexibility to deliver affordable, first time buyer and family homes [REDACTED]. In addition, this site could assist in developing a pipeline of housing [REDACTED] and provided an opportunity to remain active in the local area once the development [REDACTED] was complete.</p> <p>A detailed layout would be developed in due course, informed by various survey work that would be undertaken to assist in the promotion of the site to the Council for residential development. The development funding relating to the construction of the site would be requested under a separate approval.</p>
13.1.5	The Development Director confirmed that, at this stage, we had agreed draft Heads of Terms with the landowners through discussions with their agent. It should be noted that these Heads of Terms did not intend to create any legally

	binding obligations and were subject to contract.
	[REDACTED]
13.1.7	The Development Director confirmed that monies expended up to the point we secured planning permission and completed on the land were deductible from the agreed land value, including the monies which formed part of this request.
13.1.8	<p>The Development Director went on to confirm that Ascent Homes would receive an option to purchase the site upon grant of a satisfactory planning permission for residential development. This option to purchase would trigger on grant of a satisfactory planning permission in either outline or detailed form.</p> <p>The initial option agreement would be for a term of 5 years from the date of signing the option agreement. This initial term could be extended for a further 3 years subject to payment of a further option fee by ourselves as noted below.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
13.1.9	<p>The Development Director stated that the development opportunity provided investment in housebuilding [REDACTED], an area that we had already made a significant commitment to through the impending development of [REDACTED]. It produced a range of first-time buyer and family homes. It would also, in due course, be likely to contribute affordable dwellings in accordance with the policy requirement at the time. This investment</p>

	would support housebuilding jobs and provide investment in Northumberland based subcontractors and suppliers. In addition to this, the Shareholder would receive both new homes bonus and council tax contributions.
13.1.10	<p>The Development Director informed the Board that the site was located to [REDACTED]</p> <p>[REDACTED]</p> <p>The site was bounded by residential development [REDACTED] along part of its northern boundary, with fields beyond this. It was important to recognise that the adjacent land to the north formed part of an allocation for residential development in the emerging Northumberland Local Plan. [REDACTED]</p> <p>[REDACTED]</p> <p>The site was well served by services and amenities in the town of [REDACTED]</p> <p>[REDACTED] with a number of bus stops located along its extent.</p>
13.1.11	<p>The Development Director stated that the local area of the site, including being located in the [REDACTED], did well to cater for the local first-time buyer and family market. In addition, the more flexible working arrangements being adopted by many people in the wake of the current pandemic had created greater demand for properties in more rural or remote locations such [REDACTED].</p> <p>At this early stage it was anticipated that, subject to further work on potential constraints, the site could accommodate in the region of 140 dwellings. While it was premature at this point to consider the mix of these properties, the eventual sale of units on our [REDACTED] would provide useful market intelligence and would likely inform the proposed housing mix on this site as we moved towards submission of a planning application.</p>
13.1.12	<p>The Development Director confirmed that the site had no formal planning status. However, it had previously been submitted by the landowners to the County Council for consideration as part of its Strategic Housing Land Availability Assessment (SHLAA) process. This process allowed the suitability of a site for residential development to be established in broad principle, with the Council adopting a traffic light scoring system to evaluate each individual site. Sites marked as green were considered suitable in principle, with amber sites considered to have potential but with some constraints identified. Sites marked as red were considered unsuitable for residential development. Having considered the site as part of the SHLAA process, the Council annotated it as green and deemed that it was suitable for residential development within the 6-10 year time period. The accompanying commentary to this classification noted the site to be an attractive one that was located in a high-level price area. It was therefore considered that the site had evident potential for housing development in the medium term, a point accepted by the Council in their own SHLAA analysis.</p> <p>The Board were asked to note that the emerging Northumberland Local Plan had</p>

