

Executive Committee Meeting

Wednesday 13th December 2023

**Lower Severn IDB Office/Hybrid
10:00am**

LOWER SEVERN (2022) INTERNAL DRAINAGE BOARD

TERMS OF REFERENCE OF THE NEW IDB EXECUTIVE COMMITTEE

Approved xx December 2022, Minute xxxx

Matters for determination by the Executive Committee

Policy & Guidelines

1. Purpose

The purpose of the Executive Committee is to undertake delegated tasks from the LSIDB Board including for key and immediate decisions from LSIDB's Current Sub Committee's:

The development and implementation of strategy, operational plans, policies, procedures and budgets;

- the monitoring of operating and financial performance of the Revenue Budget;
- the monitoring of operating and financial performance of the Capital Programme;
- the assessment and control of risk;
- the prioritisation and allocation of resources.

2. Membership

The Executive Committee will be made up of the Chief Executive Officer, the Chair, the Vice Chair. all the Committee Chairs and Key Officers of the LSIDB as required. The Chief Executive Officer shall act as Chair of the Committee. In his/ her absence the LSIDB Chair will act as Chair.

3. Meetings

The Executive Committee should meet on a monthly basis with prepared agendas of items for discussion. A quorum of three Members is required. The LSIDB's Governance Officer will act as secretary and take minutes of the meetings. The minutes of the meetings will be circulated at the LSIDB's Board Meetings and the Chief Executive Officer will present a written Chief Executive Officer Report at each quarterly LSIDB's Board meeting.

4. Duties

(i) Management

- The successful execution of strategy.
- Recommending objectives and strategy for the LSIDB in the development of its businesses.
- Identifying and executing new business opportunities, Capital Investment Projects if approved, outside the current core activities
- Reviewing the organisation structure of the LSIDB and making recommendations for change.
- Implementing policies relating to health and safety, environment, treasury and Statutory social responsibility.
- Ensuring the control, co-ordination and monitoring of risk and internal controls.
- Ensuring compliance with relevant legislation and regulations.
- Prosecution, defence or settlement of litigation.
- Ensuring appropriate levels of authority are delegated to LSIDB officers throughout the LSIDB's Annual Planning and delivery of Operations.

(ii) Financial reporting and controls

- Presentation of the LSIDB's budgets and five year plan to the LSIDB's Board and, following their approval, the achievement of the budgets and plans.
- Approval of capital projects between £50,000 and £500,000 for budgeted items and between £25,000 and £250,000 for unbudgeted items. Identification of the necessary funds when making these approvals. Reporting to the Board at the earliest opportunity.
- Adherence to Financial Regulations when authorising procurement.
- Renewal of banking facilities and arrangements for treasury management.
- Insurance, including LSIDB's and officers' liability insurance.

(iii) Statutory IDB Governance

The Committee shall conduct an annual review of its work and terms of reference and an assessment of its own effectiveness and make recommendations to the LSIDB's Board.

Lower Severn IDB

Executive Committee meeting

Next meeting Wednesday 13th December 2023, 10:00hrs at LSIDB Offices

ACTIONS:

From the Executive Committee held on the 25/10/2023 at 10:00hrs

Attendance:

Board Members:

Matthew Riddle

Roger Godwin

Geoff Simms

Fiona Collins

John Hore

Officers:

Glenn Taute – Chief Financial Officer

Jim Druett

James Thomas

Jo Mathews

Daniela Winchcomb

Apologies: Mike Barnes, Manjit Pope, Vicky Bailey

Number	Created	Action	Assigned to	Due	Status
1	2/22/2023	<i>Letter to all Councils to highlight the importance of Member attendance at meetings explaining that this is something the Board is being measured on</i>	MR	September	Ongoing
2	3/22/2023	<i>SHM Matrix to incorporate regional representation</i>	JT	6/7/2023	Ongoing
3	5/24/2023	<i>Explore succession planning of engineering foreman for the future</i>	MB/JD/FC	2024	Ongoing
4	8/23/2023	<i>New Work Force Strategy discussed and confirmed most actions have been completed- identified that training schedule for Board Members to be created (this gets reported back to Defra annually). Also, line management training for SLT in the future also.</i>	MP/JM	Over next year	Ongoing
5	8/23/2023	<i>Once citation audit report received, we can amend policies.</i>	MP/FC/JD	September	Ongoing
6	8/23/2023	<i>Email are key stakeholders to communicate new website when developed. (Parish Councils, Community Forums and Severy Estuary Group)</i>	VB/JM	November	Ongoing

7	9/27/2023	To continue to get feedback formally and informally from staff on the workplace and organisation	MP	2024	Ongoing
8	9/27/2023	To continue to encourage and remind staff to report any near accidents.	JD	2024	Ongoing
9	9/27/2023	For LSIDB to continue to communicate in a range of ways with rate payers and councils as much as possible	VB	2024	Ongoing
10	9/27/2023	VB to circulate communication plans and events we are attending to Board Members	VB	November	Ongoing
11	9/27/2023	MP, VB and JM create an action plan of how we encouraging more council representatives to join the Board and present to executive committee	MP/MR/JM/VB	November	Ongoing
12	9/27/2023	JM and JD to continue to get information of quotes for support facility	JM/JD	November	Ongoing
13	25/10/2023	Matthew to arrange a date with Luke Hall to gain support from Rebecca Powell (local MPs and LSIDB to be invited also)	MR	November	
14	25/10/2023	Executive Committee members to encourage their committees to feedback any ideas to programme board r.e. capital programme	All	November	

15	25/10/2023	Board members to feel they fully understand aspirations/future growth of organisation- MP to create a strategy plan around this further and present to executive/full board	MP	November	
16	25/10/2023	Arrange a visit to another similar government body to see their service station to compare to current LSIDB station.	Executive Committee	Jan-24	Considering
17	25/10/2023	succession planning to be explored for all employees- training internally and advertising externally for candidates- business services committee to explore this further	MP/FC	Feb-24	
18	25/10/2023	Legal firm to continue to be explored to update governance policies	GT	November	
19	25/10/2023	contact citation about performance issues and continue to explore any other companies for when contract period has ended	MP/FC/JD	December	
20	25/10/2023	A executive member to be nominated for the Floodex event (this has been agreed it will be MR) and Manjit to decide what officers are to attend the event.	MP	November	
21	25/10/2023	JM to send out the updated version of risk register to the Exec Committee of associated risks.	JM, JD	November	
22	09/27/2023	Board members to provide feedback of risk register to JM in next two weeks	ALL	November	Completed

A statutory drainage authority created under the Land Drainage Act 1991

MEETING: **LSIDB Executive Committee**MEETING DATE: **13/12/2023**REF: **LSIDB_MP_EXEC_COM_06/2023_398_99_25_881_1111_1176_24_06_11_507**REPORT BY: **Dr M Pope**

Title: Proposal for ADA to consider - Report on ADA's 6-Point Flood & Drought Risk Management Plan: Implementation by LSIDB

CEO Summary:

This report outlines the Lower Severn Internal Drainage Board's (LSIDB) strategic response and implementation plan for the 6-point Flood & Drought Risk Management Plan proposed by ADA, the UK's National Association of Drainage Authorities. LSIDB is committed to addressing these key policy asks to enhance flood and drought risk management while ensuring sustainable growth.

1. Long Term Investment Horizons:

LSIDB Implementation Strategy:

- Develop a comprehensive financial strategy with a long-term outlook, considering climate change challenges.
- Diversify funding sources and engage in partnerships to attract business investments.
- Advocate for a balanced allocation of capital and revenue funding over multiple years. An agreed recommended with the EA and Defra on the Criteria of Asset replacement funding for IDB's who can't access current funding options which will mitigate Asset depletion risks for Agricultural land nationally

Examples for Growth and Sustainability:

- Investment in modernising pumping stations for improved efficiency.
- Establishing partnerships with environmental organisations for sustainable funding.
- DE risk major asset depletion and flooding in agricultural land nationally currently a major Gap

2. Manage Rivers and Flood Defences Holistically:

LSIDB Implementation Strategy:

- Conduct a detailed assessment of lowland river systems within our jurisdiction.

- Develop a costed plan for repair and long-term maintenance, collaborating with stakeholders.
- Advocate for funding agreements to support floodwater storage in lowlands.

Examples for Growth and Sustainability:

- Implementing a catchment-wide floodplain management program.
- Support the delivery of pilot programmes set for de-maining
- Collaborating with farmers for sustainable floodwater storage.

3. Address Surface Water Flood Risks:

LSIDB Implementation Strategy:

- Advocate for the full implementation of Schedule 3 of the Flood & Water Management Act 2010.
- Allocate resources and finances for the construction and maintenance of sustainable drainage systems (SuDS).

Examples for Growth and Sustainability:

- Integrating SuDS in urban planning and development projects.
- Establishing a community-based SuDS maintenance program.

4. Greater Local Decision Making:

LSIDB Implementation Strategy:

- Empower local professionals and communities for sustainable catchment management.
- Advocate for the transfer of some main river maintenance to local bodies, including IDBs.
- Seek transitional funding for the expansion of locally maintained areas.

Examples for Growth and Sustainability:

- Implementing a community-led watercourse maintenance initiative.
- Expanding LSIDB's role in catchment management through community partnerships.

5. Support Local Funding:

LSIDB Implementation Strategy:

- Advocate for Special Levy funding for flood and water level management without rate capping.
- Establish a mechanism for emergency financial assistance during serious incidents.

Examples for Growth and Sustainability:

- Engaging with local communities to build support for sustainable funding.

- Implementing a rapid response plan for emergency financial assistance.

6. Improving Regulations for Integrated Management:

LSIDB Implementation Strategy:

- Advocate for improvements to regulations under the Land Drainage Act 1991.
- Support the enabling of the Ratings SI in the Environment Act for integrated water level and flood risk management.

Examples for Growth and Sustainability:

- Collaborating with government agencies for legislative improvements.
- Integrating environmental stewardship into LSIDB's operational framework.

Recommendation to LSIDB Board, LSIDB Executive and ADA Executive:

- Report to note and use as strategic lobbying.
- At the ADA Annual Think Tank held in November 23. (All national IDB & WMA CEO's) This was agreed by all and will be taken forward now by the ADA CEO and Chair of ADA.
- LSIDB is fully committed to implementing ADA's 6-point Flood & Drought Risk Management Plan. Our proactive strategies align with each policy ask, emphasising sustainable growth, community engagement, and a resilient approach to climate change challenges. As we move forward, LSIDB remains dedicated to being a leader in flood and drought risk management, contributing to the broader national agenda for environmental sustainability and resilience. These principles should in addition be used for all LSIDB Ministerial / Government Lobbying.

Sincerely,

Manjit.

Dr Manjit Pope

CEO LSIDB

PROJECT DETAILS					
Programme Name	Pumping Station Replacement Programme				
Programme Manager	James Thomas	Report Date	05/12/23	Reporting Period	December
Programme Summary	Renewal of four of the Boards pumping stations.				

PROGRAMME TOLERANCE STATUS			
This report		Last report	

Are the categories below within agreed tolerance? (Green = Yes, Amber = At risk of breach, Red

Time (on schedule,	4-week delay	Scope	Partial
Quality	To be assessed	Resources	Under Consideration
Budget/Costs	Over £2k	Dependencies	N/A
Benefits & Outcome	On target		

Are there any Risks or Issues to highlight or escalate?	Risks	Yes – see report text	Issues	TBC
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Establishing Deliverables
<ul style="list-style-type: none"> The meeting is collaborative and a safe environment for open and honest discussion. The aim is not to vote on matters but to use fact and experience to come to a collective decision. Collective decisions will be fully supported by ‘team’ members as part of our values of collective responsibility. A ‘live’ action tracking system is the vehicle to manage the meeting rather than, what can be subjective, minutes. We will also utilise a ‘Programme Risk Register’ to support effective delivery, risks that are seen to be of a wider consideration will be submitted to the owner of the LSIDB risk register (CEO) for consideration of inclusion in the organisations risk register. All decisions will be made within the delegated responsibilities as laid down by the appropriate Standing Orders. Purchases of goods and services will be fully compliant with the appropriate standards. The Full Board will be fully briefed on the status of the Pumping Station Programme and we will consult with other members as appropriate.

Actions Taken to date and Priorities

- Jacksons costing work complete for Wicks Green and Oldbury on Severn. Initial assessments indicate a possible reduction in the total costs for Oldbury on Severn.
- Work continues to gain Defra approval for the Public Works Loan application. All questions asked of the programme board are being answered as soon as is practicable.
- The process for FCERM Grant Funding Allocation has begun with the Wessex Environment Agency teams. This is a lengthy process that will try to secure an allocation for future years funding for the Oldbury Station. The refresh for the funding allocations will next be carried out in May 2024. The full application will be made by then.
- There may now be the potential for part funding of Wicks Green through the FCERM mechanism based off the revised costs provided by Jacksons
- Arup now commissioned for scoping and costing of Full design and Contract Management for Marshfield and Lapperditch.
- Scape production of the feasibility study for the new Service Centre due in late January.
- Training to be undertaken by key Programme team members on Microsoft Project in early January
- Asset Replacement Allocation funding criteria are being reviewed following meetings with the EA and Defra
- Inaugural meeting of the Business Development and Growth Committee took place on the 22nd of November 2023.

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Establishing Deliverables

RECOMMENDATION

This Report be noted.

APPROVAL & VALIDATION

Report Approved by Project Sponsor		Date:	05/12/23
Financial Information Validated by		Date:	

Lower Severn IDB

Date: 01/12/2023

Report by: James Druett, Head of Operational Service.

Health and Safety

No near misses to report.

Risk Assessment support ongoing with Citation and being uploaded on the Atlas operating system together with hand tool vibration assessments.

Work still ongoing to comply with all Citations requirements resulting from H&S audit and Fire Risk Assessment.

New electronic and hard copy filing system currently being constructed for all certification relating to the depot, machinery and all other relevant H&S documentation.

New training matrix spreadsheet for all staff and operatives.

Mowing and weed cutting 2023

Commenced at the following locations.

Frampton on Severn

Arlingham

Rodley, Westbury on Severn

Slimbridge Wetlands & Wildlife trust

Sharpness

Rockhampton & Duckhole

Kington, Oldbury on Severn

Mowing and weed cutting **continues** throughout –.

Hallen, Severn Beach, Easter Compton and Avonmouth.

Workforce back to normal winter working hours.

Heavy rainfall emergency at Hallen

Very heavy rainfall Thursday 9th of November into the Morning of 10th November.

Phone call approx. 9am from a resident at Severn Road, Hallen, Bristol concerned that their house was going to flood as there was a blockage in one of the Boards adopted watercourses. We maintain the watercourse annually and had done in early summer, however, due to residential property at risk it would have been maintained again before Christmas to deal with any regrowth.

Operational staff immediately sent to find and deal with the blockage with a wheeled excavator.

There was a blockage in the rhine as the gale force winds had blown tree debris etc into the watercourse which had become entangled in the regrowth and then solidified into a dam. An old footbridge which had become blocked was also removed.

The resident expressed their thanks that we had managed to prevent the house from flooding and that the water levels were rapidly receding.

Machinery

An order has been placed for an Isuzu new pick up for the fitter in line with the Operational Services committee recommendation. This will be available for delivery May 2024.

An insurance claim was made to try and recoup costs for the loss of our spare Bomford mower after it suffered significant damage due to pin failure.

The claim was successful. This has been settled with the Board receiving £7050 and being able to keep the mower to be able to use for spare parts to keep the existing Bomford eagle running with minimal downtime in the future.

It has been concluded that the mounting pins will now be replaced before every mowing season as part of the overall servicing regime.

Key Briefing Points for LSIDB Executive Committee :

Acknowledging the team effort within ADA, and emphasising the collective role of 230 members, including LSIDB, Allan Lovel wants to demonstrate now under his chairmanship the vital contribution of IDBs in addressing the national challenge of reducing flood risk. In his speech at the ADA conference Allan emphasised as a key focus being; demaining and its financial considerations.

Allan Lovell:

- Expresses positivity about demaining and acknowledges its complexity.
- Emphasises financial considerations and willingness to discuss budgets on a case-by-case basis.

Further more at the SWADA Meeting Robert Caudwell the Chairman of ADA also put a call out to any ready demaining pilots that need to be considered for implementation.

Therefore, now considering the opportunity and impact on LSIDB:

- Encourages LSIDB to explore opportunities for demaining.
- Stresses open communication regarding financial considerations.

This will be a discussion item on the Agenda for the LSIDB December Executive Committee, including next steps.

Demaining rivers within the Boards area

The above term means changing the legal classification of a watercourse to enable the drainage board to maintain it under their own permissive powers.

The engineers have been asked to reinvestigate the main river network that exists within the Lower Severn IDB's statutory boundary. It became apparent that many of the main rivers within the IDB district also extended outside of the district. In order for these to be considered for demaining the IDB district would require altering. This would entail a more complex statutory change to the Boards boundary and so main rivers that do not fall wholly within Lower Severn's district have not been included in this exercise.

The table below shows the main rivers that are wholly contained within the district. The River Leadon and its tributaries also fit the criteria of being wholly within the district, however, since the Board has historically considered a report on demaining, the Leadon it has not been included in this assessment.

Main River	Length (km)	Boards area of benefit (ha)	No of Properties Benefitting
Longdon Brook	10.36	1661	32
Tirley Main Drain	1.62	335	23
Wicksters and Capehall Brook	4.3	90	2

The committee may wish to consider rationalising the Boards current watercourse network to also accommodate the additional workload. It may be worth considering removing a number of kilometres similar to any length demained.

Also attached to this report is a detailed explanation when the Board previously explored the possibility of demaining of the Longdon brook. This was written in 2014 explaining the current issues relating to the catchment area.

Recommendations: That the report be noted in preparation for discussion item on Agenda.



Waterside Buildings
Oldbury Naite, Thornbury
South Glos, BS35 1RF

T: 01454 413340

E: admin@lowersevernidb.org.uk

W: lowersevernidb.org.uk

Introduction

The Longdon Brook is a main river located to the south of Worcestershire.

The main river section head is the Horse Bridge to the south east of Pendock and it flows to the confluence with the Severn to the east of Bredon School near Queenshill.

The Longdon Brook serves an area of the Lower Severn Internal Drainage Board that was amalgamated in 2005 and was previously called the Longdon and Eldersfield IDB.

There are 49km of IDB maintained watercourses in the catchment. Since the amalgamation in 2005 extensive improvement works have been carried out by the Lower Severn IDB to the network of watercourses that it maintains.

The main river section of the Longdon Brook is 9km long

Problems

1) Land Drainage/Flood Risk

The Longdon and Eldersfield Marshes have suffered numerous extensive and prolonged periods of flooding. The flooding has caused major disruption and access issues to much of the community.

2) Ecology and Landowner Issues

The ecology of the catchment has suffered as a result of the long periods of inundation particularly in July 2007 when much of the vegetation on the marsh was destroyed. Water quality was also affected due to rotting vegetation.

Ground nesting birds have been affected on numerous occasions due to flood events.

Rural business has been drastically affected by not only the impact of the flood but by the duration which hampers recovery.

Current Condition

The lower reaches of the Longdon Brook as shown in appendix 1 show the watercourse to be in poor condition and the conveyance has been severely reduced.

A combination of factors from cattle to overhanging branched causing siltation have affected the ability of the Longdon Brook to effectively drain the area.

IDB Proposals

The Lower Severn IDB would be prepared to adopt the Longdon Brook and secure the future maintenance of it if it were to be demained. The Longdon Brook was originally an ordinary watercourse and maintained by the IDB until the 1980's when it was classified as Main River.

The Board would prefer demaining the Brook rather than any other negotiated solution in order that the appropriate powers of entry can be used when required.

It has become clear that the Environment Agency cannot justify expenditure on low risk Main Rivers such as the Longdon Brook. If river systems such as these are demained then IDB's could fund maintenance activities if they so choose.

Photos showing parts of the London Brook:







Lower Severn IDB

MISSION STATEMENT

We provide land drainage, flood risk management and surface water management to achieve safe, prosperous communities that enjoy the amenity and biodiversity benefits of the water environment.

Finance Report

30 November 2023

Glenn Taute CFO

Outcomes – November 2023

- With regard to the DEFRA loan approval for the programme, the application is ongoing but has changed from a 5-year program view to an annual submission. Therefore, we are in the process of progressing a revised submission, and so will have to make an approval request for each year where we would require additional loans into the future.
- The first & second pass draft budgets 2024/25 have been prepared.

Finance Summary – for the Year-to-Date October 2023

Income Statement

For the seven months to October 2023 the Income Statement shows a net result of being favourable to the budget by £4k. Income is below the budget by £21k mostly due to low demand for ad-hoc consultancy and rechargeable work, there will be a recovery on this in November 2023. Costs more than compensated for the income shortfall in income being £26k favourable to the budget, mostly through professional cost as a consequence of reduced consultancy work for the year to date.

Lower Severn IDB					
Income Statement					
October 2023					
	YTD	YTD			
	Actual	Budget	Variance	Variance	Comment
Income	October 2023	October 2023	£	%	
Rates and Levy Changes	1,031,078	1,031,078	0	0.0%	
Grant and Fund Income	103,589	103,589	0	0.0%	Foreign Water Grant - EA
Consulting, Fees & Works Recharges	893	21,250	-20,357	-95.8%	Lower than expected YTD. To recover in November.
Other Income	17,534	18,661	-1,127	-6.0%	
Total Income	1,153,094	1,174,578	-21,485	-1.8%	
Expenditure					
Payroll	509,855	516,478	6,623	1.3%	Activity allocation to program provision at £94k YTD
Maintenance	187,015	179,517	-7,498	-4.2%	Inflationary impact, and breakdowns have been high
Levies	132,407	132,408	1	0.0%	Foreign Water Charge - EA
Travel	22,427	16,574	-5,852	-35.3%	Mileage claims/commute, training & meetings
Administration	28,399	34,984	6,585	18.8%	
Professional Fees	7,426	32,343	24,916	77.0%	Low level of consultancy work
Depreciation	130,881	132,064	1,183	0.9%	
Total Costs	1,018,411	1,044,368	25,957	2.5%	
Net subtotal	134,683	130,211	4,472	3.4%	
Capital Reserve	175,000	175,000	0	0.0%	
Net Surplus	-40,317	-44,789	4,472	10.0%	

Balance Sheet

With regard to the balance sheet as at the 31 October 2023 the following items are noted:

- Investments

Managed investments have shown decline in the period to £819.9k, all in all a -£32k change for the financial year to date. The erosion to the value is indicative of the general decline in indexes in recent months, please see below a comment from our portfolio managers, EveyIn Partners:


“During October, equity markets continued their downward trend, with the MSCI All Country World Index failing 3.0% in US Dollar terms, the US S&P 500 falling by 2.1% and the FTSE 100 down 3.7%. This followed a fall of 4.3% in global equities in September and 1.6% in August. Longer term interest rate expectations have increased in recent months and sentiment surrounding a ‘higher for longer’ interest rate environment together with increased geopolitical risks has weighed on equities, bonds and alternative assets. Market returns have remained concentrated year to date with some of the largest companies in the index (Apple, Microsoft, Alphabet, Amazon, Nvidia, Meta and Tesla) having produced strong returns as perceived beneficiaries of Artificial Intelligence in contrast to the remainder of the S&P500. Over a longer-timeframe however the equal weighted S&P500 index has produced stronger returns than the market cap weighted index, the recent underperformance of smaller companies is historically

wide and I would expect the portfolio in due course to benefit from its broader market exposure in addition to a narrowing of investment trust discounts, which remain wide relative to historic levels.”

Recommendation: With the current uncertainties in the investment markets and the inherent risks associated with this type of security deposit, and considering the current high UK base rate at 5.25%, it would be recommended that a decision be considered to liquidate these investments in favour of a money market/notice deposit that would currently yield around 5%.

- In terms of cash resources this is currently spread as follows:
 - Cash at bank at the end of October = £661k
 - Short term notice deposits assigned to the pump station investment program =£419k
- Capital expenditure reserve change for the year to date: -

Reserve increase YTD, at £25k per month	= +£175k
Investment Portfolio change YTD	= -£32k
Programme payroll activity allocation YTD	= -£94k
Consulting costs YTD	= -£136k
Equals Total YTD Change in Capital Reserve	= <u>-£87k</u>

Lower Severn IDB					
Balance Sheet					
October 2023	At End	At End	YTD	YTD	
	March 2023	October 2023	Change	Comment	
Fixed Assets	1,368,817	1,392,055	23,238	Net of Capex, Sale of Asset, Depreciation	
Investments	851,750	819,900	-31,850	Portfolio change	
Stock +WIP	119,904	119,013	-891	Includes prior year consulting recharges pending invoicing	
Debtors	13,078	363,867	350,789	Current year rates outstanding, 2nd council payments due	
Prepaid Revenue EA	0	94,577	94,577	Prepaid EA levy re Foreign Water	
Prepaid Expenses	41,270	14,581	-26,689		
VAT	14,216	11,596	-2,620		
Cash at Bank	411,691	660,595	248,904	Rates received in advance	
Short Term Deposits	412,959	418,759	5,800		
Current Assets	1,013,118	1,682,989	669,871		
Creditors	85,039	70,170	-14,868		
Accrued Expenses	14,056	6,981	-7,075		
Prepaid Revenue Rates	0	810,477	810,477	Revenue recognition phasing	
Current Liabilities	99,095	887,629	788,534		
Net Current Assets	914,023	795,360	-118,663		
Long Term Assets					
Pension	1,115,000	1,115,000	0		
	4,249,590	4,122,315	-127,275		
Capital & Accumulated P&L B/F	1,759,928	1,728,799			
Current Year Surplus/(Deficit)	-31,129	-40,317			
Capital Expenditure Reserve*	1,261,208	1,174,250	-86,958.00	*Capital Expenditure Reserve change Year to Date	
Pension Reserve	1,115,000	1,115,000	0	Reserve increase YTD, at £25k pm = +£175k	
Revaluation Reserve	144,583	144,583	0	Investment Growth Portfolio YTD = -£32k	
	4,249,590	4,122,315	-127,275	Programme payroll activity allocation YTD = -£94k	
				Consulting costs YTD = -£136k	
				Equals Total YTD Change in Capital Reserve = -£87k	

Draft Budget 2024/25 V2 at 30/11/23

Forecast 2024

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD

Income Statement	Forecast	Budget			
Updated Draft at 30/11/23 v2	Total	Total	Variance	Variance	Comment
	2024	2024	2024	2024	
	£	£	£	%	
Income					
Levies Charged to Authorities	1,618,074	1,618,074	0		As per 2023/24 statement
Agricultural Rates	149,489	149,489	0		
Rechargeable Works	52,893	18,000	34,893		Site(Panatoni) Develop/Maint. at Avonmouth
Application Fees	1,000	3,000	-2,000	-67%	
Consultancy Fees Recharged	2,000	18,000	-16,000	-89%	Low opportunity for work in 2023/4
Surplus on Sale of Assets	16,911	16,911	0		Excavator and Utility Vehicle sold
Foreign Water Grant - EA	177,581	177,581	0		As per EA agreement
Interest	15,985	3,000	12,985		BoE base rate higher
Total	2,033,932	2,004,055	29,877	1%	
Expenditure					
Payroll	847,935	860,049	12,114	1%	Activity allocation to capital reserves included
Office Maintenance	23,581	30,550	6,970	23%	
Maintenance	283,699	251,200	-32,499	-13%	Repairs higher & inflation
EA Levy	226,985	226,985	0		As per EA agreement
Motor Travel and Subsistence	36,484	28,611	-7,873	-28%	Travel costs
Communications	9,015	7,079	-1,936	-27%	
Administration	49,862	50,914	1,052	2%	
Engineering Consultancy Fees	3,040	50,000	46,960	94%	
Legal and Professional Fees	35,668	5,445	-30,223		Governance review/audit
Audit and Accountancy Fees	5,813	5,500	-313	-6%	
Depreciation	217,583	226,395	8,812	4%	Fixed asset movements timing impacts
Bank Charges and Loan Interest	2,475	1,980	-495	-25%	Bank Fees
Total Expenditure	1,742,140	1,744,708	2,568	0%	
Surplus for 12 months	291,792	259,347	32,445	13%	
To Capital Expenditure Reserve	291,792	300,000	8,208	3%	
Net Surplus for 12 months	0	-40,653	40,653		

Draft Budget 2024/25 V2 at 30/11/23**Budget 2025**

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD					
Income Statement	Budget	Forecast			
Updated Draft at 30/11/23 v2	Total	Total	Variance	Variance	Comment
	2025	2024	2025 vs 24	2025 vs 24	
	£	£	£	%	
Income					
Levies Charged to Authorities	1,751,163	1,618,074	133,089	8.2%	Drainage rates/levies increased for programme
Agricultural Rates	161,784	149,489	12,295	8.2%	
Rechargeable Works	18,000	52,893	-34,893		Outlook for 2024/25
Application Fees	3,000	1,000	2,000		
Consultancy Fees Recharged	18,000	2,000	16,000		
Surplus on Sale of Assets	4,345	16,911	-12,566		
Foreign Water Grant - EA	181,133	177,581	3,552	2.0%	As per EA agreement
Interest	15,000	15,985	-985	-6.2%	
Total	2,152,424	2,033,932	118,492	5.8%	
Expenditure	Budget	Forecast			
	2025	2024			
Payroll	871,710	847,935	-23,776	-2.8%	Full yr of new staff, includes white book updates
Office Maintenance	24,524	23,581	-943	-4.0%	Inflationary impacts
Maintenance	295,047	283,699	-11,348	-4.0%	
EA Levy	231,524	226,985	-4,539	-2.0%	As per EA agreement
Motor Travel and Subsistence	29,755	36,484	6,728	18.4%	Allocation change
Communications	8,262	9,015	753	8.4%	
Administration	52,951	49,862	-3,089	-6.2%	Includes training
Engineering Consultancy Fees	14,400	3,040	-11,360		Improved outlook for consultancy revenue
Legal and Professional Fees	24,000	35,668	11,668	32.7%	Governance audit in prior year
Audit and Accountancy Fees	6,000	5,813	-187	-3.2%	
Depreciation	417,435	217,583	-199,852		Impact of pump program investment
Bank Charges and Loan Interest	65,900	2,475	-63,425		Interest cost on loans
Total Expenditure	2,041,509	1,742,140	-299,369	-17.2%	Excluding Dep.&Int. growth change is -2.1%
Surplus for 12 months	110,916	291,792	-180,877		
To Capital Expenditure Reserve	110,916	291,792	180,876		Contribution to pump programme
Net Surplus for 12 months	0	0			

Draft Budget 2024/25 V2 at 30/11/23

Budget 2025

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD					
Balance Sheet	Budget	Forecast			
Updated Draft at 30/11/23	March	March	Change	Change	Comment
	2025	2024			
	£	£	£	%	
Fixed Assets	3,950,170	1,305,353	2,644,817		Pump Programme and Operational Additions
Investments	0	819,900	-819,900	-100%	Investments Liquidated September 2024
Stock +WIP	124,889	120,000	4,889	4%	
Drainage Debtors	1,082	1,000	82	8%	
VAT Claim	12,069	11,596	472	4%	
Prepayments	46,833	45,000	1,833	4%	
Cash at Bank and in hand	1,070,041	619,453	450,587		
Short Term Deposits		211,830	-211,830		Notice Deposits called Jan. & Sept. 2024
Total Current Assets	1,254,914	1,008,879	246,035	24%	
Total Current Liabilities	-86,536	-86,500	-36		Creditors
Net Current Assets	1,168,378	922,379	245,999	27%	
Assets Total	5,118,548	3,047,633	2,070,916	68%	
Long Term Liability	-1,960,000	0	-1,960,000		Two new loans of £1m ea, Jul. & Dec 2024
NET ASSETS	3,158,548	3,047,633	110,916	4%	
Capital Account	666,569	666,569	0		
Accumulated Fund	2,347,396	2,236,481	110,916	5%	Contribution to Programme
Capex Reserve	0	0	0		Dissolved to utilise for Capital Programme
Revaluation Reserve	144,583	144,583	0		Properties
FINANCED BY	3,158,548	3,047,633	110,916	4%	

Draft Budget 2024/25 V2 at 30/11/23

Budget 2025

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD								
Capital Expenditure	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Updated Draft at 30/11/23 v2	April	July	August	September	October	November	December	Total
	2024	2024	2024	2024	2024	2024	2024	2025
	£	£	£	£	£	£	£	£
Energreen SPV2	225,000							225,000
Isuzu D-Max				40,000				40,000
Programme		466,209	466,209	466,209	466,209	466,209	466,209	2,797,252
Totals	225,000	466,209	466,209	506,209	466,209	466,209	466,209	3,062,252

Activities planned for December 2023

- Progress the pumping programme project loan application approval through DEFRA
- Support the finalisation of the pumping program business plan
- Ongoing Budget 2024/25 preparation

Risk Register – Finance

Finance Risk Register
- November 2023.xlsx

Developing a Process for Reviewing and Implementing a Schedule of Policy Updates 2024

Meeting date: 13/12/2023

Dr M Pope

LSIDB Executive Committee – Business Support Services Highlight Report

Introduction:

Developing a process for reviewing and implementing a schedule of policy updates for an Internal Drainage Board (IDB) in the UK is essential to ensure compliance with regulations, adapt to changing conditions, and improve the overall effectiveness of the organisation. Below is a step-by-step process to achieve this:

1. Establish a Policy Review Audit:

Form a committee comprising members, senior staff, and subject matter experts with knowledge in IDB regulations and policies.

