

**Advance Northumberland Limited (the Company)**  
**Role Profile**

**Job Role:** Chief Executive Officer

**Remuneration:** As per Contract of Employment with Company.  
No additional extra remuneration for office of Board Director

**Responsible to:** Chair of the Board

**About the Company**

Advance Northumberland is a unique economic regeneration company, established as a wholly owned company of Northumberland County Council.

As the Council's primary regeneration development vehicle, the company has a clear remit to improve prosperity, quality of life and increase business activity throughout the communities of Northumberland.

Advance Northumberland currently employ a wide range of investment, development and regeneration capabilities to shape places and promote economic growth and high-quality outcomes for the community of Northumberland.

**Our functions and structure**

Advance Northumberland delivers value through the following key divisions:

- Developments and project management
- Housing and property investment
- Estate management
- Inward investment and key account management
- Business growth and enterprise services

In addition to the above delivery divisions, Advance Northumberland is supported by a central business support and finance function which oversees a range of finance, people, marketing, information systems and programme management functions to ensure effective governance, planning and oversight of performance.

**Job role Summary**

The role of an Executive Director of Advance Northumberland is to:

**Operational Level:**

- be accountable for the general management and performance of Advance Northumberland and its subsidiaries and develop it into a strong and successful business.
- develop an organisational structure and establish processes and systems to ensure the efficient organisation of resources to include the development of performance contracts and appraisals.

- ensure robust management, succession and development plans are in place and presented to the Board from time to time.
- provide leadership and direction to the Senior Management and Operational Management Teams and all employees, including the setting of objectives, development and succession plans and on-going performance management.
- develop and deliver a three-year corporate strategy with a rolling annual business plan which will complement the Northumberland County Council's corporate strategies, reporting to the Board on a regular basis progress against the strategic and annual business plans.
- lead the day-to-day operations of the company, and ensure that the personnel/resources, structure, processes/systems and compliance are in place and 'fit for purpose' to fully meet both strategic and operational requirements.
- drive the business plan and leverage investment including consideration of engagement in joint ventures with private sector partners.
- develop and maintain effective risk management and professional advisors' framework for the Group and its subsidiaries.
- maintain a robust financial and performance reporting process for monitoring and reporting.
- understand effective financial stewardship and general management.
- be responsible for setting and leading the annual business planning cycles encompassing the development and creation of new business opportunities.
- manage Advance's asset base and optimise the performance of its residential and commercial property portfolios.
- help create prosperous, attractive, sustainable communities throughout Northumberland.
- promote enterprise and support business growth.
- gain the confidence of investors and businesses in support of economic development and the creation of sustainable communities and regeneration in the county of Northumberland, to enhance the prosperity and wellbeing of its people, communities and businesses.
- take a leadership role in establishing and developing the company's culture and values, ensuring that there is a fit between strategy and culture, and the company's processes and structure.
- establish a close relationship of trust with the Board Chair reporting key developments, seeking advice and support as appropriate and in a timely manner.
- liaise and maintain excellent working relationship with the Controlling Shareholder's Representative.
- work with the Controlling Shareholder's Representative and any other NCC Officer as requested by them to develop an Operating or Shareholder Agreement (however termed) between the Company and the Council to reflect the interactions and differing roles each will play in the delivery of the Company's purpose.
- Ensure positive co-operation with the Council to observe and adhere to the agreed Operating or Shareholder Agreement.
- establish an effective working relationship with the County Council and develop strong partnerships with the Homes England (or similar agencies), the Northeast Local Enterprise Partnership (NELEP), local/regional development partners and others.
- develop effective partnerships and work successfully with both public and private sector partners.