	<p>excluded this site from the settlement boundary (which it had drawn along the northern site boundary). While this was unhelpful, the presence of the housing allocation directly [REDACTED] to the south meant that this site represented an entirely logical location for residential development. In addition, the fact that the Local Authority were intending to immediately review their own housing requirements post adoption of the Local Plan in order to increase numbers meant that it was highly likely that a more flexible approach would be taken as regards to the enforcement of planning policies relating to settlement limits.</p>
13.1.13	<p>The Development Director stated that the consultants engaged in the promotion and planning application phase were yet to be procured. They would be engaged through Advance Northumberland's Procurement Policy.</p>
13.1.14	<p>The Development Director confirmed that the Sales and Marketing Report prepared recently for [REDACTED] highlighted potential strengths for the proposed development and there was a reasonable demand from local buyers for new build properties in the area.</p> <p>S106 contributions would be required on site and, working on the basis that the site could accommodate c.140 dwellings and assuming the policy compliant 15% affordable on-site was requested, this would lead to the building of 21 affordable homes.</p>
13.1.15	<p>The Development Director confirmed that at this stage we were seeking approval only for the principle of entering into the option agreement and the option fee associated with this. As the scheme developed, a budget would be established via the F&D process that would allow further investigative work to be undertaken on the site and appropriate promotion activities to commence.</p> <p>In due course therefore, a full financial viability exercise would be undertaken and brought back to Board for approval, most likely at the point when we were seeking to enter into a contract to purchase the land.</p>
13.1.16	<p>The Development Director confirmed that Advance Northumberland Development Projects were intending to enter into an option agreement with the vendors. Heads of Terms had been agreed in principle.</p> <p>Subject to Board approval of this proposal, lawyers would be appointed in order to facilitate the agreement of the Heads of Terms.</p> <p>This option agreement gave Advance Northumberland (Developments) Limited an opportunity to promote and, eventually, acquire additional [REDACTED] that would support our current activity in the [REDACTED], thus making a commitment to the area beyond the short to medium term. The agreement would assist in securing a development pipeline in the local area at a relatively low value. This was complementary to our development strategy in [REDACTED] [REDACTED] we considered would remain a popular residential location going forward, even before trends relating to the current pandemic with regard to more rural living were considered.</p>
13.1.17	<p>The Development Director stated that this land option allowed a low-cost entry</p>

	<p>way of securing a piece of land for the long term, to start forming a forward land supply over the medium term. The sites planning prospects as detailed within this report were favourable in the medium term, particularly given adjacent lands planning allocations.</p> <p>The structure of the option allowed us to secure the opportunity now, and work on the planning side in the background, whilst we focused on more immediate opportunities pushing forward on this piece of land sometime in the future. The extendable nature of this option allowed us to do so as and when planning reviews of the local area were undertaken in the local area. Whilst it prescribed a minimum land value this represented good value per plot in the locality based upon valuation advice on sites in close proximity. As the land value was derived on a residual land valuation basis all monies expended to the date of purchase were deducted off the agreed land value (subject to the minimum value noted). Securing this opportunity now allowed us to do so without calling on Council reserves as detailed within the Chief Finance Officers comments noted below.</p>
13.1.18	<p>The Chief Finance Officer commented that this was an opportunity to secure a land option for [REDACTED] to replenish the land bank for future development. This would be spent from the feasibility and development budget within Advance Northumberland (Developments) Limited.</p>
13.1.19	<p>Following a discussion by the Board it was decided to defer approval to the next Board meeting in order to obtain more detail regarding the [REDACTED] and settlement boundaries.</p>
13.1.20	<p>The Company Secretary reminded that Board that if the Board were minded to approve this report, as it was a reserved matter, it would require Shareholder Representative approval.</p>
	<p>The Board:</p>
13.1.21	<ul style="list-style-type: none"> • DEFERRED the agreement to enter into an option on this site to allow its promotion for residential development in the sum of [REDACTED] which is broken down into the [REDACTED] and [REDACTED] as detailed in 4.5 of this report. The Option Agreement is for a period of 5 years
13.2	<p>Wooler Management Company Formation</p>
13.2.1	<p>The Development Director introduced the paper explaining that the Ascent Homes team were currently delivering the Kingsmead Development at Wooler. The 78 unit scheme comprised the construction of 2 Bedroom bungalows, 2,3 and 4 bedroom homes, affordable housing units for Northumberland County Council along with all associated estate roads, utilities and common areas.</p> <p>Areas outside of the residential sale units' legal boundary curtilage comprised of adopted and non-adopted areas. Adopted areas were maintained by NCC. The non-adopted areas needed management and funding.</p> <p>This paper requested approval to set up a Management Company to undertake</p>