2. Identify Key Policies and Procedures:

Create a comprehensive list of all existing policies, procedures, and guidelines that require regular review. Ensure that they align with regulatory requirements, organisational goals, and industry best practices.

3. Set a Review Schedule:

Determine the frequency of policy reviews. Consider an annual or biennial review cycle. High-priority policies may require more frequent reviews.

4. Policy Review Plan:

Develop a clear plan for each policy review. The plan should outline the scope, objectives, and expected outcomes of the review process. Identify stakeholders involved in the policy, including those responsible for its implementation.

5. Policy Review Process:

The Policy Review Committee should follow a systematic process for each policy review, which may include:

- Assessing the policy's effectiveness.

- Identifying changes in legislation or regulations affecting the policy.
- Soliciting feedback from staff, members, and stakeholders.
- Reviewing data and performance metrics related to the policy.
- Conducting a risk assessment to identify potential gaps or issues.
- Benchmarking against industry standards and best practices.

6. Consultation and Feedback:

During the review, actively seek input from relevant stakeholders, such as members, employees, and other organisations or agencies affected by the policy.

7. Document Proposed Changes:

Document all suggested modifications, revisions, or additions to the policy.

8. Review and Approval:

Submit the proposed policy changes to the IDB Board for review and approval. The Board should carefully assess the impact of these changes on the organisation and ensure they are aligned with the IDB's mission and goals.

9. Implementation:

Once policies are approved, communicate the changes to all relevant parties. This may include staff training, policy dissemination, and ensuring compliance with the updated policies.

10. Monitoring and Evaluation:

Establish a mechanism to monitor the effectiveness of the updated policies over time. Regularly evaluate the outcomes and ensure that the intended objectives are being met.

11. Record Keeping:

Maintain comprehensive records of policy reviews, changes, approvals, and implementation details. These records can serve as an essential reference for future audits or assessments.

12. Continuous Improvement:

Periodically assess the policy review process itself to identify areas for improvement. Incorporate feedback and lessons learned to enhance the effectiveness of the policy review and implementation process.

13. External Compliance:

Stay informed about external regulatory changes and requirements. Ensure that policies are updated to comply with any new legal obligations.

14. Communication:

Keep all stakeholders informed about the policy review process, changes, and outcomes. Maintain open lines of communication with members, staff, and the public.

Summary:

By following this process, the LSIDB can ensure that its policies and procedures remain up-to-date, effective, and aligned with its mission, while also fostering transparency and accountability within the organisation.

Next Steps / Actions:

Business Support officer will own the schedule and lead its review, and monitor implementation for the CEO

Appendix A – inherited Schedule of Policies with Review dates – to be taken forward to review and update ahead of First BSSC.

Name: [Dr M Pope](#)

Position: [CEO LSIDB](#)

Schedule of Policies with Review Dates

Agenda Item 13
Updated: **Nov 2022**

Due for review: 30th Nov 2022

	Date of Adoption	Minute Number	Web Site	Last Reviewed by G&P Committee	Proposed Review Date
Policy/Document					
1. Anti-Bribery Policy	23 September 2020	3106	Published	2 September 2020	2023
2. Anti-Fraud and Corruption Policy	23 September 2020	3106	Published	2 September 2020	2023
3. Biodiversity Action Plan	2 February 2022	3324	Published	12 January 2022	2025
3a. Biosecurity Policy and Procedures	6 February 2019	2822	No		2023
4. Complaints Against Board Members Procedure	23 September 2020	3106	Published	2 September 2020	2023
5. Complaints Procedure	23 September 2020	3106	Published	2 September 2020	2023
6. Data Protection Policy	28 April 2021	3211	Published	31 March 2021	2024
7. Delegation of Powers to Officers	24 June 2015	2221	Published	4 December 2019 (2968)	March 23
8. Employee Handbook	5 November 2014	2099	No	Revised April 2021 by Citation	2023
9. Financial Regulations	3 February 2021	3002	Published	5 February 2021(Board)	2023
10. Flood Protection and Water Level Management Policy Statement	18 September 2013	1860	Published		
11. Freedom of Information Publication Scheme	3 February 2021	3173	Published	2 December 2020	2024
12. Gifts and Hospitality Policy	3 February 2021	3173	Published	2 December 2020	2024
13. Grievance Hearings	5 June 2019	2879	No	3 April 2019	2022
14. Guidance for Elected Members in respect of extended absence	22 June 2016	2352	No		2022
15. Home Working Policy	3 November 2021	3294	No	To be reviewed by G&P in Nov 2022 for Full Board in Feb 2023	2022
16. Media Protocol	3 February 2021	3173	Published	2 December 2020	2024
17. Media and Publicity Policy	26 February 2020				
18. Member Code of Conduct	3 February 2020	3173	Published	2 December 2020	2024
19. Members/Officer Protocol	2 February 2022	3340	No*	12 January 2022	2025
20. Mission Statement	6 February 2019	2823	Published	5 December 2018	2022
21. Redundancy Policy	23 September 2020	3106	No*	2 September 2020	2023
22. Standing Orders	28 April 2021	3211	Published	31 March 2021	2024
23. Substitute Member Protocol	2 February 2022	3340	No*	12 January 2022	2025
24. Voting on Appointments Procedure	8 June 2022	3421	No*	30 March 2022	2025
25. Whistle Blowing Policy (revise 2 years not 3)	3 February 2021	3173	Published	2 December 2020	2023

Terms of Reference for the Board and Committees	Date of Adoption	Minute Number	Website	Last Reviewed by G&P Committee	Proposed Review Date
26. Matters reserved for the Board	05 February 2020	3002	Published	04 December 2019	2023
27. Engineering Committee	8 June 2022	3421	Published	25 May 2022	2025
28. Finance & General Purposes Committee	8 June 2022	3421	Published	25 May 2022	2025
30. Governance and Probity Committee	8 June 2022	3421	Published	25 May 2022	2025
31. Staff & Pensions Committee	8 June 2022	3421	Published	25 May 2022	2025
32. Treasury Management Committee	8 June 2022	3421	Published	25 May 2022	2025

Other Policies/Guidance Notes	Date of Adoption	Minute Number	Web Site	Proposed Review Date
33. LGPS Discretions 2014	14 June 2014	2002	No*	-
34. Culvert and Structures Statement	9 November 2016	2415	Archived in Board Documents	-
35. Business Continuity Plan	12 February 2014	1934	No	-

Financial Registers for Annual Approval	Date Approved/Noted	Latest Minute No.		Review Due
Annual Governance Statement/Accountability Return	8 June 2022	3422-3424	Published	Annually
DEFRA Annual Report – signed by MD and JD	August 2022	-	Published	Annually
Risk Register	21 September 2022	3460	Archived in Board Documents	Annually
Capital and Financing Reserve Policy	8 June 2022	3421		Annually
Treasury Management Policy	8 June 2022	3421	Published	Annually
Insurance Policies Schedule	8 June 2022	3421	Archived in Board Documents	Annually

Board				
Council Entitlement to Appoint Members Review	12 January 2022 (G&P)	3317	Information Only	Triennially 2025
Members Register of Interests	November 2022	n/a	Published	November 2023

Election				
Register of Electors Notice	7 April 2021		Published	April 2024
Notice of Approved Electoral Register	9 June 2021	3237	Published	June 2024
Notice of Election	7 September 2021		Published	September 2024
Poll/No Poll	11 October 2021		Published	October 2024

Executive Committee Meeting

Wednesday 25th October 2023

**Lower Severn IDB Office/Hybrid
10:00am**

LOWER SEVERN (2022) INTERNAL DRAINAGE BOARD

TERMS OF REFERENCE OF THE NEW IDB EXECUTIVE COMMITTEE

Approved xx December 2022, Minute xxxx

Matters for determination by the Executive Committee

Policy & Guidelines

1. Purpose

The purpose of the Executive Committee is to undertake delegated tasks from the LSIDB Board including for key and immediate decisions from LSIDB's Current Sub Committee's:

The development and implementation of strategy, operational plans, policies, procedures and budgets;

- the monitoring of operating and financial performance of the Revenue Budget;
- the monitoring of operating and financial performance of the Capital Programme;
- the assessment and control of risk;
- the prioritisation and allocation of resources.

2. Membership

The Executive Committee will be made up of the Chief Executive Officer, the Chair, the Vice Chair. all the Committee Chairs and Key Officers of the LSIDB as required. The Chief Executive Officer shall act as Chair of the Committee. In his/ her absence the LSIDB Chair will act as Chair.

3. Meetings

The Executive Committee should meet on a monthly basis with prepared agendas of items for discussion. A quorum of three Members is required. The LSIDB's Governance Officer will act as secretary and take minutes of the meetings. The minutes of the meetings will be circulated at the LSIDB's Board Meetings and the Chief Executive Officer will present a written Chief Executive Officer Report at each quarterly LSIDB's Board meeting.

4. Duties

(i) Management

- The successful execution of strategy.
- Recommending objectives and strategy for the LSIDB in the development of its businesses.
- Identifying and executing new business opportunities, Capital Investment Projects if approved, outside the current core activities
- Reviewing the organisation structure of the LSIDB and making recommendations for change.
- Implementing policies relating to health and safety, environment, treasury and Statutory social responsibility.
- Ensuring the control, co-ordination and monitoring of risk and internal controls.
- Ensuring compliance with relevant legislation and regulations.
- Prosecution, defence or settlement of litigation.
- Ensuring appropriate levels of authority are delegated to LSIDB officers throughout the LSIDB's Annual Planning and delivery of Operations.

(ii) Financial reporting and controls

- Presentation of the LSIDB's budgets and five year plan to the LSIDB's Board and, following their approval, the achievement of the budgets and plans.
- Approval of capital projects between £50,000 and £500,000 for budgeted items and between £25,000 and £250,000 for unbudgeted items. Identification of the necessary funds when making these approvals. Reporting to the Board at the earliest opportunity.
- Adherence to Financial Regulations when authorising procurement.
- Renewal of banking facilities and arrangements for treasury management.
- Insurance, including LSIDB's and officers' liability insurance.

(iii) Statutory IDB Governance

The Committee shall conduct an annual review of its work and terms of reference and an assessment of its own effectiveness and make recommendations to the LSIDB's Board.

Lower Severn (2005) Internal Drainage Board

Executive Meeting

Next meeting Wednesday

25th October @10:00.

LSIDB Offices

ACTIONS: From the executive committee meeting held on the 27th September 2023.

Attendance:

CEO Dr Manjit Pope (Chair)

CLlr M Riddle (Vice Chair)

Mr. M Barnes

Mrs F. Collins

Mr. J Hore

Mr. R Godwin

Mr. G Simms

Officers:

**James Thomas- Business Development
Manager**

James Druett- Head of Operational Service

Glenn Taute- Chief Financial Officer

Joanna Mathews- Project and

Governance Officer

Vicky Bailey- PR and Comms Officer

Number	Created	Action	Assigned to	Due	Status
1.	22/02/2023	Letter to all Councils to highlight the importance of Member attendance at meetings explaining that this is something the Board is being measured on	MR	By September	Ongoing
2.	22/03/2023	SHM Matrix to incorporate Regional representation	JT	07/06/2023	Ongoing
3.	24/05/2023	Explore succession planning of engineering foreman for the future	Mike, Jim and Fiona	2024	Ongoing
4.	23/08/2023	New Work Force Strategy discussed and confirmed most actions have been completed- identified that training schedule for Board Members to be created (this gets reported back to Defra annually). Also line management training for SLT in the future also.	MP/JM	Over next year	Ongoing
5.	23/08/2023	Email are keystakeholders to communicate new website when developed. (Parish Councils, Community Forums and Severy Estuary Group)	VB/JM	September	Ongoing
6.	27/09/2023	To continue to get feedback formally and informally from staff on the workplace and organisation	MP	2024	Ongoing
7.	27/09/2023	To continue to encourage and remind staff to report any near accidents.	JD	2024	Ongoing
8.	27/09/2023	For LSIDB to continue to communicate in a range of ways with rate payers and councils as much as possible	VB	2024	Ongoing
9.	27/09/2023	VB to circulate communication plans and events we are attending to Board Members	VB	November	Ongoing
10.	27/09/2023	MP, VB and JM create an action plan of how we encouraging more council representatives to join the Board and present to executive committee	MP/MR/JM/VB	November	Ongoing
11.	27/09/2023	JM and JD to continue to get information of quotes for support facility	JM, JD	November	Ongoing

12.	27/09/2023	Risk Priority- Operators retiring. SLT to discuss and create a plan for succession planning- before then discussing with Chairs of other committees to propose a plan for succession planning for operators	HR and Engineering Committees	2024	Ongoing
13.	27/09/2023	Board members to provide feedback of risk register to JM in next two weeks	ALL	November	Ongoing

Please note that 'completed' actions from previous executive committee meeting have been noted for records. These completed actions will then be removed from the next executive committee actions list to prevent duplicates.

Lower Severn IDB

MISSION STATEMENT

We provide land drainage, flood risk management and surface water management to achieve safe, prosperous communities that enjoy the amenity and biodiversity benefits of the water environment.

Programme Board Highlight Report

29/09/2023

James Thomas

PROJECT DETAILS					
Programme Name	Pumping Station Replacement Programme				
Programme Manager	James Thomas	Report Date	29/9/2023	Reporting Period	October
Programme Summary	Renewal of four of the Boards pumping stations.				

PROGRAMME TOLERANCE STATUS			
This report		Last report	

Are the categories below within agreed tolerance? (Green = Yes, Amber = At risk of breach, Red

Time (on schedule,	4 week delay	Scope	TBC Post Feasibility
Quality	TBC Post OBC	Resources	TBC Post Feasibility
Budget/Costs	Over £2k	Dependencies	TBC Post Feasibility
Benefits & Outcome	On target		

Are there any Risks or Issues to highlight or escalate?	Risks	Yes – see report text	Issues	TBC
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Establishing Deliverables	
<ul style="list-style-type: none"> The meeting is collaborative and a safe environment for open and honest discussion. 	

- The aim is not to vote on matters but to use fact and experience to come to a collective decision.
- Collective decisions will be fully supported by team members as part of our values of collective responsibility.
- A 'live' action tracking system is the vehicle to manage the meeting rather than, what can be subjective, minutes.
- We will also utilise a *Programme Risk Register* to support effective delivery, risks that are seen to be of a wider consideration will be submitted to the owner of the LSIDB risk register (CEO) for consideration of inclusion in the organisations risk register.
- All decisions will be made within the delegated responsibilities as laid down by the appropriate Standing Orders.
- Purchases of goods and services will be fully compliant with the appropriate standards.
- The Full Board will be fully briefed on the status of the Pumping Station Programme and we will consult with other members as appropriate.

Actions Taken to date and Priorities

- Board has approved a Public Works loan to the value of £6million. The remainder of the Programme costs will be met by reserves and increases in rates.
- Following the Boards decision Defra's approval has been sought in order that a Public Works loan application can be made to the Debt Management Office.
- The process for FCERM Grant Funding Allocation has begun with the Wessex Environment Agency teams.
- Outline Design for Lapperditch and Marshfield pumping stations to be completed this year.
- SCAPE contacted by Jo Mathews and James Druett to look at the possibility of a design and build contract for the renewal of the office and workshop.
- Training to be undertaken by key Programme team members on Microsoft Project. New software licences to be procured.

Agenda Item 5

- Contact has been made with the His Majesty's Debt Management Office with a view to drawing down the Public Loan in a staggered manner to reduce total interest payments.

Establishing Deliverables

RECOMMENDATION

This Report be noted.

APPROVAL & VALIDATION

Report Approved by Project Sponsor


Date:

29/09/23

Financial Information Validated by

Date:

Appendix A



Capital Investment Forecast

		6 Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
<u>Capital Investments</u>	<u>Deadlines</u>	<u>Total</u>	<u>2023/4</u>	<u>2024/5</u>	<u>2025/6</u>	<u>2026/7</u>	<u>2027/8</u>	<u>2028/9</u>
Oldbury	Dec. 2028	3,658,895					1,829,447	1,829,447
Marshfield	April 2025	1,429,969		704,418	725,551			
Lapperditch	April 2025	988,416		988,416				
Wicks Green	Dec. 2026	1,494,562				1,494,562		
Service Centre		2,000,000		400,000	1,100,000	500,000		
Operational Renewals		1,328,992	195,385	205,154	215,412	226,183	237,492	249,366
Total Capital Investment		10,900,833	195,385	2,297,988	2,040,963	2,220,744	2,066,939	2,078,814
Pump Station & Service Centre		9,571,841	0	2,092,834	1,825,551	1,994,562	1,829,447	1,829,447

Appendix B

Funding Sources and Cash Flows								
	Actual	Actual	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
	2021/22	2022/23	2023/4	2024/5	2025/6	2026/7	2027/8	2028/9
Pence per £1k of AV- Drainage Rate	9.69	10.60	11.55	12.80	14.05	15.55	17.05	18.55
Change Pence	0.40	0.91	0.95	1.25	1.25	1.50	1.50	1.50
Change %	4.3%	9.4%	9.0%	10.8%	9.8%	10.7%	9.6%	8.8%
Average Agri annual rates per annum £	189	207	225	250	274	304	333	362
Average Agri rate change pa £		17	19	24	24	29	29	29
Average Agri rates per Hectare per annum £	7.42	8.10	8.83	9.78	10.74	11.89	13.03	14.18
Average Agri rate per hectare change pa £		0.68	0.73	0.96	0.96	1.15	1.15	1.15
Council Rates % of Total	92%							
Agricultural Rates % of Total	8%							
Public Works Loans		6,000,000		1,000,000	1,000,000	1,500,000	1,000,000	1,500,000
PW Loan Period in years	25							
Start Interest Rate	5.39%							

Appendix C



Lower Severn IDB

Date: 1/10/2023

Report by: James Druett, Head of Operational Service.

Health and Safety

No near misses or incidents to report.

Risk Assessment support is ongoing with Citation, and being uploaded on the Atlas operating system together with hand tool vibration assessments.

Work still ongoing to comply with all Citations requirements resulting from H&S audit and Fire Risk Assessment.

Enhancing Near Miss Reporting

An options paper written by the CEO highlights the importance of addressing the reported absence of near misses in the last 11 months. This paper outlines strategies to encourage near miss reporting among our operators. Near miss reporting is crucial for preventing potential incidents and improving operational safety. The paper presents several options, each with its own approach and considerations.

Mowing and weed cutting 2023

Commenced at the following locations:

- Cornham, Westbury on Severn, Rodley and Highnam
- Eldersfield catchment area
- Saul and Epney
- Elmore
- Rockhampton, Berkeley, Cowhill and Olveston
- Longdon Marsh

Mowing and weed cutting continues throughout –

- Aust and Ingst areas close to the old Severn Bridge
- Severn Beach, Easter Compton and Avonmouth

Some operators are taking advantage of the additional overtime during the summer months so are working extra hours in the evenings and Saturdays whilst the ground conditions remain favourable, alongside taking advantage of the longer daylight hours. Normal working hours will resume when the clocks go back in October.

Machinery

The new Kobelco excavator has been delivered after swapping the arm from the old part exchange machine to the new base unit. It has also been sign written incorporating the Boards new logo.

We have installed a wire watcher which alerts the operator to overhead power lines. We have also fitted a secure tool box onto the machine for items which the operator requires to carry out daily maintenance and other hand work on site.



New Kobelco Excavator delivered September 2023

The new Isuzu pick up will not be ready for collection until mid-October 2023 after ordering in November 2022.

Agenda Item 6

Quotations for the proposed machinery replacements are currently being collated. A separate report will be written for the operational service Committee dated 18th October 2023.

The Boards spare Bomford mower unfortunately suffered some serious damage due to a pin failure which resulted in the machine becoming detached from the tractor whilst mowing in a field in Pilning. The mower was recovered with a Hi-Ab and the HoOS is currently investigating repair costs to see whether its financially viable to repair and in discussion with the insurance company to see whether or not we can recoup repair costs.

Unfortunately, at present we do not have a spare mower unit so any further mechanical failures could result in downtime.

The HoOS has recently updated the Boards machinery replacement programme until the year 2032/33. Forecasts have been made each year taking into account inflation and estimates of price increases in new machinery which tie into the CFOs capital replacement Forecast.

HR – Succession planning: Options Paper: Succession Planning for Highly Skilled Operators

The CEO has written an options paper outlining the critical importance of succession planning for three highly skilled operators within the Internal Drainage Board (IDB). Succession planning is essential to ensure the continued effectiveness of our operations and to mitigate potential knowledge and skill gaps. The CEO's paper presents three distinct options, each with its own strengths, weaknesses, opportunities, and threats (SWOT analysis.) Additionally, it includes a financial and operational plan for each option.

Recommendations

That the report be noted.

Lower Severn IDB

MISSION STATEMENT

We provide land drainage, flood risk management and surface water management to achieve safe, prosperous communities that enjoy the amenity and biodiversity benefits of the water environment.

LSIDB Business Services Highlight Report

01/10/2023

Dr M Pope

The LSIDB Business Services now encompasses the following key areas:

- Human Resources
- Governance & Probity
- Legal
- Business administration

The monthly Highlight Report will provide an overview and summary of these areas:

HR – Succession Planning: Options Paper: Succession Planning for Highly Skilled Operators

Executive Summary:

This options paper outlines the critical importance of succession planning for three highly skilled operators within the Internal Drainage Board (IDB.) Succession planning is essential to ensure the continued effectiveness of our operations and to mitigate potential knowledge and skill gaps. The paper presents three distinct options, each with its own strengths, weaknesses, opportunities and threats (SWOT analysis.) Additionally, it includes a financial and operational plan for each option.

Option 1: Internal Promotion and Training

Strengths:

- Builds on existing institutional knowledge.

Agenda Item 7

- Demonstrates commitment to staff development.
- Maintains continuity within the organisation.
- Cost-effective compared to external hiring.

Weaknesses:

- May limit exposure to new perspectives and ideas.
- Potential disruptions in current roles during training.
- Succession may be dependent on individual performance.

Opportunities:

- Opportunity to identify and develop internal talent.
- Potential for increased employee morale and loyalty.
- Cost savings compared to external recruitment.

Threats:

- Risk of knowledge gaps if training is not successful.
- Potential resistance to change from existing employees.
- Heavy reliance on the availability and performance of internal candidates.

Financial Plan:

- Training and development costs for internal candidates: £XX,XXX per candidate.
- Temporary staffing costs during training period: £XX,XXX.
- Total cost for three candidates: £XXX,XXX.

Operational Plan:

- Identify potential internal candidates for training.
- Develop a comprehensive training program.
- Implement training, allowing time for gradual knowledge transfer.
- Monitor and evaluate candidate progress regularly.

Option 2: External Recruitment

Strengths:

- Attracts fresh talent and diverse perspectives.
- Potential for immediate skill infusion.
- Minimises disruption to current roles.

Weaknesses:

- May require a longer onboarding period.
- Higher recruitment and relocation costs.
- Risk of cultural misalignment.

Opportunities:

- Access to a wider talent pool.
- Potential for rapid knowledge infusion.
- Opportunity to diversify the workforce.

Threats:

- Longer time required for new hires to become fully productive.
- Potential resistance from existing employees.
- Cultural misalignment between external hires and the organisation.

Financial Plan:

- Recruitment and relocation costs: £XX,XXX per candidate.
- Temporary staffing costs during onboarding: £XX,XXX.
- Total cost for three candidates: £XXX,XXX.

Operational Plan:

- Launch a comprehensive external recruitment campaign.
- Onboard new hires and provide necessary training.
- Monitor and assess their performance and integration within the organisation.

Option 3: Hybrid Approach

Strengths:

- Balances institutional knowledge with fresh talent.

Agenda Item 7

- Allows for gradual knowledge transfer.
- Reduces the risk associated with a complete internal or external approach.

Weaknesses:

- May require more complex management and transition planning.
- Potential for conflicts between internal and external candidates.
- Moderate cost implications.

Opportunities:

- Combines the strengths of internal promotion and external recruitment.
- Mitigates potential disruptions during transition.
- Allows for a flexible approach based on individual candidate suitability.

Threats:

- Complexity in managing a dual approach.
- Potential conflicts or divisions within the team.
- Moderate cost implications due to dual processes.

Financial Plan:

- Training and development costs for internal candidates: £XX,XXX per candidate.
- Recruitment and relocation costs for external candidates: £XX,XXX per candidate.
- Total cost for three internal candidates and three external candidates: £XXX,XXX.

Operational Plan:

- Identify potential internal candidates for training.
- Develop a comprehensive training program.
- Launch a concurrent external recruitment campaign.
- Onboard new candidates and provide necessary training.
- Monitor and assess candidate progress and integration within the organisation.

Recommendation:

Agenda Item 7

Considering the specific needs and circumstances of the IDB, the Hybrid Approach (Option 3) is recommended as the most suitable strategy for succession planning. This approach combines the benefits of internal promotion and external recruitment while mitigating their respective weaknesses. It allows for gradual knowledge transfer, minimises disruptions, and maintains continuity while bringing in fresh perspectives.

Next Steps:

- Develop detailed financial and operational plans for Option 3.
- Identify potential internal candidates for training.
- Launch a comprehensive external recruitment campaign.
- Implement the succession plan.
- Monitor and evaluate its effectiveness regularly.

This recommendation aligns with the LSIDB's commitment to fostering a seamless transition while leveraging new talent to support our mission.

Proposed Action: *HoSO and CFO to put together a proposal with associated xxx Costs to the BSC in February 2024.*

Legal: Health and Safety Options Paper: Enhancing Near Miss Reporting

Executive Summary:

This options paper highlights the importance of addressing the reported absence of near misses in the last 11 months and outlines strategies to encourage near miss reporting among our operators. Near miss reporting is crucial for preventing potential incidents and improving operational safety. The paper presents several options, each with its own approach and considerations.

Option 1: Awareness and Training

Strategy:

- Conduct regular training sessions for operators on the importance of near miss reporting.
- Raise awareness about the potential consequences of unreported near misses.
- Provide guidance on how to identify and report near misses effectively.

Benefits:

Agenda Item 7

- Empowers operators with the knowledge and skills to recognise near misses.
- Fosters a culture of proactive reporting and continuous improvement.
- Reinforces the organisation's commitment to safety.

Considerations:

- Requires resources for training development and delivery.
- May take time to see significant changes in reporting patterns.
- Effectiveness depends on the quality and engagement of training sessions.

Option 2: Reporting Incentives

Strategy:

- Establish a rewards or recognition program for operators who submit near miss reports.
- Offer incentives such as gift cards, certificates, or public acknowledgment.
- Create a friendly competition among teams or individuals for reporting near misses.

Benefits:

- Provides immediate motivation for operators to report near misses.
- Encourages healthy competition and teamwork.
- Reinforces a positive reporting culture.

Considerations:

- Requires budget allocation for incentives.
- Monitoring and managing the program's fairness and effectiveness.
- Potential unintended consequences if not carefully designed.

Option 3: Anonymous Reporting

Strategy:

- Implement an anonymous near miss reporting system.
- Ensure confidentiality and protection for reporting individuals.

Agenda Item 7

- Establish a secure platform for submitting reports without revealing identities.

Benefits:

- Addresses concerns about potential repercussions for reporting.
- Encourages those who might hesitate to report due to fear or other reasons.
- Provides a safe outlet for reporting sensitive near misses.

Considerations:

- Requires investment in a secure reporting platform.
- Potential misuse or abuse of anonymity.
- May limit the ability to follow up with clarifying questions or investigation.

Option 4: Supervisor Engagement

Strategy:

- Encourage supervisors to actively seek and promote near miss reporting.
- Make near miss reporting a key performance indicator for supervisors.
- Incorporate near miss discussions into regular team meetings.

Benefits:

- Leverages the influence of supervisors to drive reporting.
- Demonstrates leadership's commitment to near miss reporting.
- Creates a feedback loop for continuous improvement at the team level.

Considerations:

- Requires training and support for supervisors.
- May encounter resistance if supervisors perceive it as an additional burden.
- Effectiveness depends on the leadership qualities of supervisors.

Recommendation:

It is recommended to implement a combination of Option 1 (Awareness and Training) and Option 2 (Reporting Incentives) to encourage near miss reporting effectively. This dual approach addresses the need for both education and

Agenda Item 7

motivation. Training will empower operators with the knowledge to recognise near misses, while incentives will provide immediate motivation and recognition.

These have been implemented and are reviewed by an external Auditors annually.

Next Steps: To continue with these four processes that have been in place for the last 28 Months:

1. Develop a comprehensive near miss reporting training program.
2. Design and launch a reporting incentives program.
3. Monitor and evaluate the impact of these initiatives regularly.
4. Make adjustments as necessary based on feedback and results.

By adopting a proactive approach to near miss reporting, we aim to create a safer and more responsive operational environment while fostering a culture of continuous improvement.

Governance & Probity: Independent Governance Audit for Lower Severn Internal Drainage Board (LSIDB)

Executive Summary:

This options paper outlines the importance of conducting an independent audit of Lower Severn Internal Drainage Board's (LSIDB) governance framework. The primary objective is to assess the effectiveness of current governance practices and identify areas for improvement. An independent audit holds the potential to bring significant operational, legal, and financial benefits to LSIDB.

Option 1: Comprehensive External Audit

Strategy:

- Engage an external audit firm with expertise in governance audits.
- Conduct a thorough examination of LSIDB's governance policies, procedures, and practices.
- Provide recommendations for enhancing governance structures and ensuring compliance with relevant laws and regulations.

Benefits:

- Offers an unbiased and objective assessment of LSIDB's governance framework.

Agenda Item 7

- Identifies potential operational inefficiencies, legal risks, and regulatory compliance gaps.
- Enhances transparency and accountability.

Considerations:

- Requires budget allocation for external audit fees.
- May involve a substantial commitment of time and resources.
- External auditors may lack in-depth knowledge of LSIDB's specific operations.

Option 2: Internal Governance Committee

Strategy:

- Establish an internal governance committee consisting of experienced board members or officers.
- Task the committee with conducting an in-depth internal audit of LSIDB's governance practices.
- Evaluate existing governance documents, policies, and procedures.

Benefits:

- Utilises internal expertise and a deep understanding of LSIDB's operations.
- Allows for regular monitoring and self-assessment of governance practices.
- Minimises external audit costs.

Considerations:

- Requires dedicated committee members and internal resources.
- Potential for internal bias or conflicts of interest.
- May lack the impartiality of an external audit.

Option 3: Hybrid Approach

Strategy:

- Begin with an internal audit to identify preliminary areas of concern and potential improvements.

Agenda Item 7

- Based on the internal audit findings, assess the need for engaging an external auditor to validate and provide additional insights.

Benefits:

- Combines the strengths of both internal and external audits.
- The internal audit serves as a preparatory phase, reducing external audit time and costs.
- Ensures a comprehensive assessment with internal insights.

Considerations:

- Requires coordination between the internal audit knowledge and external audit phases.
- May extend the overall audit timeline.

Recommendation:

It is recommended to adopt a Hybrid Approach (Option 3) for the governance audit of LSIDB. Initiating with an internal audit allows the organisation to identify preliminary areas of concern and potential improvements, providing a solid foundation for the subsequent external audit. This approach combines the strengths of both internal and external audits, ensuring a thorough and cost-effective assessment of LSIDB's governance framework. This is now being implemented, with supporting resources in place, our new governance officer and administrative support team.

Benefits of an Independent Governance Audit:

Operational Enhancement:

- Identification of operational inefficiencies.
- Streamlining of governance processes.
- Improved decision-making mechanisms.

Legal Compliance:

- Assessment of compliance with relevant laws and regulations.
- Mitigation of legal risks and liabilities.
- Strengthened adherence to governance guidelines.

Financial Stability:

- Identification of financial governance gaps.
- Enhanced financial transparency and accountability.
- Improved financial planning and resource allocation.

Agenda Item 7

An independent governance audit will not only enhance LSIDB's overall governance but also contribute to its long-term success and sustainability.

Business Administration: Updating LSIDB IT Systems and Notification of Successful Cloud-Based System Implementation

Executive Summary:

This options paper outlines the importance of updating the IT systems of Lower Severn Internal Drainage Board (LSIDB) and notifying stakeholders about the successful implementation of a new cloud-based system. The primary objective is to modernise IT infrastructure, enhance operational efficiency, and ensure compliance with legal and regulatory requirements. The successful transition to a cloud-based system promises significant fiscal, operational, and legal benefits for LSIDB.

Option 1: Update and Notify

Strategy:

- Initiate a comprehensive update of LSIDB's IT systems, including hardware and software.
- Select and implement a cloud-based system that aligns with LSIDB's operational needs.
- Notify stakeholders, including board members, staff, and relevant authorities, of the successful implementation and benefits.

Benefits:

- Modernised IT infrastructure for improved operational efficiency.
- Enhanced data security and compliance with data protection regulations.
- Streamlined communication and collaboration among LSIDB teams.
- Accessibility to data and applications from remote locations.

Considerations:

- Initial investment in IT updates and cloud system implementation.
- Training and adjustment period for staff adapting to the new system.
- Effective communication is crucial to ensure stakeholders are informed of the changes and benefits.