- support the Chair and as required, act as the public face of the company and interact with government, business, public leaders and organisations of all kinds.
- demonstrate an astute awareness of commerciality and apply effective negotiation skills to achieve objectives.
- develop an understanding of the challenges and issues faced by the communities served by the Advance Group and drive the programmes of work to reflect key priorities.
- be alert to attract private sector investment in business and property and support the regeneration of struggling places and disadvantaged neighbourhoods.
- demonstrate resilience and sound judgement with the ability to remain positive and focussed whilst operating in a high-pressure environment.
- use excellent influencing and communication skills to promote messages to a wide range of audiences.
- be a visionary with good communication and presentation skills and be able to motivate employees, teams and departments.
- develop innovative ideas and establish a proven track record of putting ideas into practice.
- identify and consider new strategic partnerships to support the Company's strategy.
- uphold the values of Advance Northumberland, providing strategic direction and motivational leadership in the delivery of its business plans.
- apply self-motivation and prepare to approach activities with a proactive approach.
- maintain an effective political antenna and translate the impact of external factors to the operational function of Advance Northumberland.
- represent the interests of the Company as Director on boards of any subsidiaries, Joint ventures, Management Companies or similar.

#### **Board Level**

- work with the Board and propose the strategic direction and priorities of Advance Northumberland, in line with the Shareholder's agreed priorities to promote the purpose of Advance Northumberland.
- establish professional relationships with and gain support from the Board of Directors of Advance Northumberland Ltd, in relation to the goals, direction and strategy of the company.
- ensure that the Board performs effectively and efficiently as a collective entity, to direct and control the work of the Company and each subsidiary in order to ensure that it maximises output against its strategic objectives, quality of service and value for money.
- ensure the Company Secretary compiles and maintains a Directors' skills / capabilities / qualifications matrix to support the Chair to ensure the Board of Directors has skills, capabilities, qualifications or attributes that are directly relevant to the purpose or activity of the Company and that a complementary mix of competencies is achieved across the Board to actively enhance the capabilities of the Company.
- provide clear demarcation of governance between the Council Shareholder and the Company
- ensure that the Company has a clear strategic direction and vision and to work closely with the Council and the Company's senior management to set Advance Northumberland's overall direction, policy and plans.

- ensure that the Company adheres to the Articles of Association, and any other governance documentation in force
- make recommendation to the Board and CSR for any appropriate amendments to governance documents for improvement.

The successful Executive Director will also be appointed Executive Director to the boards of all subsidiaries of the Company, except “Teckal” companies which shall be considered on an individual basis.

### **Skills and Qualities**

The Executive Director will have / be:

- A good knowledge and understanding of the local area in which the Group operates
- Understanding of Company values, social and environmental ethos, and track record of living these
- Gravitas to be respected internally and externally
- High level of integrity and honesty
- Ability to engage constructively with senior management and to challenge on difficult issues in a non-confrontational way
- Ability to maintain, strong, constructive working relationships with other Board members, senior management, staff and partner organisations including the Shareholder and Shareholder Representative
- Successful motivator of senior management
- Clear and enthusiastic communicator; verbal and written
- Strategic thinker and business development orientation
- Understanding of systems and risk management
- The ability to maintain an objective approach to decision making
- Good understanding of management accounts and related management information
- Well-organised, manages time well and able to assimilate and comment on complex information and reports
- Knowledge of reward and motivation mechanisms
- IT literate
- An awareness of and commitment to upholding equality and diversity issues

The Executive Director must have significant experience and competency within one or more of the following areas:

- Financial Services sector (including Audit)
- Human Resources and/or wider Business community (including SME’s)
- Construction, Property and Regeneration
- Marketing and communications
- Health and Safety
- Law

And will furthermore have had:

- Strategic management role - preferably in organisations that operate for the benefit of the business community, working with public, private or other community groups

- Directorship of similar-sized company which has undergone sustained growth (Executive or Non-Executive)
- Strategic development, governance, business development, change management and operational experience
- Seat on business committees or Boards
- Understanding of markets in which the Company operates or wishes to develop, including private, public and not-for-profit sectors

The Executive Director must specifically have:

- Degree level qualification or equivalent.
- Relevant postgraduate or professional qualifications relating to the Company.
- Thorough understanding of regeneration and the financial models associated with regeneration projects, including economic development, housing or physical development and regeneration.
- Thorough knowledge of development processes and delivery.
- Demonstrable track record of successful project delivery both revenue and capital.
- Significant experience at strategic/executive level and experience of reporting to a Board.

The Board of Directors of Advance Northumberland Limited (the Company) as a whole has ultimate legal responsibility for the control and conduct of the affairs of the Company and its subsidiaries (the Group). The Board also has responsibility to ensure that the Group is financially viable, properly managed and performs functions efficiently, effectively, economically and in line with the requirements of the law, the regulatory bodies, internal governance arrangements and best practice.