	<p>this function utilising an Estate Rent Charge levied on purchasers.</p> <p>The framework for this was noted below. It may now be considered our normal approach to such matters and was reflective of previous arrangements approved by Board at a number of developments including Ellington, The Maltings, Empire Court and Hemmingway Court, Ponteland.</p>
13.2.2	<p>The Development Director confirmed the following outline legal framework:</p> <ol style="list-style-type: none"> 1. There would be a Residents Management Company (Man Co) set up which would be limited by guarantee. 2. As the Man Co was being set up as a company limited by guarantee, rather than shares and shareholders, we had members. The Initial Subscriber was the first member of the company. Each purchaser became a member of the management company. 3. The initial subscriber to the Man Co would be Advance Northumberland (Developments) Limited. This provided control via the company's Articles of Agreement to the initial subscriber. This control was relinquished upon the last plot sale or later if necessary. This allowed Advance Northumberland to ensure the estate was maintained during the selling period. 4. Advance Northumberland may wish to assume control for a longer period, i.e. until the defects liability within construction contracts had expired for particular elements of the scheme, which were then handed over to the management company. 5. Once control was relinquished by the Initial Subscriber, the purchasers assumed control of the Management Company. 6. An Estate Rent Charge would be levied on purchasers through their legal sale contract. This enabled Advance Northumberland to sell the units on as a freehold. The requirement to pay the Estate Rent Charge was noted on their title deeds so that any successor in title was bound by the same requirements. Similarly, there was a requirement noted within the sale transfer deeds for the Man Co. to provide Management Services. 7. The Management Company utilised this Estate Rent Charge receipts to fund the functions of the Management Company. In this instance, it was the maintenance of the Sustainable Urban Drainage (SUDS) pond and small areas of landscaping. 8. Advance Northumberland provided two Directors on the Man Co. It was proposed that this would be the Development Director and the Chief Operating Officer. The Development Director was the appointed Director on all previously approved schemes. 9. A Managing Agent was appointed by the Man Co. They were controlled through a service agreement to the Management Company. They undertook the day to day management of the business which would include: <ul style="list-style-type: none"> • establishing the Estate Rent Charge budget • purchaser interface • ensuring all maintenance works are completed in accordance with all statutory and health and safety requirements • company secretarial role • provision of audited company accounts

	<ul style="list-style-type: none"> • insurances • ensuring receipt of Estate Rent Charge payments • managing day to day purchaser issues etc.
13.2.3	The Development Director confirmed that approval to this management company was required at this as we had sale contracts on houses which we needed to exchange.
13.2.4	The Company Secretary stated that in the Articles of Reserved Matters one of the Reserved Matters was forming any subsidiary or acquiring shares. As this was a company limited by guarantee he would check the position.
	The Board:
13.2.5	<ul style="list-style-type: none"> • APPROVED (subject to Shareholder approval if deemed necessary by the Company Secretary following a check regarding subsidiary status) the setup of a Residents' Management Company to manage the un-adopted common areas at Kingsmead, Wooler.
13.3	Energy Central Campus Charity & Governance Structure
13.3.1	This report was withdrawn from the agenda at the request of NCC in order to better align with the NCC approval process and would be presented at a future Board meeting.
14.0	Reports for Information
14.1	Northumberland Energy Park
14.1.1	The Director of Developments (Commercial & Infrastructure) introduced the report to provide the Board with an update on Northumberland Energy Park, focusing mainly on the NEP1 remediation contract including the key issues associated with [REDACTED].
14.1.2	The Director of Developments (C&I) confirmed that the Advance Northumberland Developments Team had continued to work with advisors to deal with the [REDACTED], whilst the Economic Growth and Investments team and the Council's Regeneration team had worked on attracting investors and securing additional funding for the project.
14.1.3	The Director of Developments (C&I) asked the Board to note that Advance Northumberland continued to work closely with the Council and the LEP as funding partners. The last Project Board meeting took place on the 9thth June 2021.
14.1.4	[REDACTED]
14.1.5	The Director of Developments (C&I) confirmed that the latest position with regard to contractual discussions and site progress with Farrans was set out in the Project Board Update Report.

The report detailed the following key issues:

[REDACTED]

14.1.6

The Director of Developments (C&I) confirmed that the report was comprehensive and updated the Board on all the key issues relating to the COVID-19 suspension and ongoing discussions with the Contractor.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

[illegible]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

	<div data-bbox="375 268 1420 414" style="background-color: black; height: 65px;"></div> <div data-bbox="375 414 1428 582" style="background-color: black; height: 75px;"></div> <div data-bbox="375 582 1428 918" style="background-color: black; height: 150px;"></div> <div data-bbox="375 918 1460 1321" style="background-color: black; height: 180px;"></div> <div data-bbox="375 1321 1460 1568" style="background-color: black; height: 110px;"></div>
<div data-bbox="279 1612 359 1657" style="background-color: black; height: 20px;"></div>	<div data-bbox="414 1601 630 1657" style="background-color: black; height: 25px;"></div> <div data-bbox="414 1657 1348 1825" style="background-color: black; height: 75px;"></div> <div data-bbox="414 1836 670 1892" style="background-color: black; height: 25px;"></div> <div data-bbox="414 1892 1356 2027" style="background-color: black; height: 60px;"></div>

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>[REDACTED]</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

[illegible]

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>[REDACTED]</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