Option 2: IT Update Only

Strategy:

- Focus solely on updating LSIDB's IT systems without implementing a new cloud-based system.
- Modernise hardware and software to improve system performance and security.
- Ensure data backups and disaster recovery mechanisms are in place.

Benefits:

- Improved IT infrastructure for enhanced data management and security.
- Continuation of existing IT processes, reducing the learning curve for staff.
- Reduced initial investment compared to full-scale cloud implementation.

Considerations:

- May not fully leverage the advantages of cloud-based systems.
- Limited scalability compared to cloud solutions.
- Ongoing maintenance and potential future upgrades.

Option 3: Cloud Implementation Only

Strategy:

- Implement a cloud-based system without comprehensive IT updates.
- Select a cloud solution that meets LSIDB's operational needs and security requirements.
- Notify stakeholders about the transition to cloud-based operations.

Benefits:

- Quick adoption of modern cloud technology for improved collaboration.
- Enhanced flexibility and scalability.
- Potential cost savings compared to investing in new hardware.

Considerations:

- Existing IT infrastructure may not fully support the cloud transition.

- Staff training and change management required.
- Effective communication needed to inform stakeholders of the cloud adoption.

Recommendation:

It is recommended to pursue Option 1: Update and Notify. This approach combines the benefits of both IT system updates and cloud-based system implementation. By modernising LSIDB's IT infrastructure and adopting a cloud-based solution, the organisation can achieve improved operational efficiency, enhanced data security, and compliance with legal requirements. Project has been successfully led by J Mathews

Benefits of IT System Update and Cloud Implementation:

Operational Efficiency:

- Streamlined operations through modernised IT systems.
- Improved collaboration and accessibility for remote work.

Data Security and Legal Compliance:

- Enhanced data protection and compliance with regulations.
- Robust disaster recovery mechanisms.

Cost-Effective Scalability:

- Scalable cloud solution for future growth.
- Potential cost savings compared to on-premises hardware upgrades.

By updating LSIDB's IT systems and implementing a cloud-based solution, the organisation can better serve its operational, fiscal, and legal needs while ensuring continued growth and resilience.

Legal: Setting Up and implementing a Legal External Service Level Agreement for LSIDB

Executive Summary:

This options paper addresses the importance of sourcing and setting up a legal external Service Level Agreement (SLA) for Lower Severn Internal Drainage Board (LSIDB.) The LSIDB needs to decide between three options: establishing an SLA with an experienced legal firm specialising in internal drainage boards, employing in-house permanent legal staff, or not having dedicated legal support and seeking

legal services as needed. Each option has financial, legal, and operational implications.

Option 1: Legal External SLA

Strategy:

- Source an experienced legal firm specialising in internal drainage boards.
- Establish a comprehensive Service Level Agreement (SLA) outlining legal support terms and conditions.
- Engage the legal firm on an as-needed basis while maintaining control over costs.

Benefits:

- Access to specialised legal expertise in drainage and business law.
- Cost-effective approach compared to hiring permanent legal staff.
- Operational flexibility with legal support readily available.

Considerations:

- Cost of legal services depends on usage.
- Continuous evaluation of SLA terms to ensure alignment with LSIDB's needs.
- Potential for quicker response times from external legal experts.

Option 2: In-House Legal Staff

Strategy:

- Employ permanent legal staff specialising in drainage and business law.
- Establish an in-house legal department to address LSIDB's legal requirements.
- Ensure continuous legal support for all organisational needs.

Benefits:

- Immediate availability of legal staff for various legal matters.
- In-depth understanding of LSIDB's specific requirements.
- Potential cost savings on a per-case basis with in-house staff.

Considerations:

- Higher fixed operational costs due to salaries and benefits.
- Legal staff may have limited experience in drainage-specific legal matters.
- Requires ongoing management and oversight of the legal department.

Option 3: No Dedicated Legal Support

Strategy:

- Do not establish an SLA with external legal firms or hire in-house legal staff.
- Seek legal services on an ad-hoc basis, as the need arises.
- Rely on existing staff or board members with legal expertise.

Benefits:

- Minimal fixed legal costs.
- Flexibility to choose legal support when necessary.
- Potential cost savings by avoiding dedicated legal staff.

Considerations:

- May experience delays in obtaining legal advice.
- Lack of specialised expertise in drainage law.
- Risk of inadequate legal support for complex issues.

Recommendation:

It was recommended by the CEO and agreed by the executive Committee to pursue Option 1: Legal External SLA. This approach allows LSIDB to access specialised legal expertise in drainage and business law while maintaining financial flexibility. By establishing a comprehensive SLA with an experienced legal firm, LSIDB can benefit from expert legal support on an as-needed basis, aligning costs with actual usage. This is now in place and our relationship will be managed via our CFO.

Benefits of Legal External SLA:

Specialised Legal Expertise:

- Access to legal experts with specific knowledge of drainage and business law.

Cost-Effective Approach:

- Avoids the high fixed costs of permanent in-house legal staff.
- Control over legal expenses based on actual usage.

Operational Flexibility:

- Legal support readily available when needed.
- No need for continuous management of an in-house legal officer.

By establishing a legal external SLA with an experienced legal firm, LSIDB can ensure it has access to legal support tailored to its specific requirements while optimising financial and operational efficiency. – Thank you to Charles Daniels for his support and advice on this Business improvement.

LSIDB – PR Media and Communications: dates to note please see attached programme.

Administration updates to note:

- We are planning to role-out Training for MS Project Office for PB users to support the delivery of the Capital Programme.
- DRS system support is planned to be transferred from WMA to ADA by 2025

Name: [Dr M Pope](#)

Position: [CEO LSIDB](#)

Lower Severn Internal Drainage Board

CEO Briefing:
Discussion Item –
Succession Planning for Highly Skilled Operators
LSIDB Executive Committee
October 2023
Led by – Head of Operational Services.





Executive Summary

- The importance of succession planning for three highly skilled operators within LSIDB.
- Ensure continued effectiveness and mitigate potential knowledge and skill gaps.
- Three distinct options, each with its own SWOT analysis, financial, and operational **plan to mitigate this key operational Risk.**

Operational Risk Register Indicators

- Key Risk Categories
- Indicators Requiring Attention
- **Impact on Operations**
- Mitigation Strategies



Option 1: Internal Promotion and Training

Strengths:

- Builds on institutional knowledge.
- Demonstrates commitment to staff development.
- Maintains continuity.
- Cost-effective.

Weaknesses:

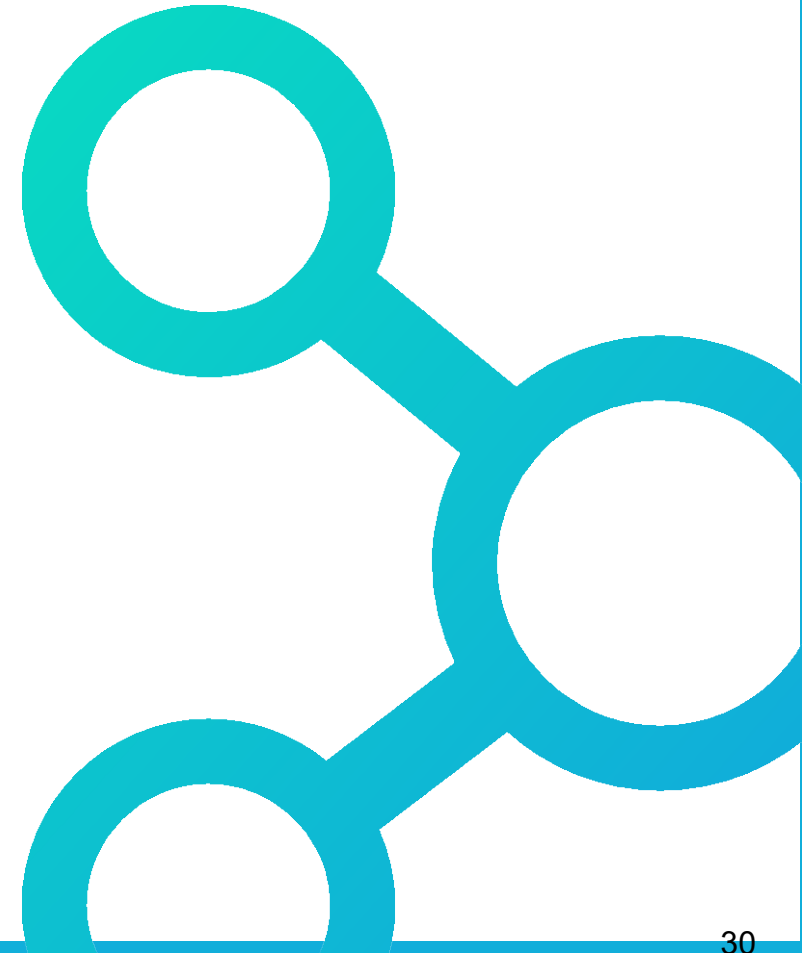
- Limit exposure to new perspectives.
- Potential disruptions during training.
- Succession dependent on individual performance.

Opportunities:

- Identify and develop internal talent.
- Increased employee morale and loyalty.
- Cost savings.

Threats:

- Risk of knowledge gaps.
- Potential resistance to change.
- Heavy reliance on internal candidates.



Option 2: External Recruitment

Strengths:

- Attracts fresh talent and diverse perspectives.
- Potential for immediate skill infusion.
- Minimizes disruption to current roles.

Weaknesses:

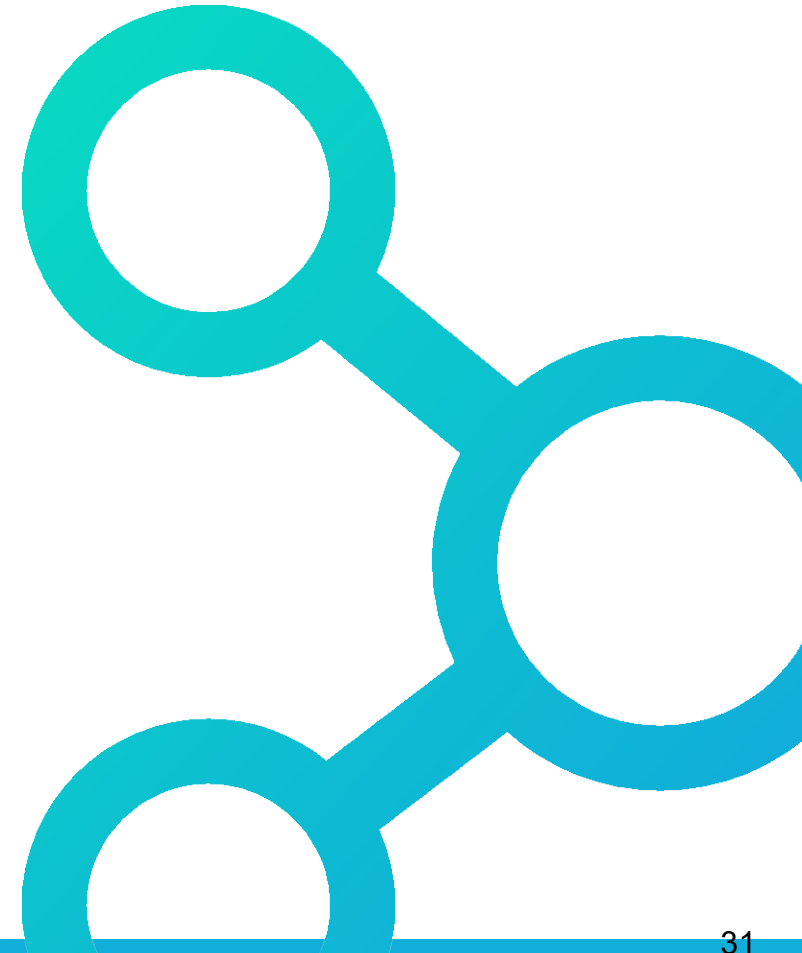
- Longer onboarding period.
- Higher recruitment and relocation costs
- Risk of cultural misalignment

Opportunities:

- Access to a wider talent pool.
- Rapid knowledge infusion.
- Diversify the workforce

Threats:

- Longer time for new hires to become productive.
- Potential resistance from existing employees.
- Cultural misalignment.



Option 3: Hybrid Approach

Strengths:

- Balances institutional knowledge with fresh talent.
- Gradual knowledge transfer.
- Reduces risk of a complete internal or external approach.

Weaknesses:

- Complex management and transition planning.
- Potential conflicts between internal and external candidates.
- Moderate cost implications.

Opportunities:

- Combines strengths of internal promotion and external recruitment.
- Mitigates potential disruptions.
- Allows for a flexible approach.

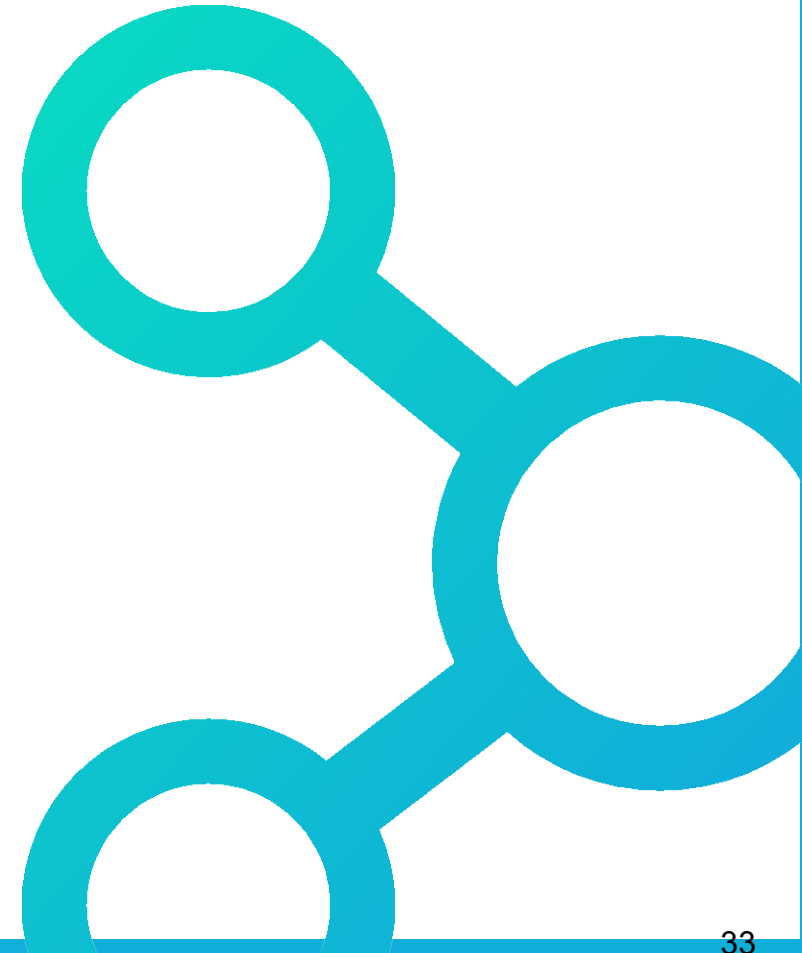
Threats:

- Complexity in managing a dual approach.
- Potential conflicts within the team.
- Moderate cost implications.



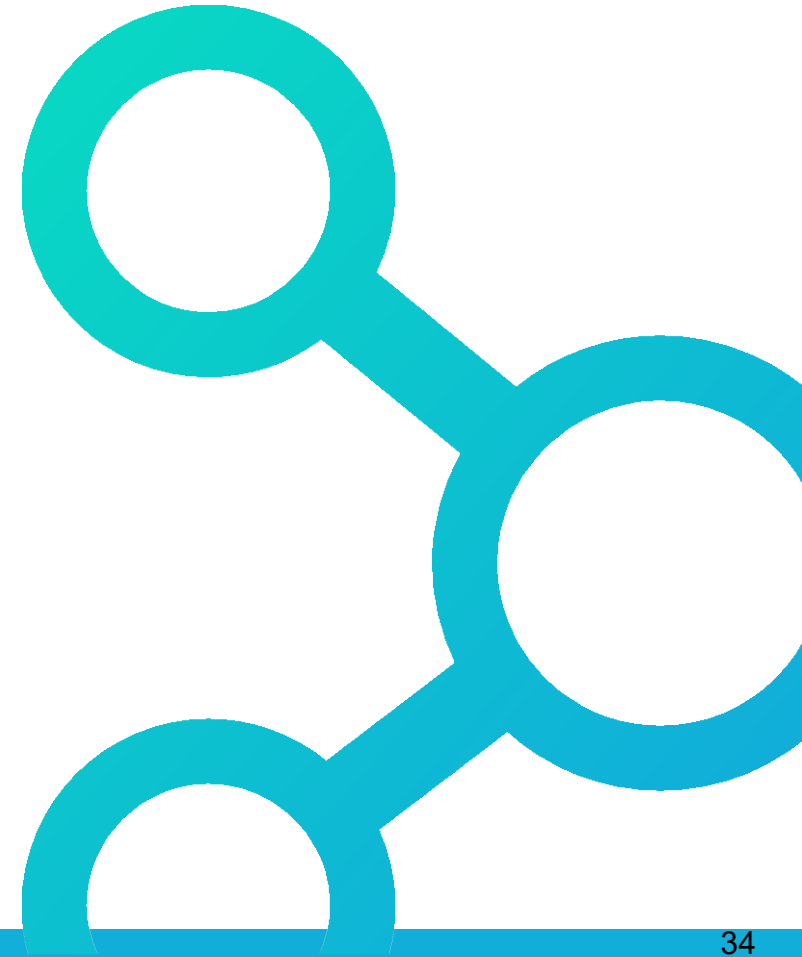
Financial Plan for recommended Option 3

- Training and development costs for internal candidates.
- Recruitment and relocation costs for external candidates.
- Total cost for three internal candidates and three external candidates.



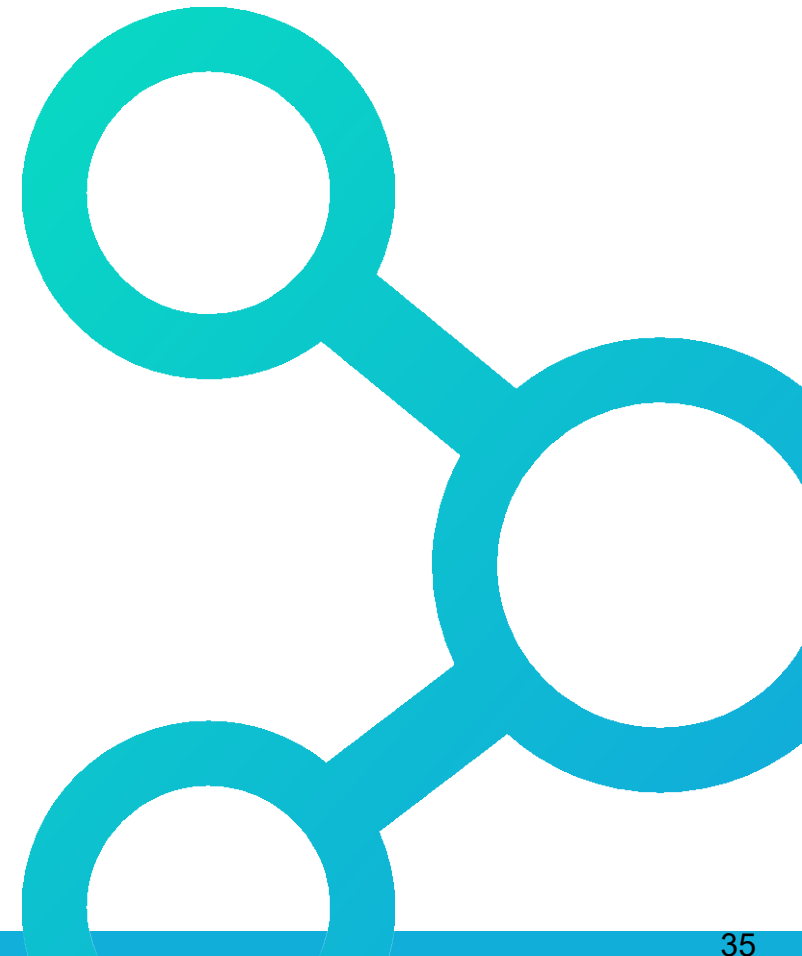
Operational Plan for recommended Option 3

- Identify potential internal candidates for training.
- Develop a comprehensive training program.
- Launch a concurrent external recruitment campaign.
- Onboard new candidates and provide necessary training.
- Monitor and assess candidate progress and integration.



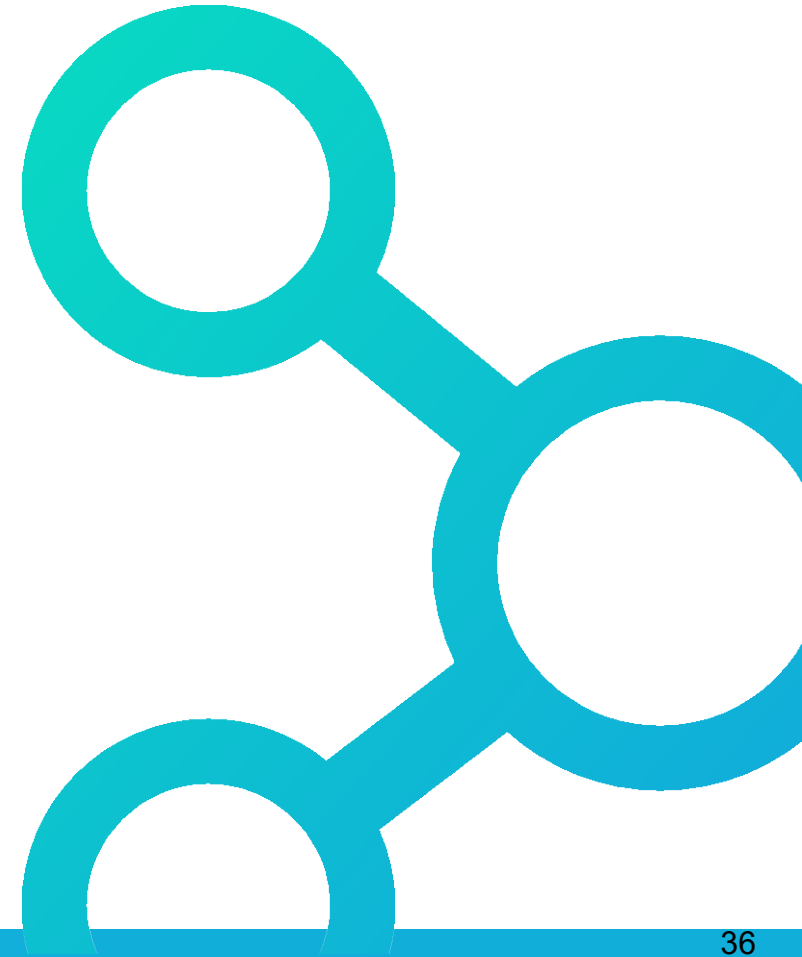
Recommendation

- Hybrid Approach (Option 3) recommended as the most suitable strategy for succession planning.
- Combines benefits of internal promotion and external recruitment.
- Allows gradual knowledge transfer, minimizes disruptions, and brings in fresh perspectives..



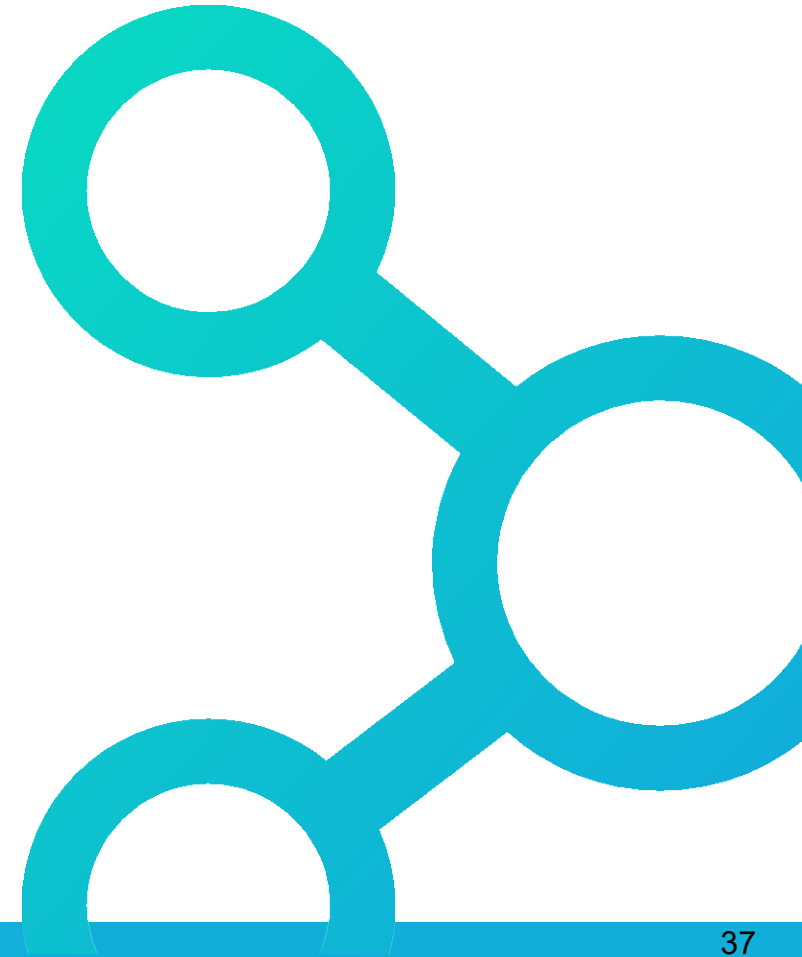
Next Steps for Senior Leadership Team (SLT)

- Develop detailed financial and operational plans for Option 3.
- Identify potential internal candidates for training.
- Launch a comprehensive external recruitment campaign.
- Implement the succession plan.
- Monitor and evaluate its effectiveness regularly.



Conclusion

- Discussion points and additional recommendations from Operations Committee on options to be considered
- HoSO and CFO to put together a proposal with associated costs to the BSC in February 2024.



Conclusion

- The recommended Hybrid Approach aligns with LSIDB's commitment to a seamless transition and leveraging new talent.



Lower Severn IDB

MISSION STATEMENT

We provide land drainage, flood risk management and surface water management to achieve safe, prosperous communities that enjoy the amenity and biodiversity benefits of the water environment.

Finance Report

October 2023

Glenn Taute CFO

Outcomes for September 2023

- Agricultural Drainage Rates (DRS) collection second reminder letters will be sent out in October; the balance (£12k over 46 rate payers) will be pursued. All Drainage Levies (from Local Councils) due have all been received. The second half yearly payments expected by the end of October.
- The Pumping Station Renewal Program option obtained approval to move to next steps regarding funding applications.

Finance Summary – for the Year-to-Date August 2023

Income Statement

For the five months to August 2023 the Income Statement shows a net result being £14k favourable to the budget. Income is below the budget by £10k due to timing differences in ad-hoc consultancy work. Costs have more than compensated for the shortfall in income, mostly through the allocation of payroll costs to the current pumping station investment program reserve, and professional fees have been favourable with reduced consultancy work. Maintenance costs have been higher driven by inflation and breakdowns.

Lower Severn IDB					
Income Statement					
August 2023					
	YTD	YTD			
	Actual	Budget	Variance	Variance	Comment
Income	August 2023	August 2023	£	%	
Rates and Levy Changes	736,485	736,485	0	0.0%	Drainage Rates set at new rate
Grant and Fund Income	73,992	73,992	0	0.0%	Foreign Water Grant - EA
Consulting & Recharges	593	14,150	-13,557	-95.8%	Timing and seasonal
Other Income	13,812	10,233	3,579	35.0%	Sale of FA Profit on Budget, & Bank interest higher
Total Income	824,882	834,860	-9,978	-1.2%	
Expenditure					
Payroll	328,820	357,071	28,251	7.9%	Activity allocation to program provision at £75k YTD
Maintenance	138,820	119,288	-19,533	-16.4%	Inflationary impact, and breakdowns have been high
Levies	94,576	94,577	1	0.0%	
Travel	16,197	11,760	-4,438	-37.7%	Mileage claims
Administration	20,874	24,989	4,115	16.5%	
Professional Fees	7,319	23,102	15,783	68.3%	Timing re consultancy work.
Depreciation	94,331	94,331	0	0.0%	In line with the budget
Total Costs	700,938	725,117	24,179	3.3%	
Net subtotal	123,943	109,743	14,201	12.9%	
Capital Reserve	125,000	125,000	0	0.0%	
Net Surplus	-1,057	-15,257	14,201	93.1%	

Balance Sheet

With regard to the balance sheet as at the 31 August 2023 the following items are noted:

- Fixed asset investments for 2023/24 have been pushed out due to later deliveries from suppliers, this is in respect of the new Excavator (received in September) and the utility vehicle (now due October.)
- Managed Investments have shown some recovery to a total valuation of £860k, all in all a +£8k (1%) change for the financial year to date.
- In terms of cash resources this is currently spread as follows:
 - Cash at bank for current year operating costs and budgeted investments = £673k
 - Short term notice deposits assigned to the pump station investment program =£415k

Lower Severn IDB				
Balance Sheet				
August 2023				
	At End	At End	YTD	YTD
	March 2023	August 2023	Change	Comment
Fixed Assets	1,368,817	1,290,143	-78,674	Net of Capex, Sale of Asset, Depreciation
Investments	851,750	860,102	8,352	Portfolio growth/recovery
Stock +WIP	119,904	119,013	-891	Includes prior year consulting recharges pending
Debtors	13,078	841,975	828,897	Current year rates outstanding, 2nd council payment
Prepaid Revenue EA	0	132,408	132,408	Prepaid EA levy re Foreign Water
Prepaid Expenses	41,270	21,621	-19,649	Timing
VAT	14,216	18,180	3,964	
Cash at Bank	411,691	672,751	261,060	Rates received in advance
Short Term Deposits	412,959	415,922	2,963	
Current Assets	1,013,118	2,221,870	1,208,752	
Creditors	85,039	144,309	59,270	Arup invoice pending payment
Accrued Expenses	14,056	7,510	-6,546	
Prepaid Revenue Rates	0	1,134,667	1,134,667	Revenue recognition phasing
Current Liabilities	99,095	1,286,486	1,187,392	
Net Current Assets	914,023	935,383	21,360	
Long Term Assets				
Pension	1,115,000	1,115,000		
	4,249,590	4,200,629	-48,962	
Capital & Accumulated P&L B/F	1,759,928	1,728,799		
Current Year Surplus/(Deficit)	-31,129	-1,057		
Capital Expenditure Reserve	1,261,208	1,213,303	-47,905	Resv Build £125k, Invest Grow £8k, Payroll Alloc. -£75k & Pump Pgm -£106k
Pension Reserve	1,115,000	1,115,000		
Revaluation Reserve	144,583	144,583		
	4,249,590	4,200,629	-48,962	

Activities planned for October 2023

- Progress the pumping programme project funding options
- Support the finalisation of the pumping program business plan
- Budget 2024/25 preparation

18th October 2023

Communications Report – Executive Committee Victoria Bailey

The new LSIDB website contains a link to the Events and Communications calendar for our organisation, which takes us up to December 2023.

Events we are planning to attend include:

- Improving the UK's Flood Resilience: Preparing the UK for a Changing Climate (online)
- Annual IDB Liaison Meeting / ADA Marches Branch AGM (Kidderminster)
- Severn Voices AGM (Gloucester)
- FLOODDEX UK (London)
- ADA AGM (London)

Please let me know if you wish to attend any of these events; full details of times and locations can be found here: <https://www.lowersevernidb.org.uk/keep-in-touch/events>

We are now full members of the CLA and will therefore be entitled to a free classified listing in the annual printed 2024 CLA Business Directory, an online listing on the 2024 CLA Business Directory website and a free link to our website through the CLA's.

ADA have agreed for Dr Manjit Pope to regularly write for the ADA Gazette which is great news for putting our benchmark organisation at the forefront of the industry. We also plan to become regular contributors to the online CLA newsletter.

As ever, please keep me updated of events in the local area so that LSIDB can further publicise the outstanding work we do. Please feel free to send me any news, photographs or updates that would be helpful to add to the website and for future newsletters.

Executive Committee Common Themes to take forward to Main Board

Strengths

- New Strategic Vision being implemented
- Organisation has become more outward facing.
- Stronger Stakeholder engagement
- Operatives and staff. In particular the interaction with “rate payers”.
- Leadership, Change adapt, Team play, Positive outcomes, Service provision
- Comprehensive review of the entire organisation, its practices and policies
- Improvement of internal communications

Are there any specific skills, assets, or resources that have been particularly beneficial?