To fulfil its general duties, the Executive Director must:

- Only act in the interest of the Group and not of any constituency or interest groups
- Promote the success of the Group
- Exercise independent judgment
- Exercise reasonable care, skill and diligence and act objectively at all times
- Avoid conflicts of interest
- Not accept benefits from third parties
- Declare interests in proposed or existing transactions or arrangements with a Group company

The Executive Director is expected to adhere to the Nolan principles and specific Company values below, to help the Board reach balanced judgements:

- **Dedication** – we are passionate about delivering for Northumberland
- **Honesty** – we work to the highest standards of integrity and accountability
- **Collaboration** – we deliver in partnership with Northumberland County Council and organisations across the public and private sectors

## **Behaviour**

All Directors are expected to:

- Uphold the values and aims of Advance Northumberland Ltd and Northumberland County Council.
- Contribute to and share responsibility for Board decisions.
- Prepare for and attend meetings, training sessions and other Company events.
- Declare any relevant interests or potential conflicts of interest as and when they arise.
- Respect the confidentiality of any information received.
- act in accordance with the following guidelines:
  - **Corporate decision-making process:** All Directors take part in Board business on an equal footing. Although Directors may have different backgrounds and different reasons for their involvement, they must all act in the best interests of each company, not advocating or lobbying for any other group or organization. If a Director is unhappy with a decision, provided it has been considered by the Board as a whole, all Directors should stand by that decision and not undermine it in any way.
  - **Critical questioning:** Whilst not implying distrust or doubt, the Board has a vital role in asking critical questions about proposals before approving them and has a right to seek external advice whenever it feels this is needed to add value to the collective knowledge and experience of the Directors. All Directors should build a supportive, constructive and professional relationship with any and all individuals with responsibility for the day-to-day operation of each company.

### **Key Responsibilities & Obligations**

All Directors will:

- Ensure that the Board fulfils its duties and responsibilities for the proper governance of the Group including legal and statutory compliance
- Bring an external, independent perspective and advise the Board accordingly
- Scrutinise the performance of senior management against the objectives and values of the Company
- Work in partnership with the Company Directors, officers and senior managers and to constructively challenge as appropriate
- Approve each year's accounts prior to publication, and approve each year's budget and business plan
- Maintain financial viability by approving and monitoring medium and long-term financial planning
- Undertake rigorous financial stress testing prior to undertaking new activities
- Monitor performance at a strategic level in relation to plans, budgets, controls and decisions
- Ensure there are appropriate mechanisms, both internal and external, to verify that the Board receives a balanced and accurate picture of how the Group is performing
- Assist in setting the strategy for the future by approving the Company's Business Plan, Action Plans and KPIs, and other plans and approve major new business/projects.
- Develop and implement appropriate risk frameworks ensuring major risks are regularly reviewed and understood, and that appropriate controls are put in place to stop them from emerging

- Monitor key standards of performance that are critical to the success and long-term viability of the Group.
- Be confident that the Group's affairs are conducted lawfully and in accordance with regulatory requirements and the generally accepted standards of performance and probity
- Comply fully with the Group's governing instruments including the Articles of Association, policies, procedures, standing orders and any Shareholder agreements
- Act with integrity and avoid any personal conflicts of interest or misuse of the Group's funds or assets
- Prepare properly by reading the agenda and papers before attending a meeting
- Attend board meetings, contribute fully and proactively in discussions, respecting all others present, avoid any inappropriate behaviour, language or tone
- Abide by decisions of the Board and its committees and uphold the principle of collective responsibility
- Make decisions that are in the best interests of the Group
- Participate in regular reviews of Board performance and in Board Member appraisals
- Participate in Board development and training, and in other learning activities as required
- Participate in General Meetings, strategy meetings with senior Company / Shareholder or other staff, including any agreed gatherings or "away-days"
- Help to determine appropriate levels of remuneration of executive directors and senior management and to advise on reward mechanisms
- Advise on governance arrangements and assist with succession planning, including chairing Board committees if requested
- Ensure that the Group promotes and delivers equality of opportunity and diversity across all aspects of its business
- At all times act with impartiality, integrity and closely observe confidentiality requirements
- Participate in business development, (working closely with Board and senior management team), including client visits and presentations at client events or conferences
- Provide access to useful contacts and networks to help develop new business in line with strategy
- Identify opportunities for the Company for example new services, clients, projects or funding
- Attend at least 80% of Board meetings.