34

	<div></div>
<div></div>	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div>
<div></div>	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div>
<div></div>	<div></div> <div></div> <div></div> <div></div>

	[REDACTED]
	[REDACTED]
	[REDACTED]
	[REDACTED]
	[REDACTED]
	[REDACTED]
	The Board:
14.1.17	<ul style="list-style-type: none"> • NOTED the contents of the report and appendix.
14.2	Bedlington Town Centre
14.2.1	<p>The Director of Economic Growth & Investments introduced the report to provide an update on the Bedlington Town Centre Redevelopment Scheme.</p> <p>An update provided to the Shareholder in April 21 was also attached to this report at Appendix 1 for the Board's information.</p>
14.2.2	<p>The Director of Economic Growth & Investments confirmed that, following Board approval in November 2020 and NCC Cabinet approval in January 2021, the North East LEP also approved [REDACTED]</p> <p>[REDACTED]</p> <p>GFA's completed in March with NCC for [REDACTED], and the [REDACTED] m. A further GFA was awaited from NCC in relation to the second</p>

	grant [REDACTED]
14.2.3	<p>The Director of Economic Growth & Investments stated that Aldi received [REDACTED]</p> <p>The works were progressing as planned onsite, following commencement late April, construction was on track to complete this November. Advance Northumberland's Developments team were managing the site wide works along with Aldi's construction team. Steelwork had progressed for the Aldi store with cladding to begin in July. The site wide works were progressing well with bulk excavation completed, along with formation of the new service road, access road and drainage. Critical tasks planned in relation to the new substation (to be energised August) and utility diversions. S278 works were due to commence in July.</p>
14.2.4	<p>The Director of Economic Growth & Investments confirmed that, prior to demolition of the white building at 9 Market Place, an updated bat survey was required. This was undertaken on the 9th May 2021 and identified no evidence of bats. Thompsons of Prudhoe commenced demolition on the 2nd June 2021 with asbestos removal and soft strip. The main demolition was to commence in July subject to asbestos removal completing to programme. Additional asbestos had been identified in a previously inaccessible basement. The demolition was due to complete in August 2021.</p>
14.2.5	<p>The Director of Economic Growth & Investments informed the Board that agreement had now been reached [REDACTED]</p>
14.2.6	<p>The Director of Economic Growth & Investments confirmed that, on the basis of procurement advice from Ward Hadaway (7 May 2021), [REDACTED]</p>
14.2.7	<p>The Director of Economic Growth & Investments stated that a Non-Material Amendment for changes to the s278 works was lodged on the 2nd June 2021 with determination due 30th June 2021. A s73 application was submitted on the</p>

	28 May 2021 for changes to the Market Place [REDACTED]. However, [REDACTED] superseded drawings would be submitted early. The application should be determined within 13 weeks (8th October 2021) however it was considered determination should not delay a start onsite with a consent obtained already.
14.2.8	The Director of Economic Growth & Investments confirmed that the new build option provided a terrace of four slightly larger retail units. [REDACTED] [REDACTED]
14.2.9	The Director of Economic Growth & Investments advised the Board of the following revised programme/next steps; <ul style="list-style-type: none"> • March - AN complete the S278 Agreement for Phase 1 - COMPLETED • March- AN complete the variation agreement and Development Agreement with Aldi - COMPLETED • March/April - AN Developments conclude design for Market Place and submit planning variation to LPA – submitted but updated plans required in relation [REDACTED] and all new build – 9 July • March/April – robust marketing strategy adopted for new Market Place opportunities- ONGOING • April - Aldi commence Seller's Works - COMPLETED • May – Advance Northumberland to commence demolition of the white building on Market Place – commenced 2 June • July – Planning consent obtained and Advance Northumberland commence redevelopment of Market Place - revised to Oct/Nov due to Greggs • November / December – Aldi store open for trade. On programme. • [REDACTED]
	The Board:
14.2.10	<ul style="list-style-type: none"> • NOTED the contents of the report and appendix.
14.3	Finance Update
14.3.1	The Chief Finance Officer presented the report to update the Board on: <ul style="list-style-type: none"> • the financial results for the year up to and including May 2021 • the forecast to the end of the financial year.
14.3.2	Group Consolidated Position <ul style="list-style-type: none"> • [REDACTED] • [REDACTED]