- Build on the existing communications between Board Members and Staff at all levels
- New Website, branding and promotional materials have improved the organisations corporate image
- Critical Training courses have been completed by staff
- Updated/ new machinery and operators with extensive knowledge of the Boards area and landowners requirements/land use.
- Staff
- Enlargement of the team to bring on board skills and knowledge which previously was sought externally

Weaknesses

- There seems to be difficulty in filling Board member vacancies leading to risks around quorum
- Certain parts of the Board membership seem reluctant to implement the capital programme in its entirety
- Membership should try to focus on setting strategy rather than implementing day to day decisions which should be left to the leadership team and officers.
- In the past communication between The LSIDB and the various contacts both local and national has been minimal .
- Extend the work started on contacts between the LSIDB and rate payers and the local population .
- Board Attendance is becoming an issue
- Cash availability for programme, Too many board vacancies, effective board members required
- Explanation as to why capital works and the level of spend is needed ,summarising and updating on a regular basis so that the same old issues are not raised repeatedly .
- Programme Funding
- In the past – no financial planning for pump station renewal and renewal of building infrastructure.
- Upcoming year – bad weather, employees leaving due to retirement. Unavailability of grant funding.

- Lack of diversity amongst Board Members and poor attendance at Full Board Meetings

Are there areas where the organization can improve or enhance its performance?

- Continue to look for efficiencies in day to day operations.
- Additional training for members and staff in all areas.
- Improving Council representation and seeking elected members with relevant professional experience

Opportunities

- Potential for organisational growth in several areas
- Greater partnership working has been achieved and can be expanded upon
- Working more closely with the E.A on maintenance and collaborative working. Also working together with NFU, CLA and Environmental stakeholders within our district.
- Service centre modernisation
- Improve profile of board members
- IDB amalgamation/consortium arrangements
- Possible government funding (CEO's hard work on developing relationships with key stakeholders)

Are there external factors or trends that the organization can capitalize on?

- Utilisation of Boards in house experience to set examples of industry best practice
- Capitalise on the use of the Web Site in highlighting the work of the LSIDB to all rate payers , particularly the Councils
- Continue to investigate funding sources .
- Possibly undertaking more works in the future for Local Authority's or EA if resources allow.
- Increased awareness of the effects of Climate Change- may make it easier for members of the public to understand the importance of the Board's work.

Threats

What are the major threats or challenges faced by the organization in the past year and the upcoming year?

- The delivery of the programme against a challenging financial and political situation
- EA turning pumps off due to non-compliance with Eel regulations.
- Government funding
- Finding good quality employees for operating machinery
- Cut in government funding
- Reserved board decisions
- Leadership changes
- IDB Act changes

Are there potential risks that need to be addressed or mitigated?

- Losing landowner and tenant farmer support .
- Overload of time that elected members can give. Most of them have day jobs.
- Disproportionate overhead costs that cannot be justified to rate payers.
- Risk of oversight of various projects is not stringent enough in the future should ideally be addressed by improving skill set amongst Board Members

Dear Board Members,

I would like to emphasise the strategic advantages of our participation in the upcoming Sector Floodex Exhibition in London and propose that we consider replacing the scheduled executive committee meeting with a visit to the show alongside our Senior Leadership Team (SLT).

Here's why I believe this change will bring real value to our collective operational delivery and strategic learning as a united executive committee:

1. Staying Informed:

- The Sector Floodex Exhibition is a premier event for flood risk management and drainage, providing insights into the latest industry developments, technologies, and best practices.
- Attending this event will keep us informed about cutting-edge solutions and trends in our field, ensuring we stay at the forefront of our sector.

2. Networking Opportunities:

- The exhibition offers a unique chance to connect with key stakeholders, peers, and experts from various organizations involved in flood management.
- We can strengthen our network, engage in discussions with industry leaders, and establish potential collaboration opportunities.

3. Learning from Peers:

- The event features seminars and presentations by professionals who have successfully implemented innovative strategies.
- We can learn from our peers, gaining practical insights that can be applied to our own operational strategies and decision-making.

4. Strategic Discussions:

- Participating in the exhibition allows us to engage in strategic discussions with experts and service providers, helping us to make informed decisions for LSIDB's future.
- We can explore solutions that align with our long-term goals and objectives.

5. Real-Time Innovation:

- Being present at the exhibition provides us with a chance to witness live demonstrations and cutting-edge technologies.
- We can see how these innovations function in real-time and evaluate their potential impact on our operations.

6. Enhancing Collective Knowledge:

- Replacing the executive committee meeting with a visit to the exhibition will create an immersive learning experience for the entire executive committee and SLT.
- It will foster a collective understanding of the evolving landscape of flood risk management.

7. Team Building:

- Attending such events as a group promotes team building and shared understanding.
- It fosters a sense of collective responsibility for our operational delivery and strengthens collaboration within the executive committee.

8. Demonstrating Proactiveness:

- Our participation in the exhibition sends a clear message that LSIDB is proactive, staying ahead in terms of knowledge and expertise in the field.
- It showcases our commitment to ongoing improvement and adaptation.

Attending the Sector Floodex Exhibition and replacing the executive committee meeting with this visit will undoubtedly enhance our collective knowledge, strategic vision, and operational effectiveness. I encourage members to consider this opportunity and the value it can bring to our roles as decision-makers and leaders in flood risk management.

Let us seize this chance to learn, network, and innovate together for the betterment of our Lower Severn Internal Drainage Board.

Best Regards,
Dr Manjit Pope
CEO

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD

Executive Committee Meeting

Wednesday 27th September 2023

Lower Severn IDB Office/Hybrid
2 – 4pm

LOWER SEVERN (2022) INTERNAL DRAINAGE BOARD

TERMS OF REFERENCE OF THE NEW IDB EXECUTIVE COMMITTEE

Approved xx December 2022, Minute xxxx

Matters for determination by the Executive Committee

Policy & Guidelines

1. Purpose

The purpose of the Executive Committee is to undertake delegated tasks from the LSIDB Board including for key and immediate decisions from LSIDB's Current Sub Committee's:

The development and implementation of strategy, operational plans, policies, procedures and budgets;

- the monitoring of operating and financial performance of the Revenue Budget;
- the monitoring of operating and financial performance of the Capital Programme;
- the assessment and control of risk;
- the prioritisation and allocation of resources.

2. Membership

The Executive Committee will be made up of the Chief Executive Officer, the Chair, the Vice Chair. all the Committee Chairs and Key Officers of the LSIDB as required. The Chief Executive Officer shall act as Chair of the Committee. In his/ her absence the LSIDB Chair will act as Chair.

3. Meetings

The Executive Committee should meet on a monthly basis with prepared agendas of items for discussion. A quorum of three Members is required. The LSIDB's Governance Officer will act as secretary and take minutes of the meetings. The minutes of the meetings will be circulated at the LSIDB's Board Meetings and the Chief Executive Officer will present a written Chief Executive Officer Report at each quarterly LSIDB's Board meeting.

4. Duties

(i) Management

- The successful execution of strategy.
- Recommending objectives and strategy for the LSIDB in the development of its businesses.
- Identifying and executing new business opportunities, Capital Investment Projects if approved, outside the current core activities
- Reviewing the organisation structure of the LSIDB and making recommendations for change.
- Implementing policies relating to health and safety, environment, treasury and Statutory social responsibility.
- Ensuring the control, co-ordination and monitoring of risk and internal controls.
- Ensuring compliance with relevant legislation and regulations.
- Prosecution, defence or settlement of litigation.
- Ensuring appropriate levels of authority are delegated to LSIDB officers throughout the LSIDB's Annual Planning and delivery of Operations.

(ii) Financial reporting and controls

- Presentation of the LSIDB's budgets and five year plan to the LSIDB's Board and, following their approval, the achievement of the budgets and plans.
- Approval of capital projects between £50,000 and £500,000 for budgeted items and between £25,000 and £250,000 for unbudgeted items. Identification of the necessary funds when making these approvals. Reporting to the Board at the earliest opportunity.
- Adherence to Financial Regulations when authorising procurement.
- Renewal of banking facilities and arrangements for treasury management.
- Insurance, including LSIDB's and officers' liability insurance.

(iii) Statutory IDB Governance

The Committee shall conduct an annual review of its work and terms of reference and an assessment of its own effectiveness and make recommendations to the LSIDB's Board.

Lower Severn (2005) Internal Drainage Board

Executive Meeting

Next meeting Wednesday

27th September @10:00.

LSIDB Offices

ACTIONS:

From the executive committee meeting held on the 23th August 2023.

Attendance:

CEO Dr Manjit Pope (Chair)

CLlr M Riddle (Vice Chair)

Mr. M Barnes

Mrs F. Collins

Mr. J Hore

Mr. R Godwin

Apologies: Mr. G Simms

Officers:

**James Thomas- Business Development
Manager**

James Druett- Head of Operational Service

Glenn Taute- Chief Financial Officer

Joanna Mathews- Project and

Governance Officer

Vicky Bailey- PR and Comms Officer

1.	22/02/2023	Letter to all Councils to highlight the importance of Member attendance at meetings explaining that this is something the Board is being measured on	MR	31/05/2023	Ongoing (Draft has been completed and will be sent out soon)
2.	22/03/2023	planning for Showcase LSIDB at Frampton Show	JT/JD/VB	12/04/2023	Ongoing
3.	22/03/2023	SHM Matrix to incorporate Regional representation	JT	07/06/2023	Ongoing
4.	22/03/2023	Confirm ICARE compliance signatures have been completed by Board Members and Officers	BT	12/04/2023	Ongoing (A couple more left to collect)
5.	24/05/2023	Explore succession planning of engineering foreman for the future	MB, JD and FC	Ongoing	Ongoing
6.	24/05/2023	GT to ensure structure of accounts - clearly defines capital programme	GT	September	Ongoing
7.	26/07/2023	VB and MP to arrange meeting with Gloucester local landowner chair for future PR	VB/MP	Mid August	Ongoing
18.	23/08/2023	New Work Force Strategy discussed and confirmed most actions have been completed- identified that training schedule for Board Members to be created (this gets reported back to Defra annually). Also line management training for SLT in the future also.	MP/JM	Over next year	
19.	23/08/2023	Once citation audit report received, we can amend policies.	MP/FC/JD	September	

Agenda Item 4

20.	23/08/2023	To ensure we email key stakeholders to communicate new website when developed. (e.g. Parish Councils, Community Forums and Severy Estuary Group)	VB/VM	End of September	
21.	23/08/2023	To consider for Full Board- GT to figure out best way to present rate increases. MP/VB to promote the good service we provide with the increase in the cost. GT and JD will look at costings of machinery	GT	20/09/2023	

Title: LSIDB Executive Committee SWOT Analysis Workshop

Duration: 2 hours

Attendees: Audience: Full executive Committee, SLT, and Governance officer and Comms Officer

Introduction:

Dear Team,

I am pleased to welcome you to this important workshop as we embark on a comprehensive review of the Lower Severn Internal Drainage Board's (LSIDB) performance over the past year and set the course for the year ahead. Our collective dedication to the LSIDB's mission and objectives is evident in the progress we have achieved, as well as the challenges we have overcome.

Before we delve into the workshop's agenda and objectives, I would like to emphasize the critical role that each one of you plays in this process. Your insights, experiences, and expertise are invaluable as we assess our strengths, weaknesses, opportunities, and threats (SWOT) and identify the key priorities that will shape our organization's future.

Pre-workshop Assignment - SWOT Analysis Questionnaire

In preparation for this workshop, I would like to express my gratitude to those who have already completed the SWOT analysis questionnaire. This exercise, which covers the past 12 months and the upcoming year, serves as a foundational element for our discussions. Your candid responses will enable us to identify trends, concerns, and opportunities that warrant our attention.

Workshop Goals

The primary goals of this workshop are as follows:

Review LSIDB's accomplishments and challenges over the last 12 months: We will celebrate our achievements and confront the challenges head-on, acknowledging the lessons learned from both.

Perform a SWOT analysis of the past year's transformation and growth: Together, we will assess our organization's strengths, weaknesses, opportunities, and threats, providing a comprehensive understanding of our current position.

Conduct a SWOT analysis for the upcoming 12 months to inform the annual organizational plan: Looking forward, we will explore the potential paths that lie ahead, allowing us to chart a strategic course that capitalizes on opportunities and mitigates threats.

Review and update the organization's risk register: Our Governance Officer, Jo, will guide us through the current risk register, highlighting key risks and their status. Your inputs during this workshop will inform updates to this critical document.

Agenda Overview

Our workshop agenda is structured to facilitate meaningful discussions and collaborative decision-making. We will navigate through key topics, including the review of the past year, SWOT analyses, risk register updates, and action planning.

I encourage each of you to actively participate, share your insights, and engage in constructive dialogue. Together, we will identify our priorities, set clear action plans, and pave the way for a successful year ahead.

Thank you for your dedication to the LSIDB's mission and for your commitment to this workshop. Let us make the most of this opportunity to shape our organisation's future.

Next Steps / Actions:**Pre-workshop Assignment (To be completed ahead of the workshop):**

Participants are required to complete a detailed questionnaire covering the SWOT analysis elements related to the last 12 months and the upcoming 12 months. The questionnaire will be sent in advance to the CEO, Chair, and senior leadership officers. Responses are due at least 5 days before the workshop.

Workshop Goals:

- Review LSIDB's accomplishments and challenges over the last 12 months.
- Perform a SWOT analysis of the past year's transformation and growth.
- Conduct a SWOT analysis for the upcoming 12 months to inform the annual organizational plan.
- Review and update the organization's risk register with comments and inputs from the Executive Committee.

Pre-workshop Questionnaire - SWOT Analysis

Instructions: Please provide detailed responses to the following questions for both the past year and the upcoming year.

A. Strengths (S)

- What are the organization's core strengths or advantages in the past year and the upcoming year?
- Are there any specific skills, assets, or resources that have been particularly beneficial?

B. Weaknesses (W)

- What are the key weaknesses or limitations of the organization in the past year and the upcoming year?
- Are there areas where the organization can improve or enhance its performance?

C. Opportunities (O)

- What opportunities have presented themselves in the past year and are expected in the upcoming year?

- Are there external factors or trends that the organization can capitalize on?

D. Threats (T)

- What are the major threats or challenges faced by the organization in the past year and the upcoming year?
- Are there potential risks that need to be addressed or mitigated?

Please provide specific examples and details where possible. Your input will be valuable for our workshop discussions.

Completed By _____

Date Completed _____

Name: Dr M Pope

Position: CEO LSIDB

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD

Executive Committee Meeting

Wednesday 23rd August 2023

**Lower Severn IDB Office/Hybrid
10.00am**

LOWER SEVERN (2022) INTERNAL DRAINAGE BOARD

TERMS OF REFERENCE OF THE NEW IDB EXECUTIVE COMMITTEE

Approved xx December 2022, Minute xxxx

Matters for determination by the Executive Committee

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(ii) Financial reporting and controls

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- Adherence to Financial Regulations when authorising procurement.
- Renewal of banking facilities and arrangements for treasury management.
- Insurance, including LSIDB's and officers' liability insurance.

(iii) Statutory IDB Governance

The Committee shall conduct an annual review of its work and terms of reference and an assessment of its own effectiveness and make recommendations to the LSIDB's Board.

Lower Severn Internal Drainage Board

Executive Committee Actions:

No.	Created	Action	Assigned to	Due	Status	Comments
1.	22/02/2023	Letter to all Councils to highlight the importance of Member attendance at meetings explaining that this is something the Board is being measured on	MR	31/05/2023	Ongoing	MR drafting letter and them Vicky will check PR and comms. Update 26/7/23: MR has completed a draft and will send across to JM/VB to check
2.	22/03/2023	Planning for Showcase LSIDB at Frampton Show	JT/JD/VB	12/04/2023	Ongoing	Confirmed pitch, ongoing organising of comms.
3.	22/03/2023	SHM Matrix to incorporate Regional representation	JT	07/06/2023	Ongoing	
4.	22/03/2023	Confirm ICARE compliance signatures have been completed by Board Members and Officers	BT	12/04/2023	Ongoing	BT has sent out

Agenda Item 4

5.	24/05/2023	PR to be put together for Gloucester local landowner chair- landowners to be included. Roger to be face of this and work with James.	Roger and JT	August	Ongoing	VB and MP to hold meeting in August
6.	24/05/2023	Next board meeting to be held in memorial hall at Oldbury	JT/VB	Sept	Ongoing (this has been changed from golf club)	
7.	24/05/2023	Explore situation of replacement of engineering foreman for the future	Mike, Jim and Fiona	Over next year	Ongoing	
8.	24/05/2023	Citation to do full audit on policies/HR of organisation	MP	August	Ongoing	
9.	24/05/2023	GT to ensure structure of accounts - clearly defines capital programme	GT	September	Ongoing	
10.	26/07/2023	Consider possibility of communications via facebook/website on operational work	VB/JD	September		
11.	26/07/2023	Manjit to send email to Chairs of committees- to confirm standing committees ownership of parts of the risk register that apply directly to those committees	MP	September		
12.	26/07/2023	VB and MP to arrange meeting with Gloucester local landowner chair for future PR	VB/MP	Mid August		
13.	26/07/2023	Matthew to send email to chairs of committees of drafted list of members for new committees before then sending out to all Board members the following week	MR	09/08/2023		

Agenda Item 4

14.	26/07/2023	Matthew to gain feedback comments on Executive Committee to report back to next Board meeting	MR	By September		
15.	26/07/2023	3 financial options to be pinned out alongside the operational options for next executive meeting and Board meeting	GT/JD/JT	By September		
16.	26/07/2023	Consider if briefing meeting/121s required prior to the Board meeting to inform members of the narrative behind the increase to drainage rates	MR	Before September		

Agenda Item 5

PROJECT DETAILS					
Programme Name	Pumping Station Replacement Programme				
Programme Manager	James Thomas	Report Date	16/8/2023	Reporting Period	August
Programme Summary	Renewal of four of the Boards pumping stations.				

PROGRAMME TOLERANCE STATUS					
This report			Last report		

Are the categories below within agreed tolerance? (Green = Yes, Amber = At risk of breach, Red = No)

Time (on schedule, to plan)	On schedule	Scope	TBC Post Feasibility
Quality	TBC Post FS	Resources	TBC Post Feasibility
Budget/Costs	On Budget	Dependencies	TBC Post Feasibility
Benefits & Outcome	On target		

Are there any Risks or Issues to highlight or escalate?	Risks	Yes – see report text	Issues	TBC
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Establishing Deliverables
<ul style="list-style-type: none"> The meeting is collaborative and a safe environment for open and honest discussion The aim is not to vote on matters but to use fact and experience to come to a collective decision. Collective decisions will be fully supported by ‘team’ members as part of our values of collective responsibility A ‘live’ action tracking system is the vehicle to manage the meeting rather than, what can be subjective, minutes. We will also utilise a ‘Programme’ risk register to support effective delivery, risks that are seen to be of a wider consideration will be submitted to the owner of the LSIDB risk register (CEO) for consideration of inclusion in the organisations risk register All decisions will be made within the delegated responsibilities as laid down by the appropriate Standing Orders. Purchases of goods and services will be fully compliant with the appropriate standards. The Full Board will be fully briefed on the status of the Pumping Station Programme and we will consult with other members as appropriate.

Agenda Item 5

Actions Taken to date and Priorities

- Feasibility study complete
- Business Case Development now underway with Arup against a budget of £100k
- Business case and feasibility study to be funded internally.
- Internal Surveys Complete
- Approximately £400k of Grant funding available for Oldbury on Severn
- Grant Funding for Lapperditch, Wicks Green and Marshfield negligible to nothing.
- Arup now attending both the integrated Programme Team meeting as well as the weekly Programme Board meeting.
- Public Events at Whitminster and Oldbury on Severn both completed successfully.
- Process around public works loan now understood and contacts have been made for approvals subject to Board approval of process
- Support Services Office – Engagement with suitable Architectural firms has begun with a view to establishing a baseline budget and to fully understand boards future requirements.

Establishing Deliverables

RECOMMENDATION

This Report be noted.

APPROVAL & VALIDATION

Report Approved by Project Sponsor

Date:

Financial Information Validated by Business Partner

Date:

Lower Severn (2005) Internal Drainage Board

MEETING: Executive Committee

Date: 15/08/2023

REPORT BY: Head of Operational service

- **Health and Safety**

No near misses or incidents to report.

Head of operational services and Business development officer have undertaken a 3 day appointed persons First aid Course and passed successfully.

Risk Assessment support ongoing with Citation and being uploaded on the Atlas operating system together with hand tool vibration assessments.

Work still ongoing to comply with all Citations requirements resulting from H&S audit and Fire risk assessment.

- **Mowing and Weed cutting 2023**

Commenced at the following locations.

Cornham, Westbury on Severn and Highnam.

Tibberton and Malswick. (near Newent)

Eldersfield catchment area.

Saul and Epney.

Rockhampton, Berkeley and Cowhill and Olveston.

Mowing and weed cutting **continues** throughout –

Aust and Ingst areas close to the old Severn Bridge.

Severn Beach and Avonmouth.

Some operators are now taking advantage of the additional overtime during the summer months so are working extra hours in the evenings and Saturdays whilst the ground conditions remain favourable and taking advantage of the longer daylight hours.

- **Machinery**

The spare Hyundai excavator is currently in operation after a new hydraulic pump installed.

The new Kobelco excavator is almost ready for delivery after swapping the arm from the old part exchange machine to the new base unit. It has also been sign written incorporating the Boards new logo.

Agenda Item 6

Further minor breakdowns have been experienced on all machinery but rectified asap to minimise downtime.

Recommendations: That the report be noted

Title: Workforce Strategy for Lower Severn Internal Drainage Board (LSIDB)**Introduction:**

The LSIDB recognizes that a strong and skilled workforce is essential for achieving its mission of effective flood risk management, drainage, and environmental protection. This workforce strategy outlines the LSIDB's approach to attracting, developing, and retaining a talented and motivated team. It aims to ensure that the LSIDB has the right people with the right skills, knowledge, and capabilities to deliver its services efficiently and effectively.

1. Workforce Planning and Recruitment:

Objective: To identify workforce requirements, attract top talent, and build a diverse workforce.

a. Conduct a Workforce Analysis:

Analyse current and future LSIDB needs to determine skill gaps and workforce requirements.

Assess workforce demographics, retirement projections, and anticipated turnover rates.

b. Recruitment Strategies:

Develop targeted recruitment campaigns to attract candidates with relevant skills and experience.

Implement inclusive recruitment practices to enhance diversity and promote equal opportunities.

c. Graduate and Apprenticeship Programmes:

Establish graduate and apprenticeship Programmes to nurture new talent and provide career development opportunities.

2. Employee Development and Training:

Objective: To invest in employee development to enhance skills, knowledge, and capabilities.

a. Training Needs Assessment:

Conduct regular training needs assessments to identify skill gaps and training requirements.

b. Training and Development Programmes:

Offer a comprehensive range of training Programmes, workshops, and seminars to enhance technical and soft skills. Provide opportunities for professional certifications and continuous learning.

c. Leadership Development:

Implement leadership development Programmes to nurture future leaders within the LSIDB.

3. Performance Management and Recognition:

Objective: To ensure that employees' efforts align with LSIDB goals and recognize their contributions.

a. Performance Appraisals:

Implement regular performance appraisals to provide feedback, set goals, and track employee progress.

b. Performance-Based Incentives:

Introduce performance-based incentive schemes to reward exceptional contributions.

c. Employee Recognition:

Establish a recognition Programme to acknowledge outstanding performance and encourage a positive work culture.

4. Employee Wellbeing and Work-Life Balance:

Objective: To foster a supportive and healthy work environment that prioritizes employee wellbeing.

a. Health and Wellbeing Programmes:

Provide access to health and wellbeing initiatives, including wellness workshops and mental health support.

b. Flexible Work Arrangements:

Implement flexible work arrangements to support work-life balance and accommodate individual needs.

5. Succession Planning and Talent Management:

Objective: To identify and nurture talent within the LSIDB for future leadership roles.

a. Succession Planning:

Identify critical roles and develop succession plans to ensure a smooth transition when key employees retire or move on.

b. Talent Review:

Conduct talent reviews to identify high-potential employees and provide targeted development opportunities.

Implementation Plan:

- **Establish a Workforce Strategy Implementation Team:** Create a cross-functional team responsible for overseeing the execution of the workforce strategy.
- **Workforce Analysis and Needs Assessment:** Conduct a comprehensive analysis of the current workforce and identify skill gaps and future needs.
- **Develop Recruitment and Talent Acquisition Initiatives:** Design targeted recruitment campaigns, graduate, and apprenticeship Programmes to attract and develop talent.
- **Design and Implement Training and Development Programmes:** Identify training needs and develop a diverse range of training initiatives to enhance employee skills and knowledge.
- **Roll Out Performance Management and Recognition Framework:** Implement regular performance appraisals, performance-based incentives, and recognition Programmes.
- **Establish Employee Wellbeing Initiatives:** Introduce health and wellbeing Programmes and flexible work arrangements to promote work-life balance and employee satisfaction.

- **Leadership Development and Succession Planning:** Develop leadership development Programmes and succession plans to identify and nurture future leaders.
- **Monitor and Evaluate Progress:** Regularly assess the effectiveness of the workforce strategy through metrics, employee feedback, and performance indicators.
- **Continuous Improvement:** Use feedback and data to make continuous improvements to the workforce strategy, ensuring it remains aligned with LSIDB goals and evolving needs.

Summary for HR Chair:

The LSIDB's workforce strategy aims to attract, develop, and retain a skilled and motivated team that can efficiently and effectively deliver flood risk management and environmental protection services. By implementing this detailed strategy and adhering to the implementation plan, LSIDB can build a resilient and future-ready workforce that ensures the LSIDB's continued success in its mission.

Current Update / Status:

Executive Committee & HR Committee to consider above recommendations from HR Chair.

Then action CEO to implement and report updates to HR Committee.

Action for Board:

The report be noted. Any question and or recommendations passed on to CEO

Name: Dr M Pope

Position: CEO LSIDB

Lower Severn (2005) Internal Drainage Board

Finance Report



Outcomes – July 2023

- Agricultural Drainage Rates (DRS) prep. collection reminder letters. About 20% of £150k due are still to be collected. All Drainage Levies (councils) due have all been received.
- The creation of a draft fully rolling financial forecast in line with current operations and evolving plans is in progress. This includes the Pump Station Renewal Program options.

Finance Summary – for the Year-to-Date June 2023

Income Statement


For the three months to June 2023 the Income Statement shows a net result being £10k adverse to the budget. Income is below the budget by £14k due to timing differences in ad hoc consultancy work and a delay in the sale of fixed assets. Costs have somewhat compensated for the shortfall in income, mostly through the allocation of payroll costs to the current pump station investment program reserve, and professional fees have been favourable with reduced consultancy work. Maintenance and administration cost have been higher (driven by inflation/breakdowns & new starters respectively).

Lower Severn IDB						Lower Severn IDB	
Income Statement							
June 2023							
	YTD	YTD					
	Actual	Budget	Variance	Variance	Comment		
Income	June 2023	June 2023	£	%			
Rates and Levy Changes	441,891	441,891	0	0.0%	Budget set at new rate		
Grant and Fund Income	44,395	44,395	0	0.0%	Budget set at new rate		
Consulting, Fees & Works Recharges	393	7,050	-6,657	-94.4%	Timing and seasonal		
Other Income	2,350	9,733	-7,383	-75.9%	Bank interest, timing of fixed asset sales(delayed)		
Total Income	489,028	503,069	-14,041	-2.8%			
Expenditure							
Payroll	204,975	216,463	11,488	5.3%	Activity allocation to investment program provision		
Maintenance	71,979	59,401	-12,578	-21.2%	Inflationary impact, and breakdowns.		
Levies	56,745	56,746	1	0.0%			
Travel	9,661	6,945	-2,716	-39.1%	Mileage claims for training & meetings		
Administration	15,993	14,993	-1,000	-6.7%	Computer costs, upgrades & new starters		
Professional Fees	4,578	13,861	9,284	67.0%	Timing, lower consultancy work.		
Depreciation	56,599	56,599	0	0.0%	In line with the budget		
Total Costs	420,529	425,008	4,478	1.1%			
Net subtotal	68,499	78,061	-9,562	-12.2%			
Capital Reserve	75,000	75,000	0	0.0%			
Net Surplus	-6,501	3,061	-9,562	312.4%			
	0	0					

Balance Sheet

With regard to the balance sheet as at the 30 June 2023 the following items are noted: -

- Fixed asset investments for 2023/24 have been push out due to later deliveries from suppliers, this is in respect of the new Excavator (now due August) and the utility vehicle (now due September/October) replacements. This in turn has affected the sale of the old assets re profit on sale iro revenue YTD.
- Managed Investments have shown some recovery to a total valuation of £855k, and this trend continued into July 2023 (£877k), see annexure1 for further information. All in all, a £26k (3%) growth for the financial YTD July 23.
- In terms of cash resources this is currently spread as follows:
 - o Cash at bank for current year operating costs and budgeted investments = £477k
 - o Short term notice deposits assigned to the pump station investment program =£415k
 - o Portfolio investments assigned to the pump station investment program = £855k

Lower Severn IDB	At	At				
Balance Sheet	End	End	Change	Change		
June 2023	March 2023	June 2023	YTD	YTD	Comment	
	£	£	£	%		
Fixed Assets	1,368,817	1,320,592	-48,225	-4%	Ongoing depreciation, 2023/24 capex pending.	
Investments	851,750	855,062	3,312	0%	Some market recovery in total.	
Stock +WIP	119,904	120,296	392	0%		
Debtors	13,078	1,288,667	1,275,589		New Year Debtors, Councils due to pay 2nd half in Q4/23	
Prepaid Revenue EA	0	170,239	170,239		Prepaid EA Levy re Foreign Water	
Prepaid Expenses	41,270	28,907	-12,363	-30%	Timing	
VAT	14,216	8,757	-5,459	-38%		
Cash at Bank	411,691	477,687	65,995	16%	Cash affected by debtors receipts in advance.	
Short Term Deposits	412,959	414,876	1,917	0%	Interest	
Current Assets	1,013,118	2,509,428	1,496,310	148%		
Creditors	81,344	84,820	3,476	4%		
Accrued Expenses	14,056	7,510	-6,546	-47%	Timing	
Prepaid Revenue Rates	0	1,459,317	1,459,317		Debtors invoiced in advance	
Current Liabilities	95,400	1,551,647	1,456,247			
Net Current Assets	917,718	957,781	40,063	4%		
Pension	1,115,000	1,115,000	0	0%		
Net Assets	4,253,285	4,248,436	-4,849	0%		
Capital & Accumulated P&L B/F	1,759,928	1,728,799	-31,129	-2%		
Current Year Surplus/(Deficit)	-27,434	-6,501	20,933			
Capital Expenditure Reserve	1,261,208	1,266,554	5,346	0%	Net change.	
Pension Reserve	1,115,000	1,115,000	0	0%		
Revaluation Reserve	144,583	144,583	0	0%		
Capital & Reserves	4,253,285	4,248,436	-4,849	0%		

Activities planned for August

- Relaunch the recruitment of the vacant BSO position
- Prepare July 2023 accounts
- Evolve pump and office investment program forecast model
- Complete and submit annual DEFRA return.

Also see annexure 2 re investment opportunities for consideration.

Appendix 1

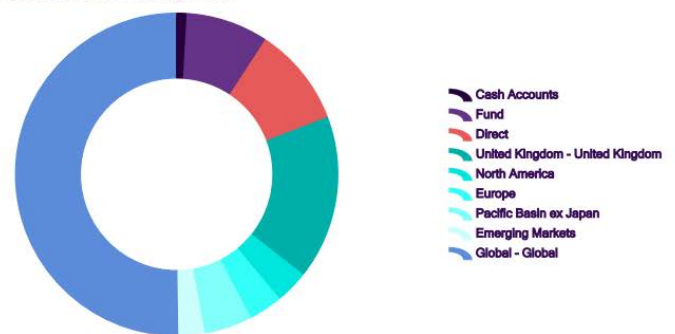
July2023 Evelyn Partners Managed Portfolio – LSIDB Investments

Asset Allocation

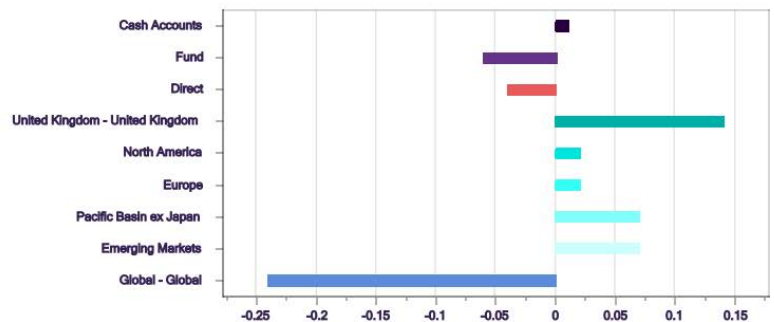
Managed Portfolio

As at 31 July 2023	Market Value (GBP)	%
CASH		
• Cash Accounts	8,082	0.9
BONDS		
Sterling (GBP)		
• Fund	72,524	8.3
ALTERNATIVES & MULTI-ASSET		
Property		
• Direct	87,389	10.0
EQUITIES		
United Kingdom		
• United Kingdom	144,152	16.4
Overseas		
• North America	29,328	3.3
• Europe	29,858	3.4
• Pacific Basin ex Japan	42,196	4.8
• Emerging Markets	23,115	2.6
Global		
• Global	440,701	50.2
TOTAL PORTFOLIO	877,344	100.0

Asset Allocation as at 31 July 2023



Asset Allocation % Changes from 1 July 2023 to 31 July 2023



Portfolio Reconciliation

	Value GBP
Opening value for 1 July 2023	855,062.06
Capital added	0.00
Capital paid away	0.00
Net addition/subtraction to capital	0.00
Income received	1,748.42
Income paid away	0.00
Net addition to income accounts	1,748.42
Capital gain (loss)	20,533.92
Closing value for 31 July 2023	877,344.40

Performance

	1 Jul 2023	31 Jul 2023	Change %
Portfolio Total Return (Primary)			
Portfolio Capital Return			+2.40%
Market Index Movements			
Comparator Strategy 5 TR GBP	241.52	246.31	+1.98%
MSCI PIMFA Balanced NR GBP	2,683.64	2,739.68	+2.09%
MSCI World NR GBP	17,349.98	17,719.57	+2.13%
MSCI ACWI NR GBP	425.17	435.49	+2.43%
MSCI ACWI ex UK NR GBP	435.15	445.75	+2.44%

Agenda Item 9

As at 1 July 2023

As at 31 July 2023

Value GBP	Managed %		Value GBP	Managed %
7,807	0.9	Cash	8,082	0.9
71,239	8.3	Bonds	72,524	8.3
85,475	10.0	Alternatives & Multi-Asset	87,389	10.0
690,541	80.8	Equities	709,350	80.9
139,256	16.3	United Kingdom	144,152	16.4
119,729	14.0	Overseas	124,497	14.2
28,392	3.3	North America	29,328	3.3
28,905	3.4	Europe	29,858	3.4
40,524	4.7	Pacific Basin ex Japan	42,196	4.8
21,908	2.6	Emerging Markets	23,115	2.6
431,557	50.5	Global	440,701	50.2
855,062	100.0	TOTAL - MANAGED PORTFOLIO	877,344	100.0

Annexure 2

To mentioned the high yield Treasury deposits (see table below), and notice/call deposits that are available which are significantly better than the current commercial bank deposit/current account interest rates(<1.35%) enjoyed. With the current high Bank of England base rate at 5% this is an opportunity, probably for the next year or so(its forecast that the bank rate will rise further to at least 5.5% then stay flat with a slow reduction into 2024/25). With inflation running at somewhere near double digits over the last year, of course the buying power of cash at bank is eroded, so to give a perspective £1m now will only buy some £0.9m worth of goods and services after a year...., so to shore this up one would need to counter this with good interest deposits or invest in higher yielding opportunities.