#### **Location**

- The Executive Director shall be based at the Company's head offices in Northumberland. They may be required to travel and work anywhere in the UK from time to time, subject to reasonable maximum and cumulative annual durations for work purposes and occasionally to other locations for special events.

#### **Time commitment**

- The Executive Director is expected to devote 100% of their working time to the business, whether employed, seconded, or contracted, subject to any specific terms

of their Employment Contract or Secondment Agreement or appointment contract, or as agreed by the Board.

- current Board meets approximately 12 times a year, and there would be an anticipated need for other sub-committee meetings, as well as additional strategy meetings, including with senior staff/shareholders.
- the Executive Director is expected to be available for ad-hoc advice to the Board, including meetings, on an as-needs basis, and outside of normal working hours on a reasonable basis.

### **Period of appointment**

- The term of the appointment will continue in accordance with the Executive Director's current employment contract with the Company or the Council, if seconded, or subject to further agreement if contracted by the Company.
- directorship will end automatically upon the termination of employment with the Company or the Council, if seconded by the Council.

### **Conflicts of interest and commercial confidentiality**

- The Executive Director appointment is made on the basis of trust, a key component of which is to ensure that there are no conflicts of interest between this appointment and posts held elsewhere.
- all material provided to the Executive Director by the Company should be treated as commercially sensitive, and not disclosed to third parties without the written permission of the Board and should remain confidential for a period of at least 3 years following termination of the contract. (This clause applies to connected persons of the Executive Director).

### **Fees and expenses**

- Remuneration will be in accordance with the Executive Director's current employment contract with the Company or the Council, if seconded, or subject to further agreement if contracted by the Company.
- Travel and subsistence expenses will be reimbursable in line with the Company's policy at cost, on submission of evidence in the form of receipts.

### **Eligibility**

The following eligibility criteria must be satisfied by all Board Members. Applicants / Directors must confirm their eligibility to be a Board Member and in particular that:

- they are not disqualified from acting as a Director;
- they do not have unspent convictions relating to any offence involving deception or dishonesty;
- they are not an undischarged bankrupt nor have made a composition or arrangement with, or granted trust deed for, their creditors (ignore if discharged from such arrangement);
- they are not subject to a disqualification order under the Company Directors Disqualification Act 1986 or to any order made under section 429(b) of the insolvency Act 1986;



- they have not been removed as a trustee for a charity by an order made by the Charity Commissioners or the High Court on the grounds of any misconduct or mismanagement nor are subject to an order under section 7 of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990, preventing them from being concerned in the management or control of any relevant organization or body.

### **Specific Responsibilities & Obligations for Role of Chief Executive Officer**

The Chief Executive Officer will share all responsibilities and duties as set out above with all other Executive Directors, but their particular areas of Operational oversight where they shall lead shall cover:

- To propose the strategic direction and priorities of Advance Northumberland, to enable economic development, regeneration and housing market renewal throughout the county of Northumberland.
- To work with the Board of Directors of Advance Northumberland Ltd and with Northumberland County Council to set the goals, direction and strategy of the company.
- To be accountable for the general management and performance of Advance Northumberland and its subsidiaries
- To be responsible for setting and leading the annual business planning cycles encompassing the development and creation of new business opportunities.
- To act as the public face of the company and interact with government, business, public leaders and organisations of all kinds.
- To provide leadership and direction to the Executive Team, Senior Management and Operational Management Teams, and all employees.
- To ensure the Company has appropriate systems of control and reporting to enable effective management of, and secure custody over, the Company's assets.
- To keep in place and further develop a robust and effective system of risk management
- Day to day operational leadership across all the Company's business lines
- Establish and maintain a culture of honesty and high performance where staff are proud to work and contribute to the advancement of economic regeneration and place-shaping in Northumberland.