		<div>[REDACTED]</div>
	<div>[REDACTED]</div>	<div>[REDACTED]</div>
	<div>[REDACTED]</div>	<div>[REDACTED]</div>
	<div>[REDACTED]</div>	<div>[REDACTED]</div>
	<div>[REDACTED]</div>	<div>[REDACTED]</div>
<div>[REDACTED]</div>	<div>[REDACTED]</div>	<div>[REDACTED]</div>
	<div>[REDACTED]</div>	<div>[REDACTED]</div>
	<div>[REDACTED]</div>	<div>[REDACTED]</div>
	<div>[REDACTED]</div>	<div>[REDACTED]</div>
	<div>[REDACTED]</div>	<div>[REDACTED]</div>
<div>[REDACTED]</div>	<div>[REDACTED]</div>	<div>[REDACTED]</div>
	<div>[REDACTED]</div>	<div>[REDACTED]</div>
	<div>[REDACTED]</div>	<div>[REDACTED]</div>
	<div>[REDACTED]</div>	<div>[REDACTED]</div>

[illegible]

	<div style="background-color: black; width: 100%; height: 100%; min-height: 400px;"></div>
14.3.7	Following a question from K Gardner the Chief Finance Officer confirmed that he would clarify the housing void occupancy figures against budget.
14.3.8	Following a question from K Gardner the Chief Finance Officer agreed to provide more granular detail on workspace occupancy percentages versus rents.
14.3.9	<p>With regards to the Project Management Team and the full year loss the Chief Financial Officer agreed to provide an update on the current structure and future workload of the Advance Northumberland Projects Development Team going forward.</p> <p>For clarity the Chief Operating Officer commented that the Project Management Team worked to support Advance Northumberland and NCC projects. It had no external clients therefore it was a continual overhead. The structure of the team was based on the pipeline of projects going forward and this had been raised at the recent Shareholder Group meeting.</p>
14.3.10	M Taylor asked about the loan repayment agreement interest rates.

	<p>The Chief Finance Officer confirmed that the interest rates had previously been set [REDACTED] in order to make the projects viable. [REDACTED]</p> <p>[REDACTED]</p> <p>M Taylor asked whether these variations would be looked at when discussing the financial picture with the Section 151 officer. The CFO confirmed this.</p>
	The Board:
14.3.11	<ul style="list-style-type: none"> • NOTED the contents of this report and presentation.
14.4	Advance Northumberland Board Forward Plan
14.4.1	The Chief Operating Officer introduced the schedule of reports expected to be presented to Board up to May 2022.
14.4.2	<p>The Chief Operating Officer confirmed that, included on the schedule, at present, were the standard reports to be presented at every meeting and a number of time sensitive reports, for example the Audit Committee Updates and the Accounts.</p> <p>Additional reports would be added to the schedule by both the Board and Advance's Senior Leadership Team as matters arose, decisions were required and further information was requested.</p>
14.4.3	The Chief Operating Officer went on to confirm that the Forward Plan would be updated and presented to Board on a monthly basis.
14.4.4	<p>K Gardner asked whether there was a specific H&S report around Riddor and Statutory Testing Compliance.</p> <p>The Chief Operating Officer confirmed that it was included within the performance but going forward this could be covered as a specific report within Performance Updates.</p>
	The Board:
14.4.5	<ul style="list-style-type: none"> • NOTED the Advance Northumberland Board Forward Plan
14.5	Performance Update
14.5.1	<p>The Chief Operating Officer introduced the report with the purpose of updating the Board on performance across the Business.</p> <p>Appended to the report were the documents as presented to the Performance Clinic, which was held on a monthly basis.</p>

14.5.2	<p>S Bridgett commented that the major project list was impressive but very urban centred with not many major projects in rural Northumberland and was that something the Board needed to look at more closely.</p> <p>The Chair replied that hopefully the Borderlands project would soon kick in along with mini town deals for Rothbury, Bellingham and Haltwhistle.</p>
	The Board:
14.5.3	<ul style="list-style-type: none"> • NOTED the contents of the report and appendices.
14.6	PID Summary
14.6.1	The Chief Operating Officer presented the report the purpose of which was to inform the Board of the current status of PIDs currently live and in development.
14.6.2	<p>The Chief Operating Officer confirmed that Advance Northumberland provided project management, consultancy services and housebuilding services to NCC.</p> <p>The system for agreeing projects between Advance Northumberland and NCC had recently been formalised into a structured process, starting with a Project Initiation Document (PID). Advance Northumberland proposed a fee at the outset of the PID, which was subject to a review by the Lead Officer at NCC and the Shared Procurement Service. Based on their respective approvals, the PID became a formal contract.</p>
14.6.3	<p>The Chief Operating Officer informed the Board that work in progress under contracts with NCC were detailed within the Projects Schedule as appended to the Performance Report which was updated on a regular basis.</p> <p>In place of reporting these projects to the Board under two items for attention, it is the intention to deal with all in progress projects, PID or otherwise, to be monitored through the Project Schedule under the Performance section of the Board and for this section to be utilised to inform Board about pipeline projects and seek to inform Board of Advance's involvement in projects as per instructions from NCC via PID's.</p>
14.6.4	The Chief Operating Officer confirmed that Advance Northumberland had received no new PID's since the last Board meeting.
14.6.5	<p>S Bridgett asked what happened once the PID was completed and reported back on.</p> <p>The Chief Operating Officer confirmed that it was dependent upon the project, this was where the Company was acting as a service provider for NCC.</p>
	The Board:
14.6.6	<ul style="list-style-type: none"> • NOTED the contents of the report and appendix.
14.7	FOI/DATA PROTECTION