Then there are bank notice deposit current available as follows: -

35 day notice deposit at 2.96%

95 day notice deposits at 3.93%

Agenda Item 9

<div> <div>AER %</div> <div>18-Jul-23</div> <div>AER %</div> </div> <div>Indicative Sterling Treasury Reserve - Fixed Term Deposit Rates</div>								
Term	£100k	£250k	£500k	£1m-£5m	£5m-£10m	£10m-£15m	£15m-£25m	£25m+
Overnight			1.35	1.55	1.55	1.80	1.80	1.80
1 Week		1.35	1.35	1.55	1.55	1.80	1.80	1.80
2 Week		1.35	1.35	1.55	1.55	1.80	1.80	1.80
3 Week		1.35	1.35	1.55	1.55	1.80	1.80	1.80
1 Month	1.35	1.35	1.35	1.55	1.55	1.80	1.80	1.80
2 Months	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90
3 Months	3.90	3.90	3.90	3.90	3.90	3.90	3.90	3.90
4 Months	4.59	4.59	4.59	4.64	5.14	5.14	5.29	5.44
5 Months	4.70	4.70	4.70	4.75	5.25	5.25	5.40	5.55
6 Months	4.79	4.79	4.79	4.84	5.34	5.34	5.49	5.64
7 Months	4.87	4.87	4.87	4.92	5.42	5.42	5.57	5.72
8 Months	4.93	4.93	4.93	4.98	5.48	5.48	5.63	5.78
9 Months	4.98	4.98	4.98	5.03	5.53	5.53	5.68	5.83
10 Months	5.03	5.03	5.03	5.08	5.58	5.58	5.73	5.88
11 Months	5.07	5.07	5.07	5.12	5.62	5.62	5.77	5.92
12 Months	5.21	5.21	5.21	5.26	5.76	5.76	5.91	6.06

The current investment portfolio could bounce back to levels seen in early 2022, a possible 10%+ gain/recovery. Probably better to leave these for the time being, pending further economic forecasts.

Calendar of Events 2023/ 2024

Event	Date	Cost	Staff recommended to attend	Are we attending?
Executive Committee, LSIDB Office	Wednesday 23 rd August at 10am	N/A	Exec Committee	YES
Treasury Sub, LSIDB Office	Wednesday 30 th August at 10.30am	N/A	Treasury Committee	YES
F&GP, LSIDB Office	Wednesday 6 th September at 10.30am	N/A	F&GP Committee	YES
Frampton Show, Frampton on Severn	Sunday 10 th September – all day	Paid	VB, JT, JD	YES
FWM Flood and Water Management Expo, NEC, Birmingham	Wednesday 13 th and Thursday 14 th September – all day	Free	VB, MP	TBC
Full Board Meeting, Oldbury Memorial Hall	Wednesday 20 th September at 2.00pm	Approx £50	All	YES
Executive Committee, LSIDB Office	Wednesday 27 th September at 10.00am	N/A	Exec Committee	YES
ADA AGM, online	27 th September 10.30am to 12.30pm	TBC	All	YES
Utilities Week Forum, Houndsditch, London	Wednesday 4 th and Thursday 5 th October	£499	VB, MP	TBC

Engineering Committee, Oldbury Memorial Hall	Wednesday 18 th October at 10.30am	Approx £50	All	YES
Executive Committee, LSIDB Office	Wednesday 25 th October	N/A	Exec Committee	YES
Full Board Meeting, AGM, Oldbury Memorial Hall	Wednesday 1 st November at 2.00pm	Approx £50	All	YES
Dates for Future LSIDB Meetings to be agreed at November's AGM				
Severn Voices AGM, Gloucester – venue TBC	Wednesday 15 th November	N/A	VP, MP, JT, JD	YES
SWADA AGM, Bridgwater – venue TBC	Wednesday 29 th November –time TBC	Free	All	YES


Lower Severn (2005) Internal Drainage Board




RISK REGISTER



As at 6th June 2023





Agenda Item 11


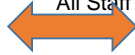
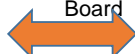
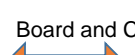
The owner of this document is the Chief Executive Officer

Category of Risk	Risk	Likelihood (without controls)	Impact (without controls)	Risk Level (without controls)	Risk response and control procedure	Monitoring and Assurance	Actions	Likelihood (with current controls)	Impact (with current controls)	Risk Level (with current controls)	Responsibility and direction of travel from previous review	Proposed new section Reference to LSIDB Strategic Objective
Governance												
G1	Gradual or sudden loss of reputation	High	High	High	Treat As an action or non-action by the Board, employee, subcontractor or supplier. This includes personal behaviour.	Ensure that all risks are minimised. Ensure plans are fulfilled.	New Governace arrangements to utilise monitoring and feedback controls and assurances are being implemented. Ensure that the Board is sensitive to changes and can respond accordingly. Publicly available website that is regularly updated and now being reviewed.	Low	low	low	 Board, CEO, AO, LDE, CE	it is proposed that each risk will / should be cross referenced to the delivery of Stratgic objective
					Treat Inappropriate behaviour by a member of staff. Staff / Board members not aware of their importance in maintaining the Boards reputation.	Staff training given on the importance of their actions or non action. Emphasise that they are the contact point for members of the public.	Staff now receive ongoing appropriate training as part of developing Personal Development Plans in line with the organisations priorities. All staff are issued with the Board's approved Employee Handbook.Introduction of ICARE Values. in addition Renewal and sign up annually of Code of conduct by memebers as well as Staff.					
G2	Board doesn't have adequate competency/skills to understand or control the business.	Medium	Medium	Medium	Controls are in place hold staff & Memebers to account will be done via appraisals and G&P informal and formal process.New CEO with new governace review being implementedphase 1 complete phase 2 being developed and introducing new tools and smater processes.	The Board consists of 14 elected members and 15 appointed members. The appointed members are determined by the local Councils within the Board's area.	Board members receive appropriate ongoing training. Good Governance Guide, published by ADA, made available to all Members. ADA Good Governance workshop took place in March 2019. Board members to access the ADA online training modules. Induction session for new members took place on 21 April 2022.	Low	Medium	Low	 CEO/Board	
G3	Difficulty in appointing new & Board Members.	Low	Low	Medium	Tolerate Board consists of elected and appointed members. Member turnover is low.	Electoral register in place and updated to enable elections to take place. Last elections took place in October 2021.Website and Branding to promote the work of LSIDB further is under development	Open elections for new Board Members due in October 2024.Process for selecting suitable cadidates to be developed as part of the Phase 2 Governance transformation.	Low	Low	Low	 CEO / Board	
G4	Susceptibility to concentration of power.	High	High	High	Treat Phase 1 Governace transformation includes introduction of standing up and Ex.Com these Management meetings will be formally held monthly and Chaired by CEO to ensure the focus is on sucessful Operational Service Delivery.	There are five committees that report to the Board. Each committee has an appointed Chair.	Segregation of duties and regular meetings between Board and CEO to review major issues and future actions. Schemes of delegation to CEO, Chair and Senior Officers in place.	Low	Medium	Low	 Board	

G5	There is no overall strategy for the organisation as a whole.	High	High	High	<p>Treat The Board has a capital programme, a business plan and a corporate strategy. Strategic decisions being taken in the Avommouth Severnside Enterprise Area (ASEA) which decrease the risk of flooding in that area.</p>	New Vison , Mission and Strategic objectives in place, Annual service plan being developed with KPI's.once developed and in place will be reviewed annually.Sept of each year for planning for new financial year. Regular reports to the Board and montly assurance at the Ex.Com. Use of Performance Management Indicators.	Regular review of forthcoming reporting deadlines at the Board meetings. Agenda Items for the Board and Committees reviewed annually. The Board operates in accordance with its approved capital and maintenance programmes. There is a long term strategic capital programme to 2029. Review ASEA to establish the most effective way to execute this work. Performance Management Indicators to be agreed.	Medium	Medium	Low		CEO/Board	
G6	Failure to comply with key legislation, regulations and Corporation requirements.	High	High	High	<p>Treat Regular Board meetings take place.</p>	Reports to Board on new legislation and regulations. Membership of Association of Drainage Authorities (ADA). Regular review of publicly available websites.	Regular review of forthcoming reporting deadlines at the board meetings. Access specialist advice as appropriate. Review of the Boards Structural Organisation. Training day on Public Procurement Regime took place on 21 April 2021 for CEO, AO, CE, LDE, Foreman, Fitter, Chair of Board and Chairman of F&GP.	Low	High	High		CEO / Board	
					<p>Transfer Audit takes place on Management and Accounts to ensure compliance with legislation.</p>	PKF Littlejohn appointed as external auditors by Smaller Authorities' Audit Appointments Ltd. Internal Auditors reappointed until 2025/26. PDP's being formulated in line with New LSIDB Strategic objectives.	Preformance measurement process needs to be implemented. PDP's need to be aligned to LSIDB priorities. It is imperative the appropriate training is undertaen before the comemmencement of an planned work.						
G7	Board not assuming control of key statutory requirements e.g. Health and Safety and Risk.	High	High	High	<p>Treat Citation appointed as Health and Safety and Human Resources advisors.</p>	Reports to Board. LDE monitors and maintains Health and Safety records.	Board have been made aware of the key legislative requirements to ensure they understand their responsibilities. Good practice: Health, Safety and Welfare IDB awareness modules issued by ADA, available to all officers / operatives to attend training courses as appropriate.and H&S equipent budgeted for.This is reviewed by the CEO and LDE monthly, and weekly Officer Meetings	Low	Low	Low		CEO/Board/LDE	
					<p>Transfer Indemnity policy is in place so board do not have to pay compensation.</p>	Included in insurance cover with Zurich Municipal. Zurich Municipal appointed on a five year contract.	Level of cover reviewed annually.						

G8	Poor implementation of Eel Regulations.	High	High	High	Treat Non-compliance with regulations by not replacing the pumps which results in having to turn the pumps off. Consultants appointed to report on steps to take to meet the statutory regulations.	New CEO To do a complete Audit and Review off lessons learnt and Implement correct proportional Programme management framework, tools and processes for LSIDB	New programmemanagement Framework developed for LSIDB, Key ooficers have sucessfully completed recommended PM Training, New SHM developed between CEO and key Stakeholders, New Devilery Focused LSIDB Governace developed and implemented Phase 1 of 2 Complete.	Low	High	Medium	 CEO /Board	
G9	Lack of formal contractual arrangement with contractor working with Board on developments at Avonmouth Severnside Enterprise Area (ASEA)	High	High	High	Treat Draw up and sign off with Water Environment contract/specification for all work at ASEA.	New Governace phase 1 in place , members, and fficeer compliance to be reviewd and monitored at the Ex.com to ensure service delivery needs are priority.	feaisibility study to be undertaken to support future organisational planning priorities.CEO looksing at Sector wide best practice and guidance propotional to LSIDB requirements.	Low	Low	Low	 CEO/ Ex.Com	


Category of Risk	Risk	Likelihood (without controls)	Impact (without controls)	Risk Level without controls	Risk response and control procedure	Monitoring and Assurance	Actions	Likelihood (with current controls)	Impact (with current controls)	Risk Level (with current controls)	Responsibility	
Finance												
V1.	Inaccurate assumptions in place within the Business Plan, which do not support the the sustainability of LSIDB's Finances.	High	High	High	Treat There is a Business Plan in place and designed to support sucessful operational service and it is reviewed annually.	Business plan reviewed by the Board at least annually. Medium Term Financial Plan reviewed by F&GP Committee.	Business Plan stating objectives of the Board is in place. Medium Term Financial Plan prepared.	Medium	Medium	Medium	CFO/ F&GP Committee 	
V2	Inadequate internal control resulting in poor financial management & Do not support Operational Delivery Success, WRT Time, Cost and Quality	Medium	High	High	Treat Bishop Fleming have been appointed as Internal Auditors.	Internal Auditors appointed for three years until 2025/26.	Tenders to be sought for 2025/26 and onwards.	Low	Medium	Low	Ex.Com/CFO 	
					Treat Non-compliance with laws, regulations and proper practices that could have a significant financial effect.	Monitor all contracts with consultants. Projects and procurements costing over £10,000 have been reviewed to ensure compliance.	Compliance training to be given to the Board. Competitive tender for consultant work with clarity of roles and responsibilities with agreed formal deliverables.					
V3	Security of deposit takers.	Medium	High	High	Treat Use NatWest as the main bankers. Cash deposits to be placed with any of the four main clearing banks. There are to be two or three deposit accounts. The maximum notice on a notice account to be six months. For fixed term accounts the maximum notice to be six months.	Treasury Sub Committee to review investments and performance.	Regular reporting to the Treasury Sub Committee.	Low	Medium	Low	 Board and F&GP Committee	
V4	Investments.	High	High	High	Treat Appointed Evelyn Partners as investment managers.	Treasury Sub Committee to review investments and performance of Evelyn Partners.	Regular reporting to the Treasury Sub Committee.	Low	Medium	Low	CFO/ F&GP Committee 	




V5	Inaccurate Accounting.	Medium	High	High	Transfer Accounts are audited by External Auditors appointed by Smaller Authorities' Audit Appointments Ltd.	External Auditors report on and certify the Annual Governance and Accountability Return (AGAR).	AO responds and takes action regarding recommendations made by the External or Internal Auditors.	Low	Medium	Low	CFO and F&GP Committee		
					Treat Accounts Officer to be responsible to the preparation of accounts.	Management Accounts are regularly presented to F&GP Committee and then onto the Board.	Accounts/budgets prepared by Accounts Officer. Accounts reporting system to be upgraded to provide financial reports for the Board directly from the system.						
					Transfer Internal audit will look for fraudulent activity as part of the annual audit process.	Performed by Internal Auditors.	Fraud and whistle blowing policy circulated to all staff.				All Staff		
					Treat Chair and Vice Chair have access to internet banking.	Access log available.	Accounts Officer has been added as a bank signatory and internet banking. Further segregation of duties.				Board		
					Transfer Increased Fidelity Guarantee Insurance.	Cover reviewed annually.	Community insurance cover with Zurich Municipal.				Board and CFO		




V6	Fraud occurring through deliberate activity.	High	High	High	Treat Fraud policy and whistle blowing policy in place.	Policy in place approved by the Board. Fraud and whistle blowing policy circulated to all staff.	Fraud and whistle blowing policy circulated to new staff.	Medium	Medium	Medium		
					Treat Register of members interests held on file.	Members register of interests updated on an annual basis. Register maintained and available for review.	Updated as members interests change.					
					Treat Ensure no unauthorised transfer of funds from bank accounts.	Bank signatories regularly reviewed. Monthly bank reconciliations undertaken. Approved financial regulations. Segregation of duties - authorising invoices - processing invoices for payment - authorising invoice payment.	Dual authorisation of payments and bank transfers required.					
V7	Effect of inflation, exchange rate movements and materials supply chain on specific areas.	High	High	High	Treat Budget overspent in year. The effect of inflation over the timescale of the pump replacement programme.	Budget agreed by the Board in February. Considered when levy and agricultural rate set by Board in February. PSG to monitor the finances and progress of the pump replacement programme.	Monitored regularly by F&GP Committee. The Board has no influence over national rates of inflation or international exchange rates. Assumption of increased costs e.g. on salaries included in draft budgets. Monitor the implication of the phasing out of red diesel. Monitor the increase in the cost of diesel and materials. Investigate the feasibility of a shorter deployment time of the pump replacement programme. A review of the source of funds including investigating additional income streams for the pump replacement programme.	Medium	Medium	Medium		
V8	Impact of movements in interest rates on income.	Low	Low	Low	Treat All cash balances held in approved banks.	Monitoring of budget, Medium Term Financial Plan, Capital Reserve and Developers Fund Reserve.	Actual rates and revised estimated presented to Board in February and November. Revision to the Treasury Management Policy approved by the Board in June 2022.	Low	Low	Low		
V9	Failure to achieve KPI's VFM Tripple bottom line, Social, Enviromental, and Economic	Medium	Medium	Medium	Treat Three quotes are obtained for any major purchase over £5,000 unless there are few suppliers. Compliance with Financial Regulations.	CFO reviews with LDE/CE.	Ex.Com	Low	Low	Low		

Category of Risk	Risk	Likelihood (without controls)	Impact (without controls)	Risk Level without controls	Risk response and control procedure	Monitoring and Assurance	Actions	Likelihood (with current controls)	Impact (with current controls)	Risk Level (with current controls)	Responsibility and direction of travel from previous review	
Management and Maintenance												

M1	Increased risk of flooding owing to inaccurate assumptions affecting the planned maintenance programme.	Medium	High	High	Treat There is a realistic planned annual maintenance programme.	LDE monitors progress of the plan throughout the year.	Progress regularly reported to the Engineering Committee and the Board.	Low	High	Medium	Ex.com/ LDE 	
M2	Inadequate provision for safeguarding the Boards assets. Loss of Machinery through theft or damage.	Medium	High	High	Treat Machines are locked up and fenced off. Spare Machines are available to meet work schedules.	Location is reported daily. Spares either held in workshop, or immediate delivery. Repairs carried out on site/workshop. Assets checked against the Fixed Assets Register. Monthly stocktake undertaken.	Staff training on type of equipment and all aspects of Health, Safety and risk review. All plant machinery insured through Fenton Insurance Services. All machines are tagged.	Low	High	Medium	Ex.com/ LDE 	
M3	Loss of specific personnel leading to work being not completed on schedule.	Low	High	Medium	Treat Skilled workers are trained up so if one could not work then another could, ensuring minimum down time.	Training schedules are maintained by the LDE.	Staff are trained to use equipment as appropriate.	Low	Low	Low	Ex.com/ LDE 	
M4	Damage to Third Party property or individuals	Medium	High	High	Treat Risk assessments undertaken.	Close Supervision by Foreman and LDE. Covered by insurance.	Regular staff training and updating of information held re maps, access etc.	Low	High	Medium	Ex.com/ LDE 	
M5	Pumps fail to operate	Medium	High	High	Treat Pumps maintained and checked at regular intervals.	Planned maintenance undertaken. Pumps checked by Foreman.	Pump replacement programme enacted. Out-of-hours response arrangements in place.	Low	High	Medium	Ex.com/ LDE 	
M6	Watercourse unable to convey water	High	High	High	Treat Rhines and ditches regularly cleared of weed growth. Flaps desilted on a regular basis . Culverts regularly checked and cleared out.	Planned maintenance undertaken. Rhines and Ditches checked by Foreman.	Planned annual maintenance schedule.	Low	High	Medium	Ex.com/ LDE 	
M7	Lack of progress of the Biodiversity Action Plan	High	High	High	Treat Aims and objectives are met.	Approved by Board.	Implementation of plan by modifications to standard operations in designated locations and in special projects with partners. Progress regularly reported to the Board on meeting the targets in the plan.	Medium		Medium	Eng..com/ CE 	
M8	Poor or non-implementation of the Pumping Station replacement programme	High	High	High	Treat New programme management framework tools and processes and change controls developed and in place to ensure the programme is managed effectively.	New Programme Board with right skills and knowledge and governance in place.	Produce monthly variation reports via Sage for the PSG and Board, setting out all risks, remedial actions and costings.	Medium	Medium	Medium	CEO/ Ex.com/ Prog.Board 	
M9	Untimely or non-replacement of vehicles and plant	High	High	High	Treat Use agreed machinery replacement programme to ensure timely purchase of new machines.	Use Engineering Committee to manage the programme effectively.	Produce periodic variation reports via Sage for the Engineering Committee, setting out all risks, remedial actions and costings.	Low	Low	Low	Engineering Committee and LDE 	

Category of Risk	Risk	Likelihood (without controls)	Impact (without controls)	Risk Level without controls	Risk response and control procedure	Monitoring and Assurance	Actions	Likelihood (with current controls)	Impact (with current controls)	Risk Level (with current controls)	Responsibility	
Human Resources												
HR1	Inability to retain or recruit new staff.	Medium	Medium	Medium	Treat Unsure of role , responsibility and accountability / expectations.	Clear job descriptions in place. Annual Staff appraisals. Aligned to Strategic objectives and delivery priorities	Staff issued with Job Descriptions and Employee Handbook. Open communications through staff meetings and open door policy. Timely staff appraisals take place. including PDP's	Low	Medium	Low	Ex.com, CEO and CFO 	
					Treat Pay review, pensions.	Board agree all pay reviews and changes.	Pay scales and working benefits Rewards and recognition are reviewed in line with sector best practice to ensure they remain					
					Tolerate Pay in line with expected action of skill level of staff.	Pay scales are set annually, at national level. Changes to staff responsibilities are set against tables/spine points.	Pay scales and conditions are reviewed at least bi-annually to ensure they remain competitive. Non monetary benefits such as holiday entitlement is monitored to ensure that this also remains competitive to aid recruitment and retention.					
					Treat Increase training.	Training schedules are maintained.	Staff to receive ongoing proactive and relevant and proportional training. In-house computer provided to enable online safe, and cost-effective training to take if that is adequate place.					
					Transfer Pension fund review.	Annual review by actuaries of Glos LGPS. LGPS scheme closed to new staff in July 2015. Staff appointed since August 2015 are auto enrolled into a defined contribution Pension Scheme. The Employee contribution to this scheme is set at 2% above the Government minimum.	LGPS Employer contributions are revised on basis of actuaries triennial review. Employer contribution to defined contribution pension scheme is reviewed.					

HR2	Incidents to staff.	Medium	High	High	Treat Lone working training, manual handling and use of ladders.	Training schedules are maintained. Skyguard Lone worker system in place.	New process and MOU in place with EA	Low	High	Medium	 LDE/CFO	
					Treat Street work signage training has been given.	Training schedules are maintained.	All workers have completed signage training.					
					Treat Accident occurs which injures a member of staff.	Risk assessments are undertaken before starting a job. Staff wear appropriate Personal Protective Equipment. Staff are trained on machinery before they operate it. Accidents are reported and logged.	All workers have completed appropriate training. The LDE reviews all risk assessments. All staff are issued with the Board's approved Employee Handbook.					
					Treat A member of staff contracts a disease.							
					Treat A member of staff contracts Covid-19.	All staff have been given or have access to PPE. LDE regularly reviews the current situation and decides if any further action needs to be taken. Office based staff working from home on a rota basis.	All operators have had individual meetings with the Foreman/LDE, where operators were informed as to how to minimise the risk. All staff have been issued with the 'Managing COVID-19 in the Workplace (Social Distancing) Handbook.' Also issued with a COVID-19 Risk Assessment which is reviewed when necessary in line with Citation/Government guidelines.					
					Treat First aid training.	Health and Safety Training schedules are maintained.	All workers have completed first aid training.					
					Transfer Fidelity Guarantee Insurance cover.	Cover reviewed annually.	Cover under community Insurance through Zurich Municipal.				 CFO	
HR3	Loss of key members of staff in a small team.Team is under resourced to delivery future operational delivery and stretegic objectives	High	High	High	Tolerate Other Drainage Boards, Environment Agency and Local Authorities could be asked to advise on operational needs if engineers were to leave.	CEO in dialogue with other Boards, Councils, colleges and use of consultants.Branding and marketing of LSIDB and its website will enhance visability and value	Ensure that admin duties are understood by more than one individual. Engineers overlap to ensure spread of knowledge.Recruitment of two additional officer full time house needed. Phase 1 resrce plan being developed to recrite a FT P& G officer and exted the time and duties and responsibilities of the new CFO	Low	Low	High	 CEO/Ex.com/Board	

Category of Risk	Risk	Likelihood (without controls)	Impact (without controls)	Risk Level without controls	Risk response and control procedure	Monitoring and Assurance	Actions	Likelihood (with current controls)	Impact (with current controls)	Risk Level (with current controls)	Responsibility	
Office Systems/IT												
O1	Disaster to office premises/IT.	Low	High	Medium	Treat Can work from home using a Laptop which will have server access.	Business Continuity/Disaster Recovery plan tested satisfactorily in 2011 with Orchard computers.	A disaster recovery plan has been approved and clearly explains the steps that should be taken dependent on the type of disaster that occurs.	Low	Medium	Low	CEO/CE/Ex.Com	
					Treat Backups of server daily and once a week major backup.		Orchard Computer services. Daily/weekly backups.					
O2	Failure to store confidential and personal data in a secure environment.	High	High	High	Treat Ensure compliance with Data Protection Act 2018 and General Data Protection Regulation.	Review of data held annually. Destruction of data that is either out of date or no longer required. Paper records to be destroyed by a secure method and computer records to be deleted and erased.	Ensure that all staff and the Board are aware of the need to keep data secure and the implications of releasing personal sensitive data. Produce a GDPR Document Schedule. Produce a Document retention and destruction timetable.	Low	High	Medium	CFO	
O3	Failure to provide adequate insurance cover.	Medium	High	High	Transfer Level of Insurance cover is reviewed annually .	Cover reviewed annually.	Cover provided through Zurich Municipal.	Low	Low	Low	CFO	

Strategic Risks: (Responsibility and accountability to mitigate sits with Exec.Com.)												
SR1	Climate change and its impact on water levels, flood risk, and drainage systems.											
SR2	Changes to government policies and funding for flood management and drainage systems.											
SR3	Inadequate financial resources to maintain and upgrade drainage systems.											
SR4	Inability to attract and retain skilled personnel for drainage management.											
SR5	Changes in land use and development that impact the drainage system.											
Legal Risks: (Responsibility and accountability to mitigate sits with G & P)												
LR1	Non-compliance with environmental regulations and standards for water quality.											
LR2	Legal disputes with landowners over drainage and flooding issues.											
LR3	Infringement of intellectual property rights in relation to drainage systems.											
LR4	Infringement of business processes and Employee rights. (cross over with HR)											
Political Risks: (Responsibility and accountability to mitigate sits with the Executive Committee)												
PR1	Changes in government policy and funding for flood management and drainage systems.											
PR2	Local political interference or pressure to prioritize certain areas or communities over others.											
PR3	Public opposition to drainage projects or policies.											

PR4	Negative media coverage or criticism of drainage management practices.											
PR5	Involvement in political controversies or scandals related to drainage management.											
Reputational Risks: (Responsibility and accountability to mitigate sits with Main Board)												
RR1	Negative public perception of the LSIDB's effectiveness in managing flood risk and drainage systems.											
RR2	Poor communication with stakeholders, including local communities and landowners.											
RR3	Negative media coverage or criticism of the LSIDB's actions or decisions.											
RR4	Failure to respond effectively to flooding events.											
RR5	Damage to the LSIDB's reputation as a reliable and competent LSIDB.											
Programme Risk register	Initial Assessment					Mitigation					Reviewed by Programme	
	Risk Description	Impact Summary	Impact	Probability	Score	Action	Impact	Probability	Score	Owner	Board on	Reviewed by Programme Board on
P2	Failure to meet EA Compliance Deadlines	Pumps turned off leading to large scale flooding	5	4	20	Improve communication with EA to ensure they are confident in the Board meeting its deadlines	5	2	10	CE		
P3	Lack of Sufficient Financial Resources	Inability to fully implement the programme	5	5	25	Investigate all possible funding streams including PWLB	5	1	5	CEO/AO/Board		
P4	Lack of staff resources	Disruption and delay to programme	5	4	20	Provide sufficient staff resources to implement programme	5	1	5	Board		
P5	Governance	Lack of appropriate oversight and delegated authority that hinders operational delivery	5	5	25	Governance structures implemented by Board	5	1	5	Board		

Ex.com - Executive Committee
F&GP Committee - Finance & General Purposes Committee
PB - Programme Board

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD

Executive Committee Meeting

Wednesday 26th July 2023

**Lower Severn IDB Office/Hybrid
10.00am**

LOWER SEVERN (2022) INTERNAL DRAINAGE BOARD

TERMS OF REFERENCE OF THE NEW IDB EXECUTIVE COMMITTEE

Approved xx December 2022, Minute xxxx

Matters for determination by the Executive Committee

Policy & Guidelines

1. Purpose

The purpose of the Executive Committee is to undertake delegated tasks from the LSIDB Board including for key and immediate decisions from LSIDB's Current Sub Committee's:

The development and implementation of strategy, operational plans, policies, procedures and budgets;

- the monitoring of operating and financial performance of the Revenue Budget;
- the monitoring of operating and financial performance of the Capital Programme;
- the assessment and control of risk;
- the prioritisation and allocation of resources.

2. Membership

The Executive Committee will be made up of the Chief Executive Officer, the Chair, the Vice Chair. all the Committee Chairs and Key Officers of the LSIDB as required. The Chief Executive Officer shall act as Chair of the Committee. In his/ her absence the LSIDB Chair will act as Chair.

3. Meetings

The Executive Committee should meet on a monthly basis with prepared agendas of items for discussion. A quorum of three Members is required. The LSIDB's Governance Officer will act as secretary and take minutes of the meetings. The minutes of the meetings will be circulated at the LSIDB's Board Meetings and the Chief Executive Officer will present a written Chief Executive Officer Report at each quarterly LSIDB's Board meeting.

4. Duties

(i) Management

- The successful execution of strategy.
- Recommending objectives and strategy for the LSIDB in the development of its businesses.
- Identifying and executing new business opportunities, Capital Investment Projects if approved, outside the current core activities
- Reviewing the organisation structure of the LSIDB and making recommendations for change.
- Implementing policies relating to health and safety, environment, treasury and Statutory social responsibility.
- Ensuring the control, co-ordination and monitoring of risk and internal controls.
- Ensuring compliance with relevant legislation and regulations.
- Prosecution, defence or settlement of litigation.
- Ensuring appropriate levels of authority are delegated to LSIDB officers throughout the LSIDB's Annual Planning and delivery of Operations.

(ii) Financial reporting and controls

- Presentation of the LSIDB's budgets and five year plan to the LSIDB's Board and, following their approval, the achievement of the budgets and plans.
- Approval of capital projects between £50,000 and £500,000 for budgeted items and between £25,000 and £250,000 for unbudgeted items. Identification of the necessary funds when making these approvals. Reporting to the Board at the earliest opportunity.
- Adherence to Financial Regulations when authorising procurement.
- Renewal of banking facilities and arrangements for treasury management.
- Insurance, including LSIDB's and officers' liability insurance.

(iii) Statutory IDB Governance

The Committee shall conduct an annual review of its work and terms of reference and an assessment of its own effectiveness and make recommendations to the LSIDB's Board.

LSIDB Capital Programme Highlight Report

Agenda Item 5

PROJECT DETAILS					
Programme Name	Pumping Station Replacement Programme				
Programme Manager	James Thomas	Report Date	12/7/2023	Reporting Period	July
Programme Summary	Renewal of four of the Boards pumping stations.				