14.7.1	The Chief Operating Officer introduced the report, the purpose of which was to inform the Board of FOI and Data Protection issues dealt with by the company over the preceding month.
14.7.2	<p>The Chief Operating Officer informed the Board that the Freedom of Information Act 2000 provided public access to information held by public authorities by:</p> <ul style="list-style-type: none"> • Obliging public authorities to publish certain information about their activities and • Enabling members of the public to request information from public authorities.
14.7.3	<p>The Chief Operating Officer confirmed that we normally had 20 working days to respond to a request. However, there were certain circumstances that we could refuse a request which included:</p> <ul style="list-style-type: none"> • It would cost too much or take too much staff time to deal with the request • The request was vexatious • The request repeated a previous request from the same person. <p>Other exemptions related to particular types of information, for example information relating to government policy, where harm would arise from disclosure or where disclosure would be likely to prejudice a criminal investigation or prejudice someone's commercial interest.</p> <p>The grounds for refusing a request were tightly regulated and before a refusal could be agreed, consideration must be given to the public interest test and the prejudice test.</p>
14.7.4	The Chief Operating Officer confirmed that Advance Northumberland had not received any FOI requests during the month.
14.7.5	<p>The Chief Operating Officer informed the Board that the Data Protection Act 2018 provided a comprehensive and modern framework for data protection in the UK and set new standards for protecting general data in accordance with the General Data Protection Regulation (GDPR).</p> <p>The right of access, commonly referred to as subject access, gave individuals the right to obtain a copy of their personal data as well as other supplementary information.</p> <p>Individuals had the right to obtain the following information:</p> <ul style="list-style-type: none"> • Confirmation that you were processing their personal data • A copy of their personal data • Other supplementary information – this largely corresponded to the information that you should provide in a privacy notice. <p>We were required to comply with a request without undue delay and at the latest within one month of receipt of the request or (if later) within one month of receipt of:</p>

	<ul style="list-style-type: none"> Any information requested to confirm the requestor's identity A fee (in certain circumstances).
14.7.6	The Chief Operating Officer confirmed that Advance Northumberland had not received any subject access requests since December 2019.
14.7.7	The Chief Operating Officer informed the Board that the GDPR introduced a duty on all organisations to report certain types of personal data breach to the relevant supervisory authority. This must be done within 72 hours of becoming aware of the breach where feasible.
14.7.8	<p>The Chief Operating Officer confirmed that Advance Northumberland had been the subject of one data breach since the last Board report.</p> <p>In April 21, we received a complaint from a commercial tenant that we had shared his personal data with a third party without his consent.</p> <p>An ICO self-assessment was completed, and it concluded that, although the incident was a breach, it was not reportable, and we were advised to keep an internal record.</p> <p>An email was sent to the tenant apologising about the data breach. Internal procedures would be reviewed.</p>
	<p>The Board discussed the position of the Company and compliance with data protection requirements relating to individual names of customers being reported to Board.</p> <p>SB: - I have no objection with seeing the defaulting debtors but I equally don't see why we can't see who we are selling commercial or private assets to. I think the same applies.</p> <p>MT: - we can achieve both things, if we can see the price and the sale. But I think Steven is right we have to be even on it.</p> <p>KG: - second that if we see one we see the other.</p> <p>JR:- my point of view is we have a continuing relationship with people who own us money we have sold it we don't need to see it. What is important is that we see the people who owe us money.</p> <p>SB:- approaching from say a family member of mine buys a house in Wooler and they have a discount on it and I'm a member of the Board, technically would I need to declare an interest.</p> <p>RE highlighted that such information is reported historically to Board so there would not be the opportunity to intervene if Board were unhappy with a house sale but clearly it would aid transparency.</p> <p>The Board agreed to include the names of purchasers and pre-sale value of homes sold by Ascent under PoA.</p>
	The Board:
14.7.9	<ul style="list-style-type: none"> NOTED the contents of the report.

14.8	[REDACTED]
14.8.1	<p>The Chief Operating Officer presented the report which focussed on [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
14.8.2	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
[REDACTED]	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>years.</p> <p>3. [REDACTED]</p> <p>[REDACTED]</p>
14.8.4	<p>The Chief Operating Officer confirmed that, to date, the formulation of a regeneration strategy had not progressed. Although preliminary meetings were held, no further action had been taken since.</p>

14.8.5	<div data-bbox="367 280 1412 526" style="background-color: black; height: 110px; width: 100%;"></div> <div data-bbox="367 548 1420 705" style="background-color: black; height: 70px; width: 100%;"></div> <div data-bbox="367 728 1420 907" style="background-color: black; height: 80px; width: 100%;"></div>
<div data-bbox="223 918 311 963" style="background-color: black; width: 55px; height: 20px;"></div>	<div data-bbox="359 918 1420 1086" style="background-color: black; height: 75px; width: 100%;"></div>
<div data-bbox="223 1075 311 1120" style="background-color: black; width: 55px; height: 20px;"></div>	<div data-bbox="359 1075 1412 1243" style="background-color: black; height: 75px; width: 100%;"></div> <div data-bbox="494 1265 1268 2016"> <div data-bbox="821 1265 1268 1355" style="background-color: #cccccc; height: 40px; width: 100%;"></div> <div data-bbox="853 1310 1236 1355" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="502 1355 1268 1411" style="background-color: #cccccc; height: 25px; width: 100%;"></div> <div data-bbox="502 1411 774 1478" style="background-color: black; height: 30px; width: 100%;"></div> <div data-bbox="829 1444 1252 1489" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="502 1489 750 1534" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="829 1489 1252 1534" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="502 1534 734 1579" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="829 1534 1252 1579" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="502 1579 1268 1646" style="background-color: #cccccc; height: 30px; width: 100%;"></div> <div data-bbox="502 1646 742 1691" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="853 1646 949 1691" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="997 1646 1093 1691" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="1141 1646 1252 1691" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="502 1691 798 1736" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="853 1691 949 1736" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="997 1691 1093 1736" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="1141 1691 1252 1736" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="502 1736 758 1780" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="853 1736 949 1780" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="997 1736 1093 1780" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="1141 1736 1252 1780" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="502 1780 630 1825" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="853 1780 949 1825" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="997 1780 1093 1825" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="1141 1780 1252 1825" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="502 1825 662 1870" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="853 1825 949 1870" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="997 1825 1093 1870" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="1141 1825 1252 1870" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="502 1870 566 1915" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="901 1870 933 1915" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="1013 1870 1045 1915" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="1157 1870 1189 1915" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="502 1915 718 1960" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="837 1915 949 1960" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="989 1915 1093 1960" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="1141 1915 1252 1960" style="background-color: black; height: 20px; width: 100%;"></div> <div data-bbox="502 1960 1268 2016" style="background-color: #cccccc; height: 25px; width: 100%;"></div> </div>

	<div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px;"></div>
	<div style="background-color: black; width: 100%; height: 20px; margin-bottom: 10px;"></div> <div style="background-color: black; width: 100%; height: 120px;"></div>
14.8.9	<div style="background-color: black; width: 100%; height: 130px;"></div>
	<div style="background-color: black; width: 100%; height: 100px; margin-bottom: 10px;"></div> <div style="background-color: black; width: 100%; height: 30px;"></div>
14.8.10	<p>Following a discussion amongst the Board the following actions were agreed;</p> <ul style="list-style-type: none"> • <div style="background-color: black; width: 550px; height: 120px; display: inline-block; vertical-align: top; margin-left: 10px;"></div>
	<p>The Board:</p>
14.8.11	<ul style="list-style-type: none"> • NOTED <div style="background-color: black; width: 450px; height: 15px; display: inline-block; vertical-align: middle;"></div>

	
15.0	Any Other Business
14.1	<p>The Chief Operating Officer raised the point that following the Managing Director's departure, and during this interim period, he would like to ask the Board that he be allowed to act as Managing Director in respect of delegation levels to ensure that he was empowered to do what was expected of him at this point in time.</p> <p>The Chair stated that the Operating Agreement required that the identification of a new Managing Director required the agreement of the Shareholder and asked the Company Secretary to clarify whether Shareholder agreement was required for this request or whether it was within the Board's discretion to sanction.</p> <p>M Taylor commented that she understood the request from an interim point of view but asked what the plan was for the structure of the Company going forward.</p> <p>The Chair stated that the Shareholder would require significant input into the future plans for the Company. The Board needs someone that was going to fill a Managing Director role.</p> <p>M Taylor confirmed that she was suggesting that, as a Board, this was made a priority discussion with the Shareholder Group and also include in that discussion some of the governance issues that were discussed in relation to the Shareholder letter.</p> <p>The Chief Operating Officer confirmed that this had been raised in the last Shareholder Group meeting and that the impression was given that the structure would be looked at without going straight out to the market.</p> <p>S Bridgett stated that the representation on the Board needed to be fair and equitable.</p>
14.2	<p>Shareholder Letter - The Chair confirmed that the Board needed to write back to the Shareholder with feedback as a result of the letter.</p> <p>The following points of the letter were covered;</p> 