PROGRAMME TOLERANCE STATUS			
This report		Last report	

Are the categories below within agreed tolerance? (Green = Yes, Amber = At risk of breach, Red = No)

Time (on schedule, to plan)	On schedule	Scope	TBC Post Feasibility
Quality	TBC Post FS	Resources	TBC Post Feasibility
Budget/Costs	On Budget	Dependencies	TBC Post Feasibility
Benefits & Outcome	On target		

Are there any Risks or Issues to highlight or escalate?	Risks	Yes – see report text	Issues	TBC
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Establishing Deliverables
<ul style="list-style-type: none"> The meeting is collaborative and a safe environment for open and honest discussion The aim is not to vote on matters but to use fact and experience to come to a collective decision. Collective decisions will be fully supported by ‘team’ members as part of our values of collective responsibility A ‘live’ action tracking system is the vehicle to manage the meeting rather than, what can be subjective, minutes. We will also utilise a ‘Programme’ risk register to support effective delivery, risks that are seen to be of a wider consideration will be submitted to the owner of the LSIDB risk register (CEO) for consideration of inclusion in the organisations risk register All decisions will be made within the delegated responsibilities as laid down by the appropriate Standing Orders. Purchases of goods and services will be fully compliant with the appropriate standards. The Full Board will be fully briefed on the status of the Pumping Station Programme and we will consult with other members as appropriate.

LSIDB Capital Programme Highlight Report

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Actions Taken to date and Priorities

- Business Support Officer Role now on hold pending a review of resourcing requirements
- Feasibility study now drawing to a close
- Business Case Development now underway with Arup against a budget of £100k
- Business case and feasibility study to be funded internally.
- Meetings and site visits to enable surveys to be undertaken w/c 17th July
- Risk Identified around funding. Some Grant funding will be available for 1, possibly 2 of the stations. Shortfall will need to be met by alternative government funding or a Public Works Loan
- Arup now attending both the integrated Programme Team meeting as well as the weekly Programme Board meeting.
- Public Events now booked for the 25th and 26th of July and presentation materials being developed by VB, JM and JT. Invites to be sent to appropriate stakeholders
- Frampton Show Booked for September. New banners and gazebo with Boards procured.
- Process around public works loan now understood
- New financial reporting system under development.
- Business case for Support Services Office under development internally.
- 121 Meetings underway with members to develop communications strategy.

Establishing Deliverables

RECOMMENDATION

This Report be noted.

APPROVAL & VALIDATION

Report Approved by Project Sponsor

Date:

Financial Information Validated by Business Partner

Date:

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MEETING: [LSIDB Programme Board June 2023](#)

MEETING DATE: [12/06/2023](#)

REF: [LSIDB_MP_Programme_Board_06/2023_398_99_25_881_1111_1176_24_06_11_507](#)

REPORT BY: [Dr M Pope](#)

Title: Terms of Reference: Joint EA and LSIDB Joint Pilot Programme Team (IPT) for Capital Pumping Station Programme

Introduction:

Now that the IPT is getting fully established and the focus will be on Successful implementation and delivery, LSIDB will resume the IPT joint pilot Programme secretariate lead by Jo Matthews as Project Officer for LSIDB

Background and Objectives:

- a. The Joint EA and LSIDB Pilot Programme Team has been established to oversee the implementation of the Capital Pumping Station Programme.
- b. The objective of the Programme Team is to review and ensure compliance with Programme IPA UK Government gateway assurances.
- c. The team will work collaboratively to manage the successful delivery of the Capital Pumping Station Programme, ensuring alignment with project objectives and stakeholder requirements.

Roles and Responsibilities:

a. EA and LSIDB Representatives:

- i. Provide technical expertise and guidance in flood risk management, internal drainage operations, and project delivery.
- ii. Contribute to the assessment of Programme IPA UK Government gateway assurances and their alignment with regulatory requirements and standards.
- iii. Act as a liaison between the Programme Team and their respective organisations, ensuring effective communication and coordination.

b. Programme Manager:

- i. Facilitate the overall coordination and management of the Capital Pumping Station Programme.
- ii. Ensure adherence to Programme IPA UK Government gateway assurances and report any deviations or risks to relevant authorities.
- iii. Monitor project progress, identify potential issues, and propose corrective actions to mitigate risks and ensure successful delivery.

c. Technical Experts:

- i. Provide specialized knowledge in areas such as engineering, construction, environmental impact assessment, and regulatory compliance.

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- ii. Review technical documents, designs, and reports related to the Capital Pumping Station Programme to ensure compliance with Programme IPA UK Government gateway assurances.
- iii. Identify potential technical challenges or conflicts and propose appropriate solutions.

d. Governance and Reporting:

- i. Develop a reporting framework to provide regular updates on the progress of the Programme to the UK Government and other relevant stakeholders.
- ii. Prepare comprehensive reports summarizing the findings, recommendations, and compliance status with Programme IPA UK Government gateway assurances.
- iii. Collaborate with UK Government representatives to address any concerns or issues raised during the review process.

Collaboration and Communication:

- a. Establish regular communication channels to ensure effective information sharing and collaboration between the EA, LSIDB, and the Programme Team.
- b. Organise monthly meetings with the following draft agenda:
 - i. Welcome and introductions
 - ii. Review of previous meeting minutes and action items
 - iii. Programme progress update, including milestones achieved, challenges, and risks
 - iv. Discussion and resolution of technical issues or conflicts
 - v. Review of compliance with Programme IPA UK Government gateway assurances
 - vi. Stakeholder engagement and communication update
 - vii. Any other business
 - viii. Next steps and action items
- c. Maintain a central repository for relevant documentation, including Programme IPA UK Government gateway assurances, technical reports, and correspondence.

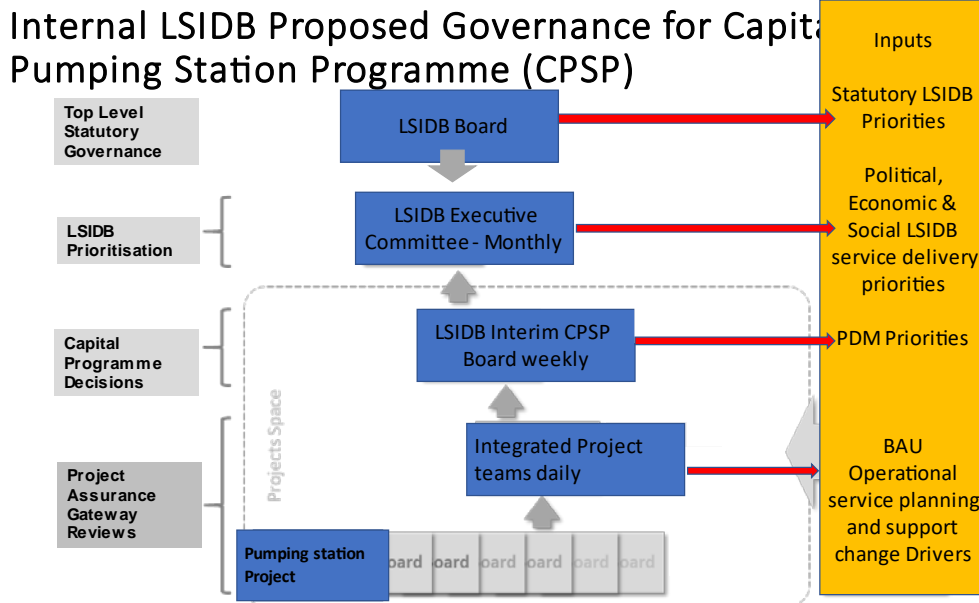
Timeframe and Deliverables:

- a. Develop a detailed work plan with specific milestones and timelines for the review and assessment of Programme IPA UK Government gateway assurances.
- b. Regularly update the work plan to reflect changes or emerging priorities.
- c. Deliver comprehensive reports on the compliance status of Programme IPA UK Government gateway assurances at key milestones or as requested by the UK Government.

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Governance and Review:

- a. Establish a governance framework to monitor the progress and performance of the Joint EA and LSIDB Pilot Programme Team.
- b. Conduct periodic reviews to assess the effectiveness of the team's activities and identify opportunities for improvement.
- c. Seek feedback from the UK Government and other stakeholders to ensure continuous alignment with their expectations and requirements.
- e. Programme Governance:



This Terms of Reference document provides the framework for the Joint EA and LSIDB Pilot Programme Team's (IPT's) activities related to the review of Programme IPA UK Government gateway

Next Steps / Actions: J Mathews to take this to the PB & and to MQ at the EA for comments and completion

Implementation by 20th June, including clear roles and responsibilities between PM and PO and action tracker.

Name: Dr M Pope

Position: CEO LSIDB

Agenda Item 5

MEETING: [LSIDB Programme Board June 2023](#)

MEETING DATE: [17/06/2023](#)

REF: [LSIDB_MP_Programme_Board_06/2023_398_99_25_881_1111_1176_24_06_11_507](#)

REPORT BY: [Dr M Pope](#)

Title: **LSIDB Capital Pumping Station Programme - The Winning Business Case Structure**

Summary:

The Winning Business Case Structure we want to align to for Securing UK Government Asset Replacement Management / EA Funding for our Pumping Station Program are the following;

1. **The LSIDB Strategic Case:**

- Provide an overview of the strategic context and objectives of the LSIDB pumping station program.
- Align the program's objectives with Defra's strategic objectives, emphasising flood risk management, infrastructure resilience, and environmental sustainability.
- Outline the benefits of replacing the pumping stations, such as improved flood protection, enhanced operational efficiency, and reduced maintenance costs.
- Demonstrate the program's alignment with national Defra and regional EA policies, plans, and priorities related to water management and environmental protection.

2. **The LSIDB Socio-Economic Case:**

- Conduct a socio-economic analysis to assess the social and economic benefits of the pumping station program.
- Highlight the positive impacts on local communities, such as reduced flood risk, increased property values, and improved quality of life.
- Quantify the potential economic benefits, including job creation, local supply chain opportunities, and increased tourism and recreation activities.
- Address any potential negative socio-economic impacts and propose mitigation measures.

3. **The LSIDB Commercial Case:**

- Identify the commercial opportunities and considerations associated with the pumping station program.
- Assess the market for equipment and services required for the replacement of the pumping stations.
- Evaluate the potential for collaboration with private sector partners, contractors, and suppliers.
- Develop a procurement strategy that ensures value for money and competitive pricing while adhering to government procurement regulations/ frameworks.

4. **The LSIDB Financial Case:**

- Present a comprehensive financial analysis of the pumping station program.
- Outline the estimated costs for the replacement of the four pumping stations and the establishment of the Asset Service Support Facility.

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- Identify potential funding sources, including UK Government Asset Replacement Management EA funding and any other available grants or loans.
 - Develop a robust financial plan that Glenn / Jim, with Arup, demonstrates the affordability and financial sustainability of the program, including revenue generation and cost savings over the asset lifecycle.
- 5. The LSIDB Management Case:**
- Detail the project management approach for the pumping station program.
 - Outline the governance structure, roles, and responsibilities of key stakeholders, including the LSIDB, project team, and external partners.
 - Provide a comprehensive project plan, including timelines, milestones, and key deliverables.
 - Identify the risks and mitigation strategies associated with the program's implementation, ensuring effective risk management practices.

Report:

The Strategic Business Case for the LSIDB Pumping Station Program:

1. Overview of Strategic Context and Objectives: The LSIDB is responsible for managing the pumping stations in the Lower Severn region, which play a critical role in flood risk management and protecting the local communities and infrastructure. The four pumping stations - Oldbury On Severn, Wicks Green, Lapperditch, and Marshfield - have reached the end of their lifespan and require strategic replacement. The objective of this business case is to secure UK Government Asset Replacement Management EA funding to strategically replace these assets and establish an Asset Service Support Facility to optimize asset lifecycle management.
2. Alignment with Defra's Strategic Objectives: The LSIDB pumping station program aligns closely with Defra's strategic objectives, which include flood risk management, infrastructure resilience, and environmental sustainability. By replacing the aging pumping stations, the program aims to enhance flood protection capabilities, reduce vulnerability to climate change impacts, and ensure the long-term resilience of the region's drainage infrastructure. This alignment demonstrates the LSIDB's commitment to supporting national priorities and contributes to Defra's overall strategy for effective water management and environmental stewardship.
3. Benefits of Pumping Station Replacement: The replacement of the pumping stations brings several significant benefits to the Lower Severn region:
 - Improved Flood Protection: The new pumping stations will incorporate advanced technology and design features, enhancing the LSIDB's ability to mitigate flood risks and protect local communities, agricultural land, and critical infrastructure. This will reduce the potential for property damage, economic losses, and disruption caused by flooding events.
 - Enhanced Operational Efficiency: The new pumping stations will offer improved operational performance, including increased pumping capacity, energy efficiency, and remote monitoring capabilities. This will optimize the LSIDB's ability to manage water levels effectively, respond to changing weather conditions, and reduce operational downtime.
 - Reduced Maintenance Costs: The aging pumping stations require frequent maintenance and repairs, resulting in significant costs for the LSIDB. The replacement of these assets with modern, reliable equipment will minimize maintenance requirements and associated expenses, leading to long-term cost savings for the LSIDB and ensuring efficient use of resources.

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4. Alignment with National and Regional Policies: The LSIDB pumping station program aligns with key national and regional policies, plans, and priorities related to water management and environmental protection. These include:

- National Flood and Coastal Erosion Risk Management Strategy: The program contributes to the implementation of the national strategy by improving flood risk management measures and building resilience against climate change impacts.
- Regional Flood Risk Management Plans: The pumping station replacement aligns with the objectives outlined in regional flood risk management plans, aiming to reduce flood risk in the Lower Severn region and support sustainable development.
- Environmental Sustainability Goals: The new pumping stations will incorporate environmentally sustainable design features, such as energy-efficient equipment, renewable energy integration, and ecological considerations. This aligns with national and regional goals for reducing carbon emissions and protecting natural habitats.

By highlighting these strategic elements in the business case, the LSIDB demonstrates a clear understanding of the program's objectives, its alignment with Defra's strategic objectives, and the significant benefits that the pumping station replacement will bring to the Lower Severn region. This compelling case will strengthen the LSIDB's request for UK Government Asset Replacement Management EA funding.

The Socio-Economic Case for the LSIDB Pumping Station Program:

1. Socio-Economic Analysis: A comprehensive socio-economic analysis will be conducted to assess the social and economic benefits of the pumping station program. This analysis will consider various factors such as flood risk reduction, property values, employment, local supply chains, and tourism/recreation opportunities.

2. Positive Impacts on Local Communities: The replacement of the pumping stations will bring several positive impacts to the local communities in the Lower Severn region:

- Reduced Flood Risk: The new pumping stations will enhance the LSIDB's ability to manage water levels effectively, resulting in reduced flood risk for nearby communities. This will safeguard properties, critical infrastructure, and livelihoods, providing peace of mind and security to residents.
- Increased Property Values: The improved flood protection measures will positively impact property values in the region. With a lower flood risk, properties will become more desirable and attract potential buyers, leading to increased property values and potential economic gains for homeowners.
- Improved Quality of Life: By minimizing the risk of flooding, the pumping station program will improve the overall quality of life for residents in the Lower Severn region. People will have greater confidence in the safety and security of their homes and businesses, allowing them to focus on other aspects of their lives and promote community well-being.

3. Quantification of Economic Benefits: The pumping station program is expected to generate significant economic benefits for the local area:

- Job Creation: The construction and installation of the new pumping stations will create employment opportunities, both directly and indirectly. This includes jobs in engineering, construction, project management, and support services. The increased economic activity will also generate employment in the local supply chain, benefiting small businesses and contractors.

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- **Local Supply Chain Opportunities:** The LSIDB will prioritize engaging local suppliers, contractors, and service providers for the pumping station replacement project. This will stimulate the local economy, supporting local businesses and creating additional revenue streams within the region.
 - **Tourism and Recreation:** The improved flood protection measures will enhance the attractiveness of the region for tourism and recreation activities. The reduced flood risk will encourage visitors to explore the area, engage in outdoor activities, and utilize local amenities. This will contribute to increased tourism revenue, local spending, and the growth of the hospitality sector.
4. **Addressing Potential Negative Impacts:** While the pumping station program brings significant benefits, it is important to address any potential negative socio-economic impacts and propose suitable mitigation measures. These may include:
- **Environmental Impact Mitigation:** Implementing measures to minimize environmental impacts during the construction and operation of the pumping stations, such as erosion control, habitat restoration, and biodiversity enhancement.
 - **Community Engagement and Consultation:** Ensuring effective community engagement and consultation throughout the program to address any concerns, provide transparent information, and incorporate local feedback into decision-making processes.
 - **Skills and Training Opportunities:** Providing training and skill development opportunities for local residents, enabling them to access employment opportunities generated by the pumping station program and contribute to the long-term sustainability of the region.

By conducting a thorough socio-economic analysis, highlighting the positive impacts, quantifying economic benefits, and proposing mitigation measures for any potential negative impacts, the LSIDB can demonstrate the socio-economic value of the pumping station program. This will strengthen the business case for UK Government Asset Replacement Management EA funding and showcase the program's positive impact on local communities.

The Commercial Case for the LSIDB Pumping Station Program:

1. **Identification of Commercial Opportunities and Considerations:** The pumping station program presents several commercial opportunities and considerations:
- **Replacement Equipment and Services:** The program will require the procurement of equipment, machinery, and services necessary for the replacement of the four pumping stations. This includes pumps, control systems, electrical components, construction materials, and specialized expertise.
 - **Collaboration with Private Sector Partners:** Collaboration with private sector partners, contractors, and suppliers can bring valuable expertise, resources, and innovation to the program. Engaging the private sector can lead to cost-effective solutions, accelerated project timelines, and enhanced operational efficiency.
 - **Potential for Revenue Generation:** The LSIDB can explore potential revenue generation opportunities associated with the program. This may include offering maintenance services to other local authorities or water management organizations, leveraging the expertise and resources established during the pumping station replacement.

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2. **Market Assessment:** A comprehensive market assessment will be conducted to evaluate the availability, suitability, and competitiveness of equipment and services required for the pumping station replacement. This assessment will involve:

- **Identifying Suppliers:** Identifying potential suppliers, contractors, and service providers who specialize in pumping station equipment, construction, and maintenance services. This includes assessing their track record, technical capabilities, and capacity to meet project requirements.
- **Market Analysis:** Analyzing the market for pumping station equipment and services to understand pricing trends, technological advancements, and potential opportunities for cost savings or innovation.

3. **Collaboration with Private Sector:** The LSIDB will explore opportunities for collaboration with private sector partners to optimize the program's outcomes. This may involve:

- **Establishing Partnerships:** Engaging with private sector entities that have experience in pumping station projects, asset management, and infrastructure development. This collaboration can leverage their expertise, resources, and industry networks.
- **Joint Ventures or Consortia:** Exploring the possibility of forming joint ventures or consortia with private sector entities to share risks, combine resources, and deliver the pumping station replacement project efficiently.

4. **Procurement Strategy:** A robust procurement strategy will be developed to ensure value for money and adherence to government procurement regulations. This strategy includes:

- **Competitive Bidding:** Implementing a competitive bidding process to encourage competition among suppliers and contractors. This will ensure transparency, fairness, and best value for the LSIDB.
- **Evaluation Criteria:** Defining clear evaluation criteria that assess both technical capabilities and commercial considerations. This will enable the LSIDB to select suppliers and contractors based on their ability to meet project requirements, pricing competitiveness, and value-added services.
- **Compliance with Regulations:** Ensuring compliance with relevant government procurement regulations, such as public procurement rules, fair competition principles, and sustainability criteria.

By identifying commercial opportunities, assessing the market, exploring collaboration with the private sector, and developing a robust procurement strategy, the LSIDB can demonstrate the commercial viability of the pumping station program. This will strengthen the business case for UK Government Asset Replacement Management EA funding and ensure efficient and cost-effective delivery of the project.

The Financial Case for the LSIDB Pumping Station Program:

1. **Financial Analysis:** A comprehensive financial analysis will be presented to assess the financial implications of the pumping station program. This analysis will include:

- **Cost Estimation:** Estimating the costs associated with the replacement of the four pumping stations, including construction, equipment, engineering services, project management, and other related expenses. Additionally, the costs for establishing the Asset Service Support Facility will be included.

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- **Lifecycle Cost Assessment:** Conducting a thorough assessment of the lifecycle costs of the pumping stations, considering factors such as operation and maintenance costs, energy consumption, and potential future upgrades or refurbishments.
2. **Funding Sources:** The financial plan will identify potential funding sources to support the program, including:
- **UK Government Asset Replacement Management EA Funding:** Outlining the specific funding request to the UK Government for the pumping station program. Detailing the alignment of the program with the objectives and priorities of the EA and demonstrating how it addresses the need for asset replacement and optimization of asset lifecycle management.
 - **Grants and Loans:** Exploring other available grants or loans from governmental bodies, environmental agencies, or financial institutions that support infrastructure projects, water management initiatives, or environmental sustainability programs. This includes assessing eligibility criteria, application processes, and potential funding amounts.
3. **Financial Plan:** The financial plan will demonstrate the affordability and financial sustainability of the pumping station program. It will include:
- **Revenue Generation:** Identifying potential revenue generation opportunities associated with the program, such as offering maintenance services to other organizations or implementing cost-sharing mechanisms with stakeholders benefiting from the improved flood protection. This will highlight the program's potential to generate additional income to offset operational and maintenance costs.
 - **Cost Savings:** Demonstrating potential cost savings achieved through the replacement of aging pumping stations. This may include reduced maintenance costs, improved energy efficiency, and minimized downtime resulting from modern equipment and improved technology.
 - **Financial Risk Assessment:** Conducting a thorough assessment of potential financial risks associated with the program and developing contingency plans to mitigate those risks. This may involve considering factors such as inflation, exchange rate fluctuations, and unforeseen circumstances during the project implementation.
 - **Financial Governance:** Outlining the financial governance structure for the program, including financial reporting, budget monitoring, and control mechanisms. This ensures transparency, accountability, and effective financial management throughout the project lifecycle.

By presenting a comprehensive financial analysis, identifying funding sources, developing a robust financial plan, and addressing the affordability and financial sustainability of the pumping station program, the LSIDB can demonstrate the financial viability and soundness of the project. This will enhance the business case for securing UK Government Asset Replacement Management EA funding and other necessary financial support.

The Management Case for the LSIDB Pumping Station Program:

1. **Project Management Approach:** The pumping station program will adopt a robust project management approach to ensure its successful implementation. The key elements of the project management approach include:
- **Project Methodology:** Clearly defining the project methodology that will be followed throughout the program, such as Agile, Waterfall, or a hybrid approach. This methodology will guide the project team in executing tasks, managing resources, and tracking progress.

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- Stakeholder Engagement: Developing a comprehensive stakeholder engagement strategy to ensure effective communication, collaboration, and participation of key stakeholders, including the LSIDB, project team, contractors, suppliers, and local communities.
 - Change Management: Implementing a change management strategy to address potential challenges associated with the replacement of pumping stations. This includes managing stakeholder expectations, addressing resistance to change, and ensuring a smooth transition from the old to the new pumping stations.
2. Governance Structure and Roles: The program's governance structure will provide clear roles, responsibilities, and accountability for key stakeholders. This includes:
- LSIDB: Defining the LSIDB's role as the program sponsor and ultimate decision-making authority. This involves providing strategic direction, securing necessary approvals, and ensuring the program's alignment with organizational objectives.
 - Project Team: Outlining the roles and responsibilities of the project team members, including project manager, engineers, procurement specialists, and other relevant personnel. This includes establishing clear reporting lines, communication channels, and coordination mechanisms.
 - External Partners: Identifying the roles and responsibilities of external partners, such as contractors, consultants, and suppliers. This includes defining their contractual obligations, deliverables, and performance expectations.
3. Project Plan: Developing a comprehensive project plan that outlines the key activities, timelines, milestones, and deliverables of the pumping station program. This includes:
- Work Breakdown Structure: Breaking down the project into manageable tasks and sub-tasks, along with their dependencies and sequencing. This provides a clear roadmap for project execution.
 - Timeline and Milestones: Establishing realistic timelines for each project phase, including design, procurement, construction, testing, and commissioning. Identifying key milestones to track progress and ensure timely completion of the program.
 - Resource Allocation: Allocating resources, including personnel, equipment, and budget, to each project phase. This ensures that the necessary resources are available at the right time to facilitate smooth project execution.
4. Risk Management: Identifying the risks associated with the implementation of the pumping station program and developing appropriate mitigation strategies. This includes:
- Risk Identification: Conducting a thorough risk assessment to identify potential risks and uncertainties that may impact the program. This may include risks related to procurement, construction delays, regulatory compliance, environmental factors, and stakeholder management.
 - Risk Mitigation: Developing proactive mitigation strategies for each identified risk, including contingency plans, alternative approaches, and risk transfer mechanisms. This ensures that potential risks are effectively managed and minimized.
 - Risk Monitoring and Reporting: Establishing a system for ongoing monitoring, reporting, and escalation of risks throughout the program. This allows for timely identification of emerging risks and implementation of appropriate mitigation measures.

By detailing the project management approach, outlining the governance structure and roles, providing a comprehensive project plan, and addressing risk management, the LSIDB can ensure effective program execution, stakeholder engagement, and risk mitigation. This will strengthen the

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business case for securing UK Government Asset Replacement Management EA funding and demonstrate the LSIDB's capability to successfully deliver the pumping station program.

Next Steps / Actions:

We have started some of this work it just needs to be structured and tested and put in a recognised format for EA/Defra. By following this Five Case Model and addressing each of these strategic sub-categories, we can create a winning business case for securing UK Government Asset Replacement Management / and or other EA funding. The alignment with Defra's strategic objectives will further strengthen the case and increase the likelihood of funding approval. I will tie into their facilities assets management guidelines too, to strengthen our business case.

Name: [Dr M Pope](#)

Position: [CEO LSIDB](#)

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MEETING: **LSIDB Executive Committee**

MEETING DATE: **28/06/2023**

REF: **LSIDB_MP_EXEC_COM_06/2023_398_99_25_881_1111_1176_24_06_11_507**

REPORT BY: **Dr M Pope**

Title: Proposal for Service Business Support Offices, Conference Suite, and Training Facility for Lower Severn Internal Drainage Board (LSIDB)

Introduction:

I am writing to present a outline business case proposal for expediting the addition of service business support offices, a conference suite, and a training facility to support the operations of the Lower Severn Internal Drainage Board (LSIDB). This initiative is aimed at strengthening the through life capability management of the LSIDB's six pumping stations and is aligned with the objectives of the UK government's Department for Environment, Food and Rural Affairs (Defra) and the Environment Agency (EA).

1. Executive Summary:

The proposal aims to address the need for improved through life capability management of the LSIDB's pumping stations through the establishment of a centralized support facility. This facility will house service business support offices, a conference suite, and a training facility to streamline administrative processes, enhance stakeholder engagement, and promote staff development. The project's cost base and anticipated benefits will be outlined to demonstrate its viability and alignment with Defra and EA goals.

2. Background:

The Lower Severn Internal Drainage Board (LSIDB) plays a critical role in managing drainage and flood risk in the LSIDB region. The operation and maintenance of the six pumping stations are vital for regulating water levels and protecting local communities from flooding. However, there is a need for a centralised support facility that can provide efficient and effective through life capability management for these pumping stations.

3. Objectives:

The key objectives of incorporating service business support offices, a conference suite, and a training facility within the LSIDB's pumping station program are as follows:

- a. Strengthen Through Life Capability Management: The support facility will enable the LSIDB to effectively manage the entire life cycle of the pumping stations, including maintenance, repairs, and upgrades.
- b. Enhance Operational Efficiency: Centralising administrative functions will streamline processes, optimize resource allocation, and improve coordination among staff, leading to increased efficiency.
- c. Foster Stakeholder Engagement: The conference suite will provide a dedicated space for meetings, workshops, and public consultations, facilitating collaboration with local communities, government bodies, and environmental organisations.

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d. Promote Staff Development: The training facility will provide a dedicated space for staff development programs, ensuring a highly skilled workforce capable of addressing future challenges.

4. Benefits:

Incorporating service business support offices, a conference suite, and a training facility will yield several benefits for the LSIDB and its stakeholders:

a. Cost Savings: Centralizing administrative functions will eliminate duplication of efforts, optimize resource allocation, and reduce operational costs in the long run.

b. Improved Stakeholder Engagement: The conference suite will provide a professional environment for engaging with stakeholders, enhancing collaboration, and fostering positive relationships.

c. Enhanced Staff Competency: The training facility will enable the LSIDB to develop and deliver comprehensive training programs, ensuring that staff members are equipped with the necessary skills and knowledge to operate and maintain the pumping stations effectively.

d. Streamlined Operations: A centralized support facility will facilitate efficient coordination among staff, resulting in faster response times, improved decision-making, and effective management of emergencies.

5. Cost Base:

The cost base for incorporating the support facility will include the following elements:

a. Construction and Infrastructure: This encompasses the cost of designing and constructing the support facility, conference suite, and training facility, including architectural planning, permits, and necessary infrastructure upgrades.

b. Equipment and Furnishings: Procurement and installation of essential equipment, technology infrastructure, office furniture, conference room facilities, and training equipment.

c. Operational Costs: Ongoing operational expenses, including utilities, maintenance, security, and staffing for the support facility.

d. Training Programs: Development and delivery of comprehensive training programs for LSIDB staff, including content creation, trainers' fees, and equipment for training sessions.

e. Contingency: A contingency fund to account for unforeseen expenses and potential scope changes during the implementation phase.

6. Alignment with Defra/EA Goals:

The proposal aligns with the objectives of Defra and EA, as it:

a. Supports Efficient Operations: The support facility will enhance through life capability management of the pumping stations, contributing to improved flood risk management and efficient drainage operations.

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- b. Promotes Stakeholder Engagement: The conference suite will facilitate collaboration with stakeholders, enabling effective communication and shared decision-making.
- c. Develops a Skilled Workforce: The training facility will support staff development, aligning with Defra/EA's focus on building a capable workforce to address environmental challenges.

7. Conclusion:

Incorporating service business support offices, a conference suite, and a training facility into the LSIDB's pumping station program will provide significant benefits in terms of improved through life capability management, enhanced operational efficiency, stakeholder engagement, and staff development. The estimated cost base demonstrates the project's viability and alignment with Defra and EA objectives.

I recommend considering this proposal as an integral part of the pumping station program to enhance the LSIDB's capabilities and support its mission to mitigate flood risks and protect local communities.

Please let me know if you require any additional information or if there are any further steps we need to take to progress this proposal. I appreciate your attention to this matter and look forward to your response.

Action for (Executive Committee):

The report be noted. In preparation for discussions at the 28/06/2023 Executive Committee.

Name: [Dr M Pope](#)

Position: [CEO LSIDB](#)

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MEETING: Executive Committee

Date: 13/07/2023

REF: JD

REPORT BY: Head of Service Operations

HEAD OF SERVICE REPORT

- **Health and Safety**

No near misses or incidents to report.

Full Health and Safety/HR Policy audit carried out by Citation 12th July 2023.

Risk Assessment support ongoing with Citation and being uploaded on the Atlas operating system together with hand tool vibration assessments.

Work still ongoing to comply with all Citations requirements resulting from H&S audit and Fire risk assessment.

Flammable liquid cabinet installed in the workshop.

- **Dredging Programme 2023**

Dredging works on going but coming to a close at the following locations.

Fretherne, Saul (Hock Ditch outfall).

- **Mowing and Weed cutting 2023**

Commenced at the following locations.

Aust and Ingst areas close to the old Severn Bridge

Tibberton Meadows

Severn Beach.

Avonmouth.

Oldbury High level carrier channel.

- **Machinery**

Still awaiting delivery of a new Hydraulic pump for the spare Hyundai excavator currently at Molson's depot which is hampering progress with the part exchange for the new Kobelco excavator as we can't afford any downtime.

Recommendations: That the report be noted

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Lower Severn (2005) Internal Drainage Board

Finance Report

Outcomes – June 2023

- Agricultural Drainage Rates (DRS) collections are progressing, mostly through bank transfer. All Drainage Levies(councils) due have now been paid.
- Legal service vendors have tendered and have been selected.
- Energy contracts have been renewed.
- The development of financial control and reporting for the pump station/office upgrade program is in progress.
- Financial management has been handed over.
- Resolution of department HR issue.
- The creation of a fully rolling financial forecast in line with current operations and evolving plans is in progress

Finance Summary – for the Year-to-Date May 2023

Income Statement

For the two months to May 2023 the Income Statement shows a net result in line with the budget. Income is slightly below the budget due to timing differences in ad hoc consultancy work and seasonal impact. Costs have compensated for the shortfall in income, mostly through the allocation of payroll costs to the current pump station investment program reserve. Maintenance and administration cost have been higher (driven by inflation & new starters respectively), and professional fees lower due to timing.

Lower Severn IDB					
Income Statement					
May 2023					
	YTD	YTD			
	Actual	Budget	Variance	Variance	Comment
	May 2023	May 2023	£	%	
Income					
Rates and Levy Changes	294,594	294,594	0	0.0%	Budget set at new rate
Grant and Fund Income	29,597	29,597	0	0.0%	Budget set at new rate
Consulting, Fees & Works Recharges	304	3,500	-3,196	-91.3%	Timing and seasonal
Other Income	1,536	500	1,036	207.2%	Bank interest, timing of investments
Total Income	326,031	328,191	-2,160	-0.7%	
Expenditure					
Payroll	137,223	148,809	11,585	7.8%	Activity allocation to investment program provision
Maintenance	44,946	39,601	-5,345	-13.5%	Inflationary impact
Levies	37,830	37,831	1	0.0%	
Travel	5,415	4,538	-877	-19.3%	Mileage claims for training & meetings
Administration	14,305	9,995	-4,309	-43.1%	Computer costs, upgrades & new starters
Professional Fees	7,609	9,241	1,632	17.7%	Timing
Depreciation	37,733	37,733	0	0.0%	In line with the budget
Total Costs	285,060	287,746	2,686	0.9%	
Net subtotal	40,970	40,444	526	1.3%	
Capital Reserve	50,000	50,000	0	0.0%	
Net Surplus	-9,030	-9,556	526	5.5%	

Activities planned for July




- Review JDs for vacant BSO and Administration roles, edit and finalise
- Recruitment of the above two vacant positions
- Prepare June 2023 quarter accounts
- Evolve pump and office investment program

Lower Severn (2005) Internal Drainage Board

RISK REGISTER

As at 6th June 2023



The owner of this document is the Chief Executive Officer




Category of Risk	Risk	Likelihood (without controls)	Impact (without controls)	Risk Level (without controls)	Risk response and control procedure	Monitoring and Assurance	Actions	Likelihood (with current controls)	Impact (with current controls)	Risk Level (with current controls)	Responsibility and direction of travel from previous review	Proposed new section Refrence to LSIDB Strategic Objective	
Governance													
G1	Gradual or sudden loss of reputation	High	High	High	Treat As an action or non-action by the Board, employee, subcontractor or supplier. This includes personal behaviour.	Ensure that all risks are minimised. Ensure plans are fulfilled.	New Governace arrangements to utilise monitoring and feedback controls and assurances are being implemented. Ensure that the Board is sensitive to changes and can respond accordingly. Publicly available website that is regularly updated and now being reviewd.	Low	low	low		Board, CEO, AO, LDE, CE	it is proposed that each risk will / should be cross referenced to the delivery of Stratgic objective
					Treat Inappropriate behaviour by a member of staff. Staff / Board members not aware of their importance in maintaining the Boards reputation.	Staff training given on the importance of their actions or non action. Emphasise that they are the contact point for members of the public.	Staff now receive ongoing appropriate training as part of developing Personal Development Plans in line with the organisations priorities. All staff are issued with the Board's approved Employee Handbook.Introduction of ICARE Values. in addition Renewal and sign up annually of Code of conduct by memebers as well as Staff.						
G2	Board doesn't have adequate competency/skills to understand or control the business.	Medium	Medium	Medium	Controls are in place hold staff & Memebers to account will be done via appraisals and G&P informal and formal process.New CEO with new governance review being implementedphase 1 complete phase 2 being developed and introducing new tools and smater processes.	The Board consists of 14 elected members and 15 appointed members. The appointed members are determined by the local Councils within the Board's area.	Board members receive appropriate ongoing training. Good Governance Guide, published by ADA, made available to all Members. ADA Good Governance workshop took place in March 2019. Board members to access the ADA online training modules. Induction session for new members took place on 21 April 2022.	Low	Medium	Low		CEO/Board	
G3	Difficulty in appointing new & Board Members.	Low	Low	Medium	Tolerate Board consists of elected and appointed members. Member turnover is low.	Electoral register in place and updated to enable elections to take place. Last elections took place in October 2021.Website and Branding to promote the work of LSIDB further is under development	Open elections for new Board Members due in October 2024.Process for selecting suitable cadidates to be developed as part of the Phase 2 Governance transformation.	Low	Low	Low		CEO / Board	

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G4	Susceptibility to concentration of power.	High	High	High	Treat Phase 1 Governace transformation includes introduction of standing up and Ex.Com these Management meetings will be formally held monthly and Chaired by CEO to ensure the focus is on sucessful Operational Service Delivery.	There are five committees that report to the Board. Each committee has an appointed Chair.	Segregation of duties and regular meetings between Board and CEO to review major issues and future actions. Schemes of delegation to CEO, Chair and Senior Officers in place.	Low	Medium	Low	 Board	
G5	There is no overall strategy for the organisation as a whole.	High	High	High	Treat The Board has a capital programme, a business plan and a corporate strategy. Strategic decisions being taken in the Avommouth Severnside Enterprise Area (ASEA) which decrease the risk of flooding in that area.	New Vison , Mission and Strategic objectives in place, Annual service plan being developed with KPI's.once developed and in place will be reviewed annually.Sept of each year for planning for new financial year. Regular reports to the Board and montly assurance at the Ex.Com. Use of Performance Management Indicators.	Regular review of forthcoming reporting deadlines at the Board meetings. Agenda Items for the Board and Committees reviewed annually. The Board operates in accordance with its approved capital and maintenance programmes. There is a long term strategic capital programme to 2029. Review ASEA to establish the most effective way to execute this work. Performance Management Indicators to be agreed.	Medium	Medium	Low	 CEO/Board	
G6	Failure to comply with key legislation, regulations and Corporation requirements.	High	High	High	Treat Regular Board meetings take place.	Reports to Board on new legislation and regulations. Membership of Association of Drainage Authorities (ADA). Regular review of publicly available websites.	Regular review of forthcoming reporting deadlines at the board meetings. Access specialist advice as appropriate. Review of the Boards Structural Organisation. Training day on Public Procurement Regime took place on 21 April 2021 for CEO, AO, CE, LDE, Foreman, Fitter, Chair of Board and Chairman of F&GP. Preformance measurement process needs to be implemented. PDP's need to be aligned to LSIDB priorities. It is imperative the appropriate training is undertaen before the comemncement of an planned work.	Low	High	High	 CEO / Board	
					Transfer Audit takes place on Management and Accounts to ensure compliance with legislation.	PKF Littlejohn appointed as external auditors by Smaller Authorities' Audit Appointments Ltd. Internal Auditors reappointed until 2025/26. PDP's being formulated in line with New LSIDB Strategic objectives.						
G7	Board not assuming control of key statutory requirements e.g. Health and Safety and Risk.	High	High	High	Treat Citation appointed as Health and Safety and Human Resources advisors.	Reports to Board. LDE monitors and maintains Health and Safety records.	Board have been made aware of the key legislative requirements to ensure they understand their responsibilities. Good practice: Health, Safety and Welfare IDB awareness modules issued by ADA, available to all officers / operatives to attend training courses as appropriate.and H&S equipent budgeted for.Thisis reviewd by the CEO and LDE monthly, and weekly Officer Meetings	Low	Low	Low	 CEO/Board/LDE	
					Transfer Indemnity policy is in place so board do not have to pay compensation.	Included in insurance cover with Zurich Municipal. Zurich Municipal appointed on a five year contract.	Level of cover reviewed annually.					

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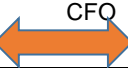





G8	Poor implementation of Eel Regulations.	High	High	High	Treat Non-compliance with regulations by not replacing the pumps which results in having to turn the pumps off. Consultants appointed to report on steps to take to meet the statutory regulations.	New CEO To do a complete Audit and Review off lessons learnt and Implement correct proportional Programme management framework, tools and processes for LSIDB	New programmamangement Framework developed for LSIDB, Key ooficers have sucessfully completed recommended PM Training, New SHM dveloped between CEO and key Stakeholders, New Devilery Focused LSIDB Governace developed and implemented Phase 1 of 2 Complete.	Low	High	Medium	 CEO /Board	
G9	Lack of formal contractual arrangement with contractor working with Board on developments at Avonmouth Severnside Enterprise Area (ASEA)	High	High	High	Treat Draw up and sign off with Water Environment contract/specification for all work at ASEA.	New Governace phase 1 in place , members, and ffficeer compliance to be reviewd and monitored at the Ex.com to ensure service delivery needs are priority.	feaisbility study to be undertaken to support future organisational planning priorities.CEO looking at Sector wide best practice and guidance propotional to LSIDB requirements.	Low	Low	Low	 CEO/ Ex.Com	

Category of Risk	Risk	Likelihood (without controls)	Impact (without controls)	Risk Level without controls	Risk response and control procedure	Monitoring and Assurance	Actions	Likelihood (with current controls)	Impact (with current controls)	Risk Level (with current controls)	Responsibility	
Finance												
V1.	Inaccurate assumptions in place within the Business Plan, which do not support the the sustainability of LSIDB's Finances.	High	High	High	Treat There is a Business Plan in place and designed to support sucessful operational service and it is reviewed annually.	Business plan reviewed by the Board at least annually. Medium Term Financial Plan reviewed by F&GP Committee.	Business Plan stating objectives of the Board is in place. Medium Term Financial Plan prepared.	Medium	Medium	Medium	 CFO/ F&GP Committee	
V2	Inadequate internal control resulting in poor financial management & Do not support Operational Delivery Success, WRT Time, Cost and Quality	Medium	High	High	Treat Bishop Fleming have been appointed as Internal Auditors.	Internal Auditors appointed for three years until 2025/26.	Tenders to be sought for 2025/26 and onwards.	Low	Medium	Low	 Ex.Com/CFO	
					Treat Non-compliance with laws, regulations and proper practices that could have a significant financial effect.	Monitor all contracts with consultants. Projects and procurements costing over £10,000 have been reviewed to ensure compliance.	Compliance training to be given to the Board. Competitive tender for consultant work with clarity of roles and responsibilities with agreed formal deliverables.					
V3	Security of deposit takers.	Medium	High	High	Treat Use NatWest as the main bankers. Cash deposits to be placed with any of the four main clearing banks. There are to be two or three deposit accounts. The maximum notice on a notice account to be six months. For fixed term accounts the maximum notice to be six months.	Treasury Sub Committee to review investments and performance.	Regular reporting to the Treasury Sub Committee.	Low	Medium	Low	 Board and F&GP Committee	

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V4	Investments.	High	High	High	Treat Appointed Evelyn Partners as investment managers.	Treasury Sub Committee to review investments and performance of Evelyn Partners.	Regular reporting to the Treasury Sub Committee.	Low	Medium	Low	CFO/ F&GP Committee 	
V5	Inaccurate Accounting.	Medium	High	High	Transfer Accounts are audited by External Auditors appointed by Smaller Authorities' Audit Appointments Ltd.	External Auditors report on and certify the Annual Governance and Accountability Return (AGAR).	AO responds and takes action regarding recommendations made by the External or Internal Auditors.	Low	Medium	Low	CFO and F&GP Committee 	
					Treat Accounts Officer to be responsible to the preparation of accounts.	Management Accounts are regularly presented to F&GP Committee and then onto the Board.	Accounts/budgets prepared by Accounts Officer. Accounts reporting system to be upgraded to provide financial reports for the Board directly from the system.					
					Transfer Internal audit will look for fraudulent activity as part of the annual audit process.	Performed by Internal Auditors.	Fraud and whistle blowing policy circulated to all staff.				All Staff 	
					Treat Chair and Vice Chair have access to internet banking.	Access log available.	Accounts Officer has been added as a bank signatory and internet banking. Further segregation of duties.				Board 	
					Transfer Increased Fidelity Guarantee Insurance.	Cover reviewed annually.	Community insurance cover with Zurich Municipal.				Board and CFO 	

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V6	Fraud occurring through deliberate activity.	High	High	High	Treat Fraud policy and whistle blowing policy in place.	Policy in place approved by the Board. Fraud and whistle blowing policy circulated to all staff.	Fraud and whistle blowing policy circulated to new staff.	Medium	Medium	Medium		
					Treat Register of members interests held on file.	Members register of interests updated on an annual basis. Register maintained and available for review.	Updated as members interests change.					
					Treat Ensure no unauthorised transfer of funds from bank accounts.	Bank signatories regularly reviewed. Monthly bank reconciliations undertaken. Approved financial regulations. Segregation of duties - authorising invoices - processing invoices for payment - authorising invoice payment.	Dual authorisation of payments and bank transfers required.					
V7	Effect of inflation, exchange rate movements and materials supply chain on specific areas.	High	High	High	Treat Budget overspent in year. The effect of inflation over the timescale of the pump replacement programme.	Budget agreed by the Board in February. Considered when levy and agricultural rate set by Board in February. PSG to monitor the finances and progress of the pump replacement programme.	Monitored regularly by F&GP Committee. The Board has no influence over national rates of inflation or international exchange rates. Assumption of increased costs e.g. on salaries included in draft budgets. Monitor the implication of the phasing out of red diesel. Monitor the increase in the cost of diesel and materials. Investigate the feasibility of a shorter deployment time of the pump replacement programme. A review of the source of funds including investigating additional income streams for the pump replacement programme.	Medium	Medium	Medium		
V8	Impact of movements in interest rates on income.	Low	Low	Low	Treat All cash balances held in approved banks.	Monitoring of budget, Medium Term Financial Plan, Capital Reserve and Developers Fund Reserve.	Actual rates and revised estimated presented to Board in February and November. Revision to the Treasury Management Policy approved by the Board in June 2022.	Low	Low	Low		
V9	Failure to achieve KPI's VFM Tripple bottom line, Social, Enviromental, and Economic	Medium	Medium	Medium	Treat Three quotes are obtained for any major purchase over £5,000 unless there are few suppliers. Compliance with Financial Regulations.	CFO reviews with LDE/CE.	Ex.Com	Low	Low	Low		

Category of Risk	Risk	Likelihood (without controls)	Impact (without controls)	Risk Level without controls	Risk response and control procedure	Monitoring and Assurance	Actions	Likelihood (with current controls)	Impact (with current controls)	Risk Level (with current controls)	Responsibility and direction of travel from previous review	
Management and Maintenance												

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M1	Increased risk of flooding owing to inaccurate assumptions affecting the planned maintenance programme.	Medium	High	High	Treat There is a realistic planned annual maintenance programme.	LDE monitors progress of the plan throughout the year.	Progress regularly reported to the Engineering Committee and the Board.	Low	High	Medium	Ex.com/ LDE 	
M2	Inadequate provision for safeguarding the Boards assets. Loss of Machinery through theft or damage.	Medium	High	High	Treat Machines are locked up and fenced off. Spare Machines are available to meet work schedules.	Location is reported daily. Spares either held in workshop, or immediate delivery. Repairs carried out on site/workshop. Assets checked against the Fixed Assets Register. Monthly stocktake undertaken.	Staff training on type of equipment and all aspects of Health, Safety and risk review. All plant machinery insured through Fenton Insurance Services. All machines are tagged.	Low	High	Medium	Ex.com/ LDE 	
M3	Loss of specific personnel leading to work being not completed on schedule.	Low	High	Medium	Treat Skilled workers are trained up so if one could not work then another could, ensuring minimum down time.	Training schedules are maintained by the LDE.	Staff are trained to use equipment as appropriate.	Low	Low	Low	Ex.com/ LDE 	
M4	Damage to Third Party property or individuals	Medium	High	High	Treat Risk assessments undertaken.	Close Supervision by Foreman and LDE. Covered by insurance.	Regular staff training and updating of information held re maps, access etc.	Low	High	Medium	Ex.com/ LDE 	
M5	Pumps fail to operate	Medium	High	High	Treat Pumps maintained and checked at regular intervals.	Planned maintenance undertaken. Pumps checked by Foreman.	Pump replacement programme enacted. Out-of-hours response arrangements in place.	Low	High	Medium	Ex.com/ LDE 	
M6	Watercourse unable to convey water	High	High	High	Treat Rhines and ditches regularly cleared of weed growth. Flaps desilted on a regular basis . Culverts regularly checked and cleared out.	Planned maintenance undertaken. Rhines and Ditches checked by Foreman.	Planned annual maintenance schedule.	Low	High	Medium	Ex.com/ LDE 	
M7	Lack of progress of the Biodiversity Action Plan	High	High	High	Treat Aims and objectives are met.	Approved by Board.	Implementation of plan by modifications to standard operations in designated locations and in special projects with partners. Progress regularly reported to the Board on meeting the targets in the plan.	Medium		Medium	Eng.com/ CE 	
M8	Poor or non-implementation of the Pumping Station replacement programme	High	High	High	Treat New programme management framework tools and processes and change controls developed and in place to ensure the programme is managed effectively.	New Programme Board with right skills and knowledge and governance in place.	Produce monthly variation reports via Sage for the PSG and Board, setting out all risks, remedial actions and costings.	Medium	Medium	Medium	CEO/ Ex.com/ Prog.Board 	
M9	Untimely or non-replacement of vehicles and plant	High	High	High	Treat Use agreed machinery replacement programme to ensure timely purchase of new machines.	Use Engineering Committee to manage the programme effectively.	Produce periodic variation reports via Sage for the Engineering Committee, setting out all risks, remedial actions and costings.	Low	Low	Low	Engineering Committee and LDE 	




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Category of Risk	Risk	Likelihood (without controls)	Impact (without controls)	Risk Level without controls	Risk response and control procedure	Monitoring and Assurance	Actions	Likelihood (with current controls)	Impact (with current controls)	Risk Level (with current controls)	Responsibility	
Human Resources												
HR1	Inability to retain or recruit new staff.	Medium	Medium	Medium	Treat Unsure of role , responsibility and accountability / expectations.	Clear job descriptions in place. Annual Staff appraisals. Aligned to Strategic objectives and delivery priorities	Staff issued with Job Descriptions and Employee Handbook. Open communications through staff meetings and open door policy. Timely staff appraisals take place. including PDP's	Low	Medium	Low	Ex.com, CEO and CFO	
					Treat Pay review, pensions.	Board agree all pay reviews and changes.	Pay scales and working benefits Rewards and recognition are reviewed in line with sector best practice to ensure they remain					
					Tolerate Pay in line with expected action of skill level of staff.	Pay scales are set annually, at national level. Changes to staff responsibilities are set against tables/spine points.	Pay scales and conditions are reviewed at least bi-annually to ensure they remain competitive. Non monetary benefits such as holiday entitlement is monitored to ensure that this also remains competitive to aid recruitment and retention.					
					Treat Increase training.	Training schedules are maintained.	Staff to receive ongoing proactive and relevant and proportional training. In-house computer provided to enable online safe, and cost-effective training to take if that is adequate place.					
					Transfer Pension fund review.	Annual review by actuaries of Glos LGPS. LGPS scheme closed to new staff in July 2015. Staff appointed since August 2015 are auto enrolled into a defined contribution Pension Scheme. The Employee contribution to this scheme is set at 2% above the Government minimum.	LGPS Employer contributions are revised on basis of actuaries triennial review. Employer contribution to defined contribution pension scheme is reviewed.					

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HR2	Incidents to staff.	Medium	High	High	Treat Lone working training, manual handling and use of ladders.	Training schedules are maintained. Skyguard Lone worker system in place.	New process and MOU in place with EA	Low	High	Medium	<div>LDE/CFO</div> <div>↑</div>	
					Treat Street work signage training has been given.	Training schedules are maintained.	All workers have completed signage training.					
					Treat Accident occurs which injures a member of staff.	Risk assessments are undertaken before starting a job. Staff wear appropriate Personal Protective Equipment. Staff are trained on machinery before they operate it. Accidents are reported and logged.	All workers have completed appropriate training. The LDE reviews all risk assessments. All staff are issued with the Board's approved Employee Handbook.					
					Treat A member of staff contracts a disease.							
					Treat A member of staff contracts Covid-19.	All staff have been given or have access to PPE. LDE regularly reviews the current situation and decides if any further action needs to be taken. Office based staff working from home on a rota basis.	All operators have had individual meetings with the Foreman/LDE, where operators were informed as to how to minimise the risk. All staff have been issued with the 'Managing COVID-19 in the Workplace (Social Distancing) Handbook.' Also issued with a COVID-19 Risk Assessment which is reviewed when necessary in line with Citation/Government guidelines.					
					Treat First aid training.	Health and Safety Training schedules are maintained.	All workers have completed first aid training.					
					Transfer Fidelity Guarantee Insurance cover.	Cover reviewed annually.	Cover under community Insurance through Zurich Municipal.				<div>CFO</div> <div>↔</div>	
HR3	Loss of key members of staff in a small team.Team is under resourced to delivery future operational delivery and stretegic objectives	High	High	High	Tolerate Other Drainage Boards, Environment Agency and Local Authorities could be asked to advise on operational needs if engineers were to leave.	CEO in dialogue with other Boards, Councils, collgedes and use of consultants.Branding and marketing of LSIDB and its website will enhance visability and value	Ensure that admin duties are understood by more than one individual. Engineers overlap to ensure spread of knowledge.Recruitment of two additional officer full tie housre needed. Phase 1 resrce plan being developed to recrite a FT P& G officer and exted the time and duties and responsibilities of the new CFO	Low	Low	High	<div>CEO/Ex.com/Board</div> <div>↑</div>	

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Category of Risk	Risk	Likelihood (without controls)	Impact (without controls)	Risk Level without controls	Risk response and control procedure	Monitoring and Assurance	Actions	Likelihood (with current controls)	Impact (with current controls)	Risk Level (with current controls)	Responsibility	
Office Systems/IT												
O1	Disaster to office premises/IT.	Low	High	Medium	Treat Can work from home using a Laptop which will have server access.	Business Continuity/Disaster Recovery plan tested satisfactorily in 2011 with Orchard computers.	A disaster recovery plan has been approved and clearly explains the steps that should be taken dependent on the type of disaster that occurs.	Low	Medium	Low	CEO/CE/Ex.Com	
					Treat Backups of server daily and once a week major backup.		Orchard Computer services. Daily/weekly backups.					
O2	Failure to store confidential and personal data in a secure environment.	High	High	High	Treat Ensure compliance with Data Protection Act 2018 and General Data Protection Regulation.	Review of data held annually. Destruction of data that is either out of date or no longer required. Paper records to be destroyed by a secure method and computer records to be deleted and erased.	Ensure that all staff and the Board are aware of the need to keep data secure and the implications of releasing personal sensitive data. Produce a GDPR Document Schedule. Produce a Document retention and destruction timetable.	Low	High	Medium	CFO	
O3	Failure to provide adequate insurance cover.	Medium	High	High	Transfer Level of Insurance cover is reviewed annually .	Cover reviewed annually.	Cover provided through Zurich Municipal.	Low	Low	Low	CFO	

Strategic Risks: (Responsibility and accountability to mitigate sits with Exec.Com.)												
SR1	Climate change and its impact on water levels, flood risk, and drainage systems.											
SR2	Changes to government policies and funding for flood management and drainage systems.											
SR3	Inadequate financial resources to maintain and upgrade drainage systems.											
SR4	Inability to attract and retain skilled personnel for drainage management.											
SR5	Changes in land use and development that impact the drainage system.											
Legal Risks: (Responsibility and accountability to mitigate sits with G & P)												
LR1	Non-compliance with environmental regulations and standards for water quality.											
LR2	Legal disputes with landowners over drainage and flooding issues.											
LR3	Infringement of intellectual property rights in relation to drainage systems.											
LR4	Infringement of business processes and Employee rights. (cross over with HR)											
Political Risks: (Responsibility and accountability to mitigate sits with the Executive Committee)												
PR1	Changes in government policy and funding for flood management and drainage systems.											

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PR2	Local political interference or pressure to prioritize certain areas or communities over others.											
PR3	Public opposition to drainage projects or policies.											
PR4	Negative media coverage or criticism of drainage management practices.											
PR5	Involvement in political controversies or scandals related to drainage management.											
Reputational Risks: (Responsibility and accountability to mitigate sits with Main Board)												
RR1	Negative public perception of the LSIDB’s effectiveness in managing flood risk and drainage systems.											
RR2	Poor communication with stakeholders, including local communities and landowners.											
RR3	Negative media coverage or criticism of the LSIDB’s actions or decisions.											
RR4	Failure to respond effectively to flooding events.											
RR5	Damage to the LSIDB’s reputation as a reliable and competent LSIDB.											
Programme Risk register	Initial Assessment					Mitigation					Reviewed by Programme Board on	
	Risk Description	Impact Summary	Impact	Probability	Score	Action	Impact	Probability	Score	Owner	Reviewed by Programme Board on	Reviewed by Programme Board on
P2	Failure to meet EA Compliance Deadlines	Pumps turned off leading to large scale flooding	5	4	20	Improve communiation with EA to ensure they are confident in the Board meeting its deadlines	5	2	10	CE		
P3	Lack of Sufficient Financial Resources	Inability to fully implement the programme	5	5	25	Investigate all possible funding streams including PWLB	5	1	5	CEO/AO/Board		
P4	Lack of staff resources	Disruption and delay to programme	5	4	20	Provide sufficient staff resources to implement programme	5	1	5	Board		
P5	Governace	Lack of appropriate oversight and delegated authority that hinders operational delivery	5	5	25	Governance structures implemented by Board	5	1	5	Board		

Ex.com - Executive Commitee
 F&GP Committee - Finance & General Purposes Committee
 PB - Programme Board

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD

Executive Committee Meeting

Wednesday 12th April 2023

**Lower Severn IDB Office/Hybrid
10.00am**

LOWER SEVERN (2022) INTERNAL DRAINAGE BOARD

TERMS OF REFERENCE OF THE NEW IDB EXECUTIVE COMMITTEE

Approved xx December 2022, Minute xxxx

Matters for determination by the Executive Committee

Policy & Guidelines

1. Purpose

The purpose of the Executive Committee is to undertake delegated tasks from the LSIDB Board including for key and immediate decisions from LSIDB's Current Sub Committee's:

The development and implementation of strategy, operational plans, policies, procedures and budgets;

- the monitoring of operating and financial performance of the Revenue Budget;
- the monitoring of operating and financial performance of the Capital Programme;
- the assessment and control of risk;
- the prioritisation and allocation of resources.

2. Membership

The Executive Committee will be made up of the Chief Executive Officer, the Chair, the Vice Chair. all the Committee Chairs and Key Officers of the LSIDB as required. The Chief Executive Officer shall act as Chair of the Committee. In his/ her absence the LSIDB Chair will act as Chair.

3. Meetings

The Executive Committee should meet on a monthly basis with prepared agendas of items for discussion. A quorum of three Members is required. The LSIDB's Governance Officer will act as secretary and take minutes of the meetings. The minutes of the meetings will be circulated at the LSIDB's Board Meetings and the Chief Executive Officer will present a written Chief Executive Officer Report at each quarterly LSIDB's Board meeting.

4. Duties

(i) Management

- The successful execution of strategy.
- Recommending objectives and strategy for the LSIDB in the development of its businesses.
- Identifying and executing new business opportunities, Capital Investment Projects if approved, outside the current core activities
- Reviewing the organisation structure of the LSIDB and making recommendations for change.
- Implementing policies relating to health and safety, environment, treasury and Statutory social responsibility.
- Ensuring the control, co-ordination and monitoring of risk and internal controls.
- Ensuring compliance with relevant legislation and regulations.
- Prosecution, defence or settlement of litigation.
- Ensuring appropriate levels of authority are delegated to LSIDB officers throughout the LSIDB's Annual Planning and delivery of Operations.

(ii) Financial reporting and controls

- Presentation of the LSIDB's budgets and five year plan to the LSIDB's Board and, following their approval, the achievement of the budgets and plans.
- Approval of capital projects between £50,000 and £500,000 for budgeted items and between £25,000 and £250,000 for unbudgeted items. Identification of the necessary funds when making these approvals. Reporting to the Board at the earliest opportunity.
- Adherence to Financial Regulations when authorising procurement.
- Renewal of banking facilities and arrangements for treasury management.
- Insurance, including LSIDB's and officers' liability insurance.

(iii) Statutory IDB Governance

The Committee shall conduct an annual review of its work and terms of reference and an assessment of its own effectiveness and make recommendations to the LSIDB's Board.

[illegible]

Number	Created	Action	Assigned to	Due	Status	Comments	Organisational Risk Register Reference	Organisational H&S Reference	Organisation Objective Reference
1	18/01/2023	Recommendation to the Board that the Board moves from paper to email as a source of documents and materials issued.	MP	08/02/2023	Completed				
2	18/01/2023	GS and CW to agree wording in respect of Terms of Ref for Programme Board and power so delegation to feed in report to be compiled by there Chair detailed below.	GS/CW	26/01/2023	Completed				
3	18/01/2023	A report to be included in Board Papers including number 2 above, including endorsement of Geoff Simms Int Cap Prog briefing note that this Committee be changed back to Programme Board, reaffirm to Members that local Members will be consulted on pump station replacements in their area & the explanation of change notes.	MR	26/01/2023	Completed				
4	18/01/2023	Contact the Gloucester Local Landowners Chair	MR	26/01/2023	Pending	22.2.23 - MR has made contact & will chase			
5	18/01/2023	Contact John Hore in respect of engagement with NFU	MP	26/01/2023	Completed				
6	18/01/2023	Issue the report in respect of the CEOs employment to the Executive Committee prior to HR Committee for review	MR	asap	Completed				
7	22/02/2023	In preparation of Phase 2 Governace, review Committees in Executive Committee. The 4 reports to support this will be issued to all Members with Action Tracker.	ALL	Jun 23	Completed				
8	22/02/2023	Addition to the Impact Report about the overtopping of water that puts additional pressure on the pumps in Lapperditch, Marshfield and Wicks Green	JD/JT/RG	22/03/2023	Completed				
9	22/02/2023	To review G&P meeting from 30th Nov to find the recommended wording proposed for the Chair and Vice Chair length of service	LR	22/03/2023	Completed				
10	22/02/2023	Speak with Appointed Members in relation to communications with their councils about what the Board do	MP	22/03/2023	Completed	MP to keep on progress at here 121's. 121 attendance is being noted as well and comitee and Board meeting attendance for members on behalf of the Chair.			
11	22/02/2023	To compile a list of Agricultural Events for informing the Boards work	ALL	ongoing					
12	22/02/2023	Look into alternative locations for Board meetings to improve attendance	LR	24/05/2023		LR on Sick leave - action to be taken forward by JT 05/2023			
13	22/02/2023	Letter to all Councils to highlight the importance of Member attendance at meetings explaining that this is something the Board is being measured on	MR	31/05/2023					
14	22/03/2023	planning for Showcase LSIDB at Frampton Show	RG	12/04/2023		RH contacted MP to help develop ideas action to be taken forward by RH, JT & JD			
15	22/03/2023	Consultaion paper for deas to go out to the Full board	MP	12/04/2023	Completed				
16	22/03/2023	SHM Matrix to incorporate Regional representation	JT	07/06/2023					

17	22/03/2023	Programme Briefing to be arranged with CLA, Chair and CEO	MR	12/04/2023	Completed	Meeting took Place April 23. Actions to follow for both CLA and LSIDB BDM			
18	22/03/2023	Confirm ICARE compliance signatures have been completed by Board Members and Officers	LR	12/04/2023		LR on Sick leave - action to be taken forward by MD 05/2023			
19	22/03/2023	Chairman's awards concept paper to be developed	MP	22/05/2023	Completed				
20	22/03/2023	Organise a combined workshop for Governance development in place of normal executive committee - in person mtg for April 23	MP	12/04/2023	Completed				
21	12/04/2023	Workshop proposed ToR's for Phase 2 Governance structure to be sent out to the Committee members for comments	SLT	03/05/2023	Ongoing				
22	12/04/2023	Chairman's award proposal discussed and reviewed - to be delivered, when needed and awards will be measured on benefits to organisation. By the Executive Comm.	ALL	ongoing	Ongoing	MP to Manage with SLT proposal document approved			
23	12/04/2023	Update Risk Register, with new R & R Headings and Additional Risks	MP	01/07/2023					

Number	Created	Action	Assigned to	Due	Status	Comments	Organisational Risk Register Reference	Organisational H&S Reference	Organisation Objective Reference
1	16/11/2022	Review Project Documents issued by MP and give feed back by end of week	ALL	18-Nov	Completed				
2	16/11/2022	Draft Terms of Reference for Programme Board	MP	17/11/2022	Completed				
3	16/11/2022	Draft Roles and Responsibilities Document	MP		Completed	To be reviewed by GS			
4	16/11/2022	Design and Develop Risk Register for Programme Board	MP		Completed				
5	23/11/2022	Send Cllr Griffin invite to our weekly meetings	LR	23-Nov-22	Completed	When he cant attend he will be updated by GS/MP			
6	23/11/2022	Implement Action Tracker and send weekly to Programme Board	LR	23-Nov-22	Completed				
7	23/11/2022	Book Project Management Training for LR	LR	31-Jan-23	Completed				
8	23/11/2022	Complete Project Mandate, issue to Balfor Beatty and forward LSIDB Framework.	JT	asap	Completed	30/11 Should be submitted within a couple of days. Done			
9	23/11/2022	To take to G&P – Integrating the Risk Register within other Committees	MP	30-Nov-22	Completed	Completed Links to documents to be added – comments column needed. The Org Risk register will be a live link on all committee agenda papers along with the Committee Tor and the actin Log once compiled from all committees. LSIDB organisational roll out to be ratified at the 14/12/22 Board			
10	23/11/2022	A folder to be set up to hold templates for project documentation to create a consistent library for resources	LR	23-Nov-22	Completed				
11	23/11/2022	SWOT Analysis to be issued and collated for review next week	MP	01-Jan-22	Completed	23/11/22 Officers/Members to submit SWOT to MP for population onto the risk register. 14/12/22 SWOTS received analysis to take place			
12	23/11/2022	Risks identified via the SWOT to be included in the Programme Committee Risk Register	MP/LR	18-Jan-23	In progress	04/01 JT to populate. 11.01 JT will finish populating and then email for feedback. JT to be the only person as document owner to make changes			
13	23/11/2022	Develop and issue a change request protocol	MP	07-Dec-22	Completed	MP to make amendments and resubmit			
14	23/11/2022	Forward SHM Template to LR	MP	30-Nov-22	Completed				
15	23/11/2022	Lessons Learnt Report to be issued to Motion, MR, CW, GS, JD, JT, RH	MP	asap		14/12 Will be reviewed Jan for submitting to Feb Board meeting. 04/01 JT and JD to submit info to MP.			
16	23/11/2022	To investigate CIL (Community Infrastructure Levy) funding	JT	ongoing	Completed	We don't meet the requirements			
17	23/11/2022	To touch base with contact Rhys McCarthy re ARA funding	JT	ongoing	Completed	JT will arrange meeting with MP, JT and Rhys			
18	23/11/2022	Assurance checklists on Gateway Reviews	MP	ongoing	Completed	MP to run past Cllr Griffin			
19	30/11/2022	Amend Change Protocol Template and Issue	MP	07/12/2022	Completed				
20	30/11/2022	Arrange Date with Rhys McCarthy/Martin Quinne/MP and JT	JT	asap	Completed				
21	30/11/2022	Send Details of Nigel Riglar from SGC to MP and JT	LR	asap	Completed				
22	30/11/2022	Organise meeting in person with Phil Camanille project team	LR	before xmas	Completed				
23	30/11/2022	Scope Cost of feasibility study to Perfect Circle, Balfor Beatty and one other	JT	Feb-23	Completed	14/12 hope to have all costs back so a decision can be made beginning of Jan. 21/12 JT updated that 3 companies had been approached, he is in the process of finalising tender ready for decision in January. 4/1 Will chase 11.01 – No reply from Santec, Arup are attending site 12.01 Arup have visited pump stations and should have report within fortnight. JT to chase Santec 25.01 Outstanding feasibility studies should be received this week. 01.02 feasibility studies due back this week and a one item PB meeting will be called to discuss. 8/2 Tenders all received and reviewed. See item 41.			
24	14/12/2022	Add Risk Register and reference to action tracker	LR	21/12/2022	Completed				
25	14/12/2022	Compile manual folder with all documents in for PB Members	LR		Completed				
26	14/12/2022	Glossary of acronyms	MP	ongoing	ongoing				
27	21/12/2022	Report for Committee name be compiled for next Board	GS	18/01/2023	Completed	21/12 Paper to be completed for Full Board meeting on 8th Feb, Admin team will need this by 27th Jan for inclusion so last date for review by Committee is 25/01/22. 11.01 to be included as part of a monthly report.			
28	21/12/2022	Chase Orchard re protection of action tracker	LR	Jan.	Completed	04.01 Will Chase again. 11.01 escalated and being chased as urgent. 16.01.23 Solutions sourced.			
29	11/01/2023	Add next layer of information in respect of project staffing resources	MP	08/02/2023	Completed				
30	11/01/2023	Add GS to monthly meetings with EA	JT	11/01/2023					
31	18/01/2023	Chase Tom (at national Defra level) in respect of assets funding framework	MP	25/01/2023	Completed	01.02 MP has chased and also spoken with Innes at ADA who will also make contact about when the framework will be ready. Will raise at the integrated Project Management with the EA			
32	18/01/2023	PB Briefing Note to be included in Board Papers	LR	27/01/2023	Completed	25/01/2023 Revised format to be used JT to populate and submit to Admin by 27th Jan for inclusion in Board Papers			
33	25/01/2023	To include in Risk Register the risk associated with SHM and communications being collective and authorised	MP	08/02/2023	Completed				
34	25/01/2023	To provide a comparison of the PWL from last year to now in terms of additional cost. To know the time needed to apply and receive should this path be required.	JD/MD	01/02/2023	Completed				
35	25/01/2023	Collate impact statement for the four remaining pumps should they breakdown/be switched – Agenda item on the Board – report to follow	JD/MD	01/02/2023	Completed	01.02 Will be finished by this week and included in the CEO report for the Full Board meeting 8th Feb.			
36	25/01/2023	Impact report on the additional costs from each of the three companies providing feasibility studies in respect of needing them within a much quicker time frame	JT	01/02/2023	Completed	01.02 JT has chased for these and ask they be identified as a separate line with the tenders.			
37	25/01/2023	Look at Gateway 0 and 1 (delivery & assurance checklist) in respect of the pilot programme	MP	15/02/2023	Completed				
38	01/02/2023	Bullet points for the CEO report on the cost difference on the PWL figures over the last couple of years and also the additional cost of the feasibility due to tight deadline.	JD/JT	07/02/2023	Completed				

Engineering Committee

[illegible]

Finance and General Purposes Committee

[illegible]

Governance and Probity Committee

[illegible]

Human Resources Committee

[illegible]

[illegible]

Number	Created	Action	Assigned to	Due	Status	Comments	Organisational Risk Register Reference	Organisational H&S Reference	Organisation Objective Reference
1									

Title: The benefits of having a Strong Brand and Logo for LSIDB

Introduction:

For the role out of our brand and website work as discussed at the Last Board., there is a business need of having a Strong Brand and Logo for our Lower Severn Internal Drainage Board (LSIDB) and how minimal upfront Investment can generate funding and revenue.