[REDACTED]

[REDACTED]

Draft Accounts – The Chair stated that the reason that the accounts were at that level was that the Company [REDACTED] which had


[REDACTED]


Accountability, H&S Advisors – The Chief Operating Officer confirmed that our H&S advisor had been provided by the Council who had left the Company and there was now a vacancy. Carneys were now providing the onsite H&S advice that we needed. We were still having desk-based H&S provided by NCC via J Froud. Overall, we were still delivering the same level of H&S that we had previously. We would welcome NCC providing all H&S as previously as it worked very well.





M Taylor commented that it appeared that the question was not whether we had an SLA or a contract with Carneys it was more about who took responsibility within the Company. We should be performance managing that SLA from the Council. Had there been some assumption that because the SLA was with the Council they would sort it out but it was our responsibility that this was being managed.


The Chief Operating Officer confirmed that it was indeed the Company's responsibility and that what was they had done.



14.5	The Chairman thanked the Board for their attendance and closed the meeting at 18:05.
------	--

	CHAIRMAN
--	---

Summary of Actions	
Matters Arising	<ul style="list-style-type: none"> • Shareholder Group Meeting Minutes to be a standard item on the agenda and circulated as soon as they were available if not received in time for the Board meeting. •  forwarded to Steven Bridgett.
HR Report	<ul style="list-style-type: none"> • Sickness figures to be split between long and short term sickness. • Visually display the percentage of non-completed Performance Appraisals. • Potential for the next Board meeting to be face-to-face in Head Office – dependent upon the outcome of the lifting of restrictions on July 21st.
Policies	<ul style="list-style-type: none"> • Modern Slavery Statement to be signed by R Wearmouth & included within the Policy section of the Board Directors Sharepoint folder.
Internal Audit Plan	<ul style="list-style-type: none"> • Clarification requested on the Board Governance Arrangements for a future meeting. • Clarification requested on whether we should be audited as a private or public body.
Power of Attorney	<ul style="list-style-type: none"> • A copy of the Power of Attorney to be added to the Board Sharepoint folder. • To bring back amendments to the Power of Attorney document to the next Board Meeting.

	<ul style="list-style-type: none"> • PoA to include a pre-sale release figure for House sales in order to compare against the sales figure. • PoA to include the names of the buyers of Ascent Homes' houses.
	<ul style="list-style-type: none"> • Paper to be brought back to Board with more details required regarding the  and settlement boundaries.
Wooler Management Company Formation	<ul style="list-style-type: none"> • Company Secretary to check the subsidiary status.
Finance Update	<ul style="list-style-type: none"> • Update on the structure of the Advance Northumberland Projects Development Team required going forward. • Chief Finance Officer to clarify housing void occupancy figures against budget. • Chief Finance Officer to provide more granular detail on workspace occupancy percentages versus rents.
Advance Northumberland Forward Plan	<ul style="list-style-type: none"> • Have as a standard item going forward and include on the Board Sharepoint Site. • Bring a Board Actions Tracker to the next meeting. • Highlight Health & Safety as a specific report within Performance Updates.
Performance Update	<ul style="list-style-type: none"> • Future Performance Clinic dates to be forwarded to M Thompson, K Gardner and S Bridgett in order to align diaries to attend. • Include specific Health and Safety reports to Board going forward. • S Bridgett to be briefed on the Ascent Homes development in Thropton.
	<ul style="list-style-type: none"> • 

	
AOB	<ul style="list-style-type: none"> • Delegation Levels - Company Secretary to check the Operating Agreement and Articles of Association to determine if shareholder approval needed. • Shareholder Letter COO to draft response for the Chair

Summary of Approvals	
Minutes of Previous Meeting – 28 th May 2021	<ul style="list-style-type: none"> • Reviewed & Agreed
	<ul style="list-style-type: none"> • DEFERRED to the next Board meeting - 
Wooler Management Company Formation	<ul style="list-style-type: none"> • APPROVED the setup of a Residents' Management Company to manage the un-adopted common areas at Kingsmead, Wooler - (subject to Shareholder approval and the Company Secretary checking subsidiary status)