I have taken the liberty of noting some specifics:

1. Increased Recognition and Trust:
 - A strong brand and logo create a distinctive identity for the LSIDB, making it easily recognisable and memorable among stakeholders, including government agencies, communities, and potential funders.
 - Building trust through a consistent and professional brand image helps establish credibility and enhances our LSIDB's reputation.
2. Improved Communication and Awareness:
 - A well-designed logo and brand elements effectively communicate our LSIDB's mission, values, and services to a wide audience.
 - A strong brand presence increases awareness of our LSIDB's initiatives, leading to greater engagement and support from the community and potential funders.
3. Attraction of Funding and Grants:
 - A well-established brand and logo can significantly enhance our LSIDB's ability to secure funding from various sources, including government grants, private donors, and corporate sponsorships.
 - The visual appeal and professionalism conveyed by a strong brand make our LSIDB a more attractive investment for funding organisations.
4. Enhanced Marketing and Partnerships:
 - A strong brand and logo serve as powerful marketing tools, helping our LSIDB promote its services, projects, and success stories.
 - With a compelling brand, our LSIDB can attract partnerships with other organisations, such as research institutions, universities, and environmental groups, leading to collaboration opportunities and potential funding support.
5. Increased Revenue Generation:
 - A strong brand and logo contribute to revenue generation by attracting fee-paying customers for specialised services provided by our IDB.
 - For example, our LSIDB can offer consultancy services, flood risk assessments, and environmental impact assessments to external clients, leveraging its expertise and brand reputation to generate additional income.
6. Online Presence and Website Benefits:

- Investing in a professional website allows our LSIDB to showcase its brand, services, projects, and success stories to a global audience.
- The website can serve as a platform for sharing information, engaging with stakeholders, and attracting potential funding opportunities.
- Donations, sponsorships, and partnerships can be facilitated through the website, providing a convenient way for supporters to contribute financially.

Specific Examples of Minimal Upfront Investment Generating Funding and Revenue:

1. Sponsorship and Partnership Opportunities:
 - With a strong brand and logo, our LSIDB can approach local businesses, corporations, and community organisations for sponsorships or partnership opportunities, leading to financial support for specific projects or initiatives.
2. Grant Applications:
 - A well-established brand and logo create a professional image that strengthens grant applications. Funders are more likely to invest in organisations that demonstrate a clear brand identity and a track record of success.
3. Fee-Based Services:
 - Our LSIDB can offer specialised services, such as flood risk assessments, drainage design consultations, or environmental impact assessments, to external clients. By leveraging its brand reputation and expertise, our LSIDB can generate revenue through these fee-based services.
4. Crowdfunding and Donations:
 - A compelling brand and logo help create a sense of community and urgency, encouraging individuals and organisations to donate to our LSIDB's initiatives through crowdfunding platforms or direct donations.

Key message:

Investing in a strong brand and logo for the LSIDB provides numerous benefits, including increased recognition, improved communication, and enhanced funding opportunities. With a minimal upfront investment in branding and a professional website, our LSIDB can generate funding and revenue through sponsorships, grants, fee-based services, and donations. Establishing a strong brand presence creates a positive impact on our LSIDB's financial sustainability and enables it to continue delivering valuable services for flood management and environmental protection in the Lower Severn region.

Next Steps / Actions:

Presentation of logo for our website development to be launched at the June Board.

Preview to the Executive Committee in May 2023

Name: [Dr M Pope](#)

Position: [CEO LSIDB](#)

Title: LSIDB Designing a Governance for our next phase of Growth & Development

A report on designing a governance structure for a LSIDB for future success, growth and sustainability

Introduction:

LSIDB is a public body responsible for managing and improving the drainage systems within a defined area. The success, growth, and sustainability of LSIDB depends on a number of factors, including its governance structure. A well-designed governance structure can help LSIDB to achieve its objectives and respond to changing circumstances effectively.

Governance structure:

The governance structure of LSIDB can take many forms, but it should be designed to meet the specific needs and circumstances of the organisation. A well-designed governance structure will typically include the following components:

1. **The Main Board / Board of Directors:** The Board is responsible for setting the overall direction and strategy of the LSIDB, and for ensuring that it operates in an accountable and transparent manner. The Board should be composed of individuals with a range of relevant skills and expertise, including knowledge of drainage systems, water management, and local government.

2. **The LSIDB Operational Service is supported by the Boards specialist Committees,** each comprising of 8 members:

The committees are led by LSIDB subject matter specialists' chairs and supported by their representative Senior Board Officers - SLT (The Senior leadership Team) officer, each committee Board member with expertise, influence and knowledge that supports the work that respective committee. The Senior Officers & Chairpersons are responsible for:

- i) implementing the strategies and policies set by the Board.
- ii) lead the day-to-day operational delivery of LSIDB's service

This team should include individuals with expertise in areas such as drainage engineering, finance, and Business development.

LSIDB committees can provide the LSIDB with specialist advice and recommendations on specific areas, such as drainage system design, flood risk management, and environmental issues.

3. **Stakeholder engagement:** Engaging with stakeholders, such as local authorities, land owners, and environmental organisations, is an important part of the governance structure of an LSIDB. This can be achieved through regular meetings, consultations, and the appointment of stakeholder representatives to the Board or committees.

Key considerations:

When designing a governance structure for LSIDB, it is important to consider the following key factors:

1. **Responsiveness:** The governance structure should be designed to enable the LSIDB to respond effectively to changing circumstances, such as changes in funding, new legislation, and changing stakeholder needs.
2. **Transparency:** The LSIDB should operate in a transparent and accountable manner, with clear and consistent processes for decision-making and reporting.
3. **Effective decision-making:** The governance structure should enable the LSIDB to make decisions quickly and effectively, taking into account the views of all relevant stakeholders.
4. **Flexibility:** The governance structure should be flexible enough to allow the LSIDB to adapt to changing circumstances and to respond to new opportunities and challenges.
5. **Representation:** The governance structure should ensure that the LSIDB is representative of the needs and interests of all stakeholders, including local authorities, land owners, and environmental organisations.

A well-designed governance structure is essential for the success, growth, and sustainability of a UK LSIDB. The governance structure should be designed to meet the specific needs and circumstances of the LSIDB, and to ensure that it operates in a transparent, accountable, and effective manner. It should also be flexible enough to allow the LSIDB to respond to changing circumstances and to respond to new opportunities and challenges.

The importance of having the right governance of committees set up for a benchmark organisation like LSIDB, and working towards to the right membership of those specialised committees; with regards to equally important balance of local and business; experience, knowledge and influence

LSIDB is responsible for managing water levels and drainage in a defined geographic area, such as a river basin or a coastal catchment. To effectively fulfil this responsibility, LSIDB must have strong and effective committees in place, with the right governance and membership. In this section, outlined for discussion is the importance of having the right governance of committees set up for a benchmark LSIDB and the right membership of those specialized committees, with regards to experience, knowledge, and influence.

Expertise and Knowledge

The committees within LSIDB must have the necessary expertise and knowledge to manage LSIDB's operations effectively. This includes expertise in hydrology, engineering, finance, legal, and environmental management. The right membership of the committee will ensure that LSIDB can address the complex issues that arise, such as flood risk management and environmental protection.

Representation

The committees within LSIDB must represent the interests of all stakeholders, including landowners, local authorities, and the wider community. It is important to have a diverse range of members to ensure that all voices are heard, and LSIDB's decisions are fair and transparent. The right membership of the committee

with regards to experience, knowledge, and influence will ensure that LSIDB can effectively communicate with stakeholders and the wider community. There will be a maximum of 8 Members on each Committee.

Governance

Effective governance is critical for the successful operation of LSIDB. The committees within LSIDB must ensure compliance with legal requirements and ethical standards. The right governance structure ensures that LSIDB operates within the law, and its activities are in the best interests of the community. Effective governance promotes transparency and accountability.

Financial Management

The committees within LSIDB must approve the budget and monitor its financial performance. The right membership of the committee with regards to experience, knowledge, and influence in finance ensures that resources are allocated appropriately. The committee also ensures that the LSIDB is efficient with its resources and is transparent with its financial operations.

Strategic Planning

The committees within the LSIDB must develop a robust and achievable strategic plan that takes into account any emerging issues that may affect its operations. The right membership of the committee with regards to experience, knowledge, and influence will ensure that the LSIDB develops a strategic plan that is aligned with its mandate and goals.

Community Engagement

The committees within the LSIDB must engage with the community to ensure that their needs and concerns are taken into account. The right membership of the committee with regards to experience, knowledge, and influence in community engagement will ensure that the LSIDB engages effectively with the community, gaining their trust and support. Effective community engagement can also help the LSIDB identify emerging issues, such as changes in land use, which may impact the LSIDB's operations.

The membership of the committees within the LSIDB should include people who have a strong track record of involvement in drainage and water management issues, with relevant skills and experience. Members should have experience in areas such as environmental management, hydrology, engineering, finance, legal, and community engagement. Members should also have the necessary influence to ensure that the LSIDB's decisions are implemented effectively.

In having the right governance of committees set up is essential for a benchmark organisation like LSIDB. The right membership of those specialised committees, with regards to experience, knowledge, and influence, ensures that the LSIDB operates effectively and efficiently, serving the interests of its stakeholders and the wider community. A well-structured committee with the appropriate expertise, representation, governance, financial management, strategic planning, and community engagement, ensures that the LSIDB can meet its mandate and goals, whilst securing future sustainability and growth.

Executive Committee and Board Chair's agreed Recommendations for Board approval:

Main Board – SRO (Senior Responsible Officer) – CEO – Current ToR (matters reserved for the Board document) – *however this needs to be a more formal business layout responsibilities and accountabilities are not decreased – Action CEO G & P to update Policy 2023 to come up with a Draft wording for the November 2023 Board*

Executive Committee – as approved previously by the Board as part of Phase 1 Governance transformation.

Finance Committee – SRO - CFO – *Covering; finance, pensions, treasury, general purposes and investments.*

Business Services Committee – SRO – BSO (Ratings & Business services Officer) - *Covering; all support services HR, Probity, Legal, IT, Governance, strategic communications, procurement, risk management*

Operational Service Committee - SRO- HoOS (Head of Operational Service)– *Covering; Service Delivery, Engineering, Technology development, H & S, and Environment*

Business Development & Growth Committee - SRO- BDM (Business Development Manager)- *Covering; Capital programme delivery, technology & process development, and LSIDB growth.*

Programme Board – as approved previously by the Board as part of Phase 1 Governance transformation.

This next section of appendices will describe the TOR of each Committee and the Desired Job description of the Committee Chair with respect to the skills, knowledge, experience and influence recommended. – This is an ideal we may have to work towards this as we develop phase 3 of our Governance which will look at new membership selection for the Board. In addition to this the Outlined JD's might not cover the role of one individual and may have to be balance within the wider Committee construct of Members and Senior management leadership and or their accessibility to resources that can inform the Committee Chair.

Finance Committee – Draft Terms of reference and JD of Chair to be considered, developed further and agreed by the Executive Committee - **Appendix A**

Business Services Committee – Draft Terms of reference and JD of Chair to be considered, developed further and agreed by the Executive Committee - **Appendix B**

Operational Service Committee – Draft Terms of reference and JD of Chair to be considered, developed further and agreed by the Executive Committee - **Appendix C**

Business Development & Growth Committee – Draft Terms of reference and JD of Chair to be considered, developed further and agreed by the Executive Committee - **Appendix D**

Appendix A

Finance Committee:

Detailed Tor for finance Treasury Committee for LSIDB Covering; finance, pensions, treasury, general purposes, and investments,

Here is a detailed TOR (Terms of Reference) for a Finance and Treasury Committee for LSIDB covering finance, pensions, treasury, general purposes, and investments:

1. **Purpose:** The purpose of the Finance and Treasury Committee is to provide strategic direction and oversight for the financial affairs of the LSIDB, with a focus on finance, pensions, treasury, general purposes, and investments.
2. **Membership:** The committee shall consist of no fewer than three members of the Board, including the Chair. The committee shall appoint a Chair from among its members.
3. **Responsibilities:** The committee shall have the following responsibilities:
 - a. Financial Oversight: The committee shall oversee the LSIDB's financial affairs, including the development of the annual budget, financial reporting, and management of the LSIDB's financial resources.
 - b. Pensions Oversight: The committee shall oversee the LSIDB's pension affairs, including the development of pension policies and procedures, and the management of the LSIDB's pension funds.
 - c. Treasury Oversight: The committee shall oversee the LSIDB's treasury affairs, including the development of treasury policies and procedures, and the management of the LSIDB's cash flow and investments.
 - d. General Purposes: The committee shall oversee the LSIDB's general financial affairs, including the management of the LSIDB's assets and liabilities, and the development of financial policies and procedures.
 - e. Investment Oversight: The committee shall oversee the LSIDB's investment activities, including the development of investment policies and procedures, and the evaluation of investment opportunities.
4. **Meetings:** The committee shall meet at least quarterly, or more frequently as required this is dependent on Organisation priorities and any risk management plans. Meetings shall be chaired by the committee Chair, and minutes shall be recorded and kept for 30 days, with a digital live action tracking log records kept for audit and distributed to all members of the Board.
5. **Reporting:** The committee shall report to the Board on its activities and recommendations at each Board meeting.

By establishing a Finance and Treasury Committee with clear TOR covering finance, pensions, treasury, general purposes, and investments, the LSIDB can ensure that its financial affairs are effectively managed, and that appropriate investment, pension, and treasury management practices are in place. This will help to ensure that the LSIDB can effectively carry out its mission of managing water levels and flood risk in the local area, while maintaining sound financial management practices.

Job Title: Chair of Finance and Treasury Committee for LSIDB

Job Overview:

The Chair of the Finance and Treasury Committee is responsible for overseeing the financial management of the LSIDB. The role involves providing leadership, guidance and oversight to the committee members responsible for finance, pensions, treasury, general purposes, and investments. The Chair must have a strong background in finance and treasury management, along with experience in working with regulatory bodies, government agencies and investment managers.

Responsibilities:

- Provide strategic direction and leadership for the Finance and Treasury Committee.
- Ensure that the Committee has a clear understanding of the LSIDB's financial position and the risks involved in managing the Board's finances.
- Oversee the development and implementation of financial policies, procedures and internal controls.
- Ensure that the Committee adheres to all relevant legal, regulatory and governance requirements.
- Monitor the performance of the Board's investments and provide advice on investment strategy.
- Ensure that the Board's pension arrangements are properly funded and that pension liabilities are managed effectively.
- Ensure that the Committee is fully informed about all aspects of the Board's finances, including income, expenditure, cash flow and reserves.
- Provide regular reports to the Board on the Committee's activities and recommendations.
- Ensure that the Committee operates in an open and transparent manner, with appropriate levels of accountability and scrutiny.

Requirements:

- Proven experience as a senior finance professional, ideally in a treasury or investment management role.
- Strong knowledge of financial management, including budgeting, forecasting, risk management and investment management.
- A good understanding of pensions legislation and regulations.
- Experience of working with regulatory bodies, government agencies and investment managers.
- Excellent leadership and communication skills, with the ability to build effective relationships with colleagues, stakeholders and external partners.
- Ability to work independently, with a high level of self-motivation and drive.
- Strong analytical and problem-solving skills.
- A good understanding of governance and compliance issues.

Influence:

The Chair of the Finance and Treasury Committee has significant influence within the LSIDB. They are responsible for overseeing the financial management of the Board and providing guidance and leadership to the Committee members. They must work closely with other senior members of the Board to ensure that the Board's financial position is understood and managed effectively. The Chair will also have regular contact with regulatory bodies, government agencies and investment managers, and will need to build effective relationships with these external partners. Their role is critical in ensuring that the LSIDB operates in a financially sustainable and responsible manner, and that it is able to meet its obligations to its stakeholders and customers.

Appendix B

Business Services Committee:

The Tor for Business Services Committee for LSIDB would be responsible for overseeing and managing the following areas of cross over:

1. Human Resources (HR): The committee would be responsible for managing strategic HR direction and risk management aspects of HR within the LSIDB, including supporting the CEO when needed on recruitment, employee onboarding, training and development, performance management, compensation and benefits, employee relations, and compliance with employment laws and regulations.
2. Property: The committee would oversee the management of LSIDB's assets and properties, including land, buildings, and equipment. This would involve developing and implementing policies and procedures for property management, monitoring property usage and maintenance, and ensuring compliance with relevant regulations and laws.
3. Governance: The committee would be responsible for ensuring that LSIDB operates in compliance with relevant laws and regulations, and for overseeing the LSIDB's governance structure. This would involve developing and implementing policies and procedures for decision-making and accountability, monitoring compliance with internal policies and procedures, and ensuring that the LSIDB's governance structure is effective and transparent.
4. Administration: The committee would oversee the day-to-day administrative functions of LSIDB, including financial management, IT systems, and record-keeping. This would involve developing and implementing policies and procedures for administrative functions, monitoring performance against targets and budgets, and ensuring compliance with relevant regulations and laws.
5. Legal: The committee would be responsible for overseeing LSIDB's legal affairs, including contracts, litigation, and compliance with relevant laws and regulations. This would involve developing and implementing policies and procedures for legal affairs, monitoring compliance with legal requirements, and managing any legal disputes or challenges that arise.
6. Communications: The committee would be responsible for managing LSIDB's internal and external communications, including public relations, marketing, and stakeholder engagement. This would involve developing and implementing communication strategies, monitoring performance against communication targets, and ensuring that the LSIDB's communication is effective, transparent, and aligned with its strategic objectives.
7. Procurement: The committee would oversee LSIDB's procurement processes, including purchasing, tendering, and contract management. This would involve developing and implementing policies and procedures for procurement, monitoring performance against procurement targets, and ensuring compliance with relevant regulations and laws.
8. Risk Management: The committee would be responsible for identifying, assessing, and managing risks within LSIDB, including financial, operational, and reputational risks. This would involve developing and implementing risk management policies and procedures, monitoring performance against risk management targets, and ensuring that the LSIDB's risk management activities are effective and aligned with its strategic objectives.

Meetings: The committee shall meet at least quarterly, or more frequently as required this is dependent on Organisation priorities and any risk management plans. Meetings shall be chaired by the committee Chair, and minutes shall be recorded and kept for 30 days, with a digital live action tracking log records kept for audit and distributed to all members of the Board.

Reporting: The committee shall report to the Board on its activities and recommendations at each Board meeting.

Overall, the Tor for Business Services Committee for LSIDB would play a critical role in ensuring that LSIDB operates efficiently, effectively, and in compliance with relevant laws and regulations. By overseeing key areas such as HR, property, governance, administration, legal, communications, procurement, and risk management, the committee would help LSIDB to achieve its strategic objectives and deliver value to its stakeholders.

Job Title: Chair of Business Services Committee for LSIDB

Job Overview:

The job description for Business Services Committee chair for LSIDB would be responsible for overseeing and managing the following areas: hr, communications, legal, probity, governance with respect to skills knowledge experience and influence

Thank you for clarifying the areas that the Business Services Committee chair for LSIDB would be responsible for covering HR, Communications, Legal, probity, and Governance, in terms of skills, knowledge, experience, and influence.

Skills:

1. Leadership Skills
2. The Chair of the Business Services Committee should possess strong leadership skills and be able to inspire and motivate committee members to achieve the LSIDB's goals in areas of HR, Communications, Legal, probity, and Governance.
3. Interpersonal Skills
4. The Chair should possess excellent interpersonal skills and be able to communicate effectively with a diverse group of stakeholders, including board members, staff, and external partners.
5. Strategic Thinking
6. The Chair should possess strong strategic thinking skills and be able to identify opportunities and risks related to the LSIDB's business services functions.
7. Analytical Skills
8. The Chair should possess strong analytical skills and be able to analyse complex data and provide insightful recommendations to the committee and board.
9. Advocacy Skills

10. The Chair should be an effective advocate for the organisation and its interests, and be able to build strong relationships with external stakeholders.

Knowledge:

1. HR Management

2. The Chair of the Business Services Committee should have a strong understanding of HR management, including recruitment, training, employee relations, and employment law.

3. Communications Management

4. The Chair should have knowledge of communications management, including media relations, stakeholder engagement, and public relations.

5. Legal Compliance

6. The Chair should have knowledge of legal compliance, including governance, regulations, and legislation related to business services functions.

7. Property Management

8. The Chair should have knowledge of property management, including property acquisitions, disposals, leases, and maintenance.

9. Governance

10. The Chair should have knowledge of governance practices and principles, including best practices for overseeing business services functions.

Experience:

1. Business Services Experience

2. The Chair of the Business Services Committee should have significant experience in business services management, preferably in a leadership role.

3. Board Experience

4. The Chair should have experience serving on boards or committees, ideally in a leadership position, and should have a strong understanding of governance and fiduciary duties.

5. Industry Experience

6. The Chair should have experience in the drainage or water management industry, with knowledge of the challenges and opportunities facing the industry.

Influence:

1. Decision Making

2. The Chair should have strong decision-making skills and be able to make informed and strategic decisions related to business services functions.

3. Relationship Building

4. The Chair should be able to build strong relationships with internal and external stakeholders, including board members, staff, and external partners.

5. Advocacy

6. The Chair should be an effective advocate for LSIDB and its business services functions, and be able to communicate the LSIDB's interests to external stakeholders.

In Summary the Chair of the Business Services Committee for LSIDB plays a critical role in overseeing and managing the HR, Communications, Legal, Property, and Governance functions of the LSIDB. To succeed in this role, the Chair should possess a strong understanding of business services management, with knowledge of HR management, communications management, legal compliance, property management, and governance. The Chair should also possess significant experience in business services management and board leadership, as well as strong decision-making, relationship-building, and advocacy skills

Appendix C

Operational Service Committee

Here is a detailed TOR (Terms of Reference) for an Operational Service Committee for LSIDB covering engineering, technology development, delivery, health & safety, and environmental:

1. **Purpose:** The purpose of the Operational Service Committee is to provide strategic direction and oversight for the operational activities of the LSIDB, with a focus on engineering, technology development, delivery, health & safety, and environmental matters.
2. **Membership:** The committee shall consist of no fewer than three members of the Board, including the Chair. The committee shall appoint a Chair from among its members.
3. **Responsibilities:** The committee shall have the following responsibilities:
 - a. Engineering Oversight: The committee shall oversee LSIDB's engineering activities, including the design and construction of drainage systems, flood risk management, and other infrastructure projects.
 - b. Technology Development: The committee shall oversee LSIDB's technology development activities, including the use of GIS and other technologies to support drainage management and flood risk reduction.
 - c. Delivery Oversight: The committee shall oversee LSIDB's delivery activities, including the management of contractors and other service providers, and the delivery of services to the community.
 - d. Health & Safety: The committee shall oversee LSIDB's health and safety activities, including the development and implementation of policies and procedures to ensure the safety of IDB employees, contractors, and the public.
 - e. Environmental Oversight: The committee shall oversee LSIDB's environmental activities, including the development and implementation of policies and procedures to ensure the protection of the environment, and the management of LSIDB's impact on the local ecosystem.
4. **Meetings:** The committee shall meet at least quarterly, or more frequently as required this is dependent on Organisation priorities and any risk management plans. Meetings shall be chaired by the committee Chair, and minutes shall be recorded and kept for 30 days, with a digital live action tracking log records kept for audit and distributed to all members of the Board.
5. **Reporting:** The committee shall report to the Board on its activities and recommendations at each Board meeting.

By establishing an Operational Service Committee with clear TOR covering engineering, technology development, delivery, health & safety, and environmental matters, LSIDB can ensure that its operational activities are effectively managed, and that appropriate policies and procedures are in place to support the safe and effective delivery of services to the community. This will help to ensure that LSIDB can effectively carry out its mission of managing water levels and flood risk in the local area, while maintaining a focus on safety and environmental responsibility.

Job Title: Chair of Operational Service Committee

Overview:

The Chair of the Operational Service Committee will provide leadership, strategic direction, and oversight of operational service delivery for LSIDB. As the Chair Covering engineering, technology development, delivery, health & safety, and environmental, in terms of; knowledge, skills; experience will be responsible for overseeing engineering and technology development, service delivery, health and safety, and environmental management.

Key Responsibilities:

- Provide strategic direction and leadership to the Operational Service Committee.
- Oversee and manage the delivery of operational services, including engineering and technology development, health and safety, and environmental management.
- Develop and implement policies and procedures for the operational service delivery in compliance with all relevant regulations and standards.
- Ensure the efficient and effective use of resources to achieve operational service goals.
- Collaborate with other committees and stakeholders to ensure that operational service delivery meets the needs of LSIDB and its stakeholders.
- Work with the Board of Directors to develop and implement the LSIDB's strategic plan and objectives.
- Build and maintain positive relationships with stakeholders, including the public, government agencies, and industry groups.
- Represent LSIDB in public forums and other relevant events.

Knowledge:

- A bachelor's degree in engineering, environmental science, or a related field.
- In-depth knowledge of drainage management and flood risk management, including relevant regulations and standards such as Health and Safety Executive (HSE), Environment Agency, and Planning Authorities.
- Strong understanding of engineering and technology development, health and safety, and environmental management.
- Knowledge of financial management, budgeting, and resource allocation.

Skills:

- Strong leadership and management skills, with experience in managing teams and developing policies and procedures.

- Excellent communication and interpersonal skills, with the ability to build and maintain positive relationships with stakeholders.
- Strong analytical and problem-solving skills, with the ability to make data-driven decisions.
- Proven ability to develop and implement effective strategies and plans.
- Effective negotiation and conflict resolution skills.

Experience:

- At least 10 years of experience in operational service delivery, including engineering and technology development, health and safety, and environmental management.
- Proven experience in strategic planning and implementation.
- Demonstrated success in managing teams and developing policies and procedures.
- Experience in budgeting and financial management.

Influence:

The Chair of Operational Service Committee will have significant influence within LSIDB and with external stakeholders. They will work closely with the Board of Directors to develop and implement the LSIDB's strategic plan and objectives. They will also collaborate with other committees and stakeholders to ensure that operational service delivery meets the needs of LSIDB and its stakeholders. The Chair of Operational Service Committee will represent LSIDB in public forums and other relevant events, building and maintaining positive relationships with stakeholders, including the public, government agencies, and industry groups. They will also have the ability to influence the direction of the LSIDB's operational service delivery and to drive change where necessary to improve performance and meet the needs of LSIDB and its stakeholders.

Appendix D

Title: ToR's Business Development and Growth Committee

A detailed TOR (Terms of Reference) for a Business Development and Growth Committee for LSIDB covering capital programme delivery, technology & process development, and LSIDB growth:

1. **Purpose:** The purpose of the Business Development and Growth Committee is to provide strategic direction and oversight for the growth and development of the LSIDB, with a focus on capital Programme delivery, technology & process development, and LSIDB growth.
2. **Membership:** The committee shall consist of no fewer than three members of the Board, including the Chair. The committee shall appoint a Chair from among its members.
3. **Responsibilities:** The committee shall have the following responsibilities:
 - a. Capital Programme Delivery: The committee shall oversee the delivery of the LSIDB's capital Programme, including the development of capital plans, the management of capital projects, and the allocation of capital resources.
 - b. Technology & Process Development: The committee shall oversee the development of technology and process improvements to support the LSIDB's operations, including the use of GIS and other technologies to support drainage management and flood risk reduction, and the development of process improvements to increase efficiency and effectiveness.
 - c. LSIDB Growth: The committee shall oversee the growth and development of the LSIDB, including the identification of growth opportunities, the development of business plans to support growth, and the management of growth initiatives.
4. **Meetings:** The committee shall meet at least quarterly, or more frequently as required this is dependent on Organisation priorities and any risk management plans. Meetings shall be chaired by the committee Chair, and minutes shall be recorded and kept for 30 days, with a digital live action tracking log records kept for audit and distributed to all members of the Board.
5. **Reporting:** The committee shall report to the Board on its activities and recommendations at each Board meeting.

Job Title: Chair of Business Development and Growth Committee

Overview: Detailed job description for chair of a business development and growth Committee for LSIDB Detailed Tor for LSIDB Covering capital Programme delivery, technology & process development , and IDB growth in terms of skills, knowledge, experience and influence

Skills:

1. Leadership Skills
2. The Chair should possess strong leadership skills and be able to inspire and motivate committee members to achieve the LSIDB's goals in the areas of capital Programme delivery, technology, and process development, and IDB growth.
3. Interpersonal Skills

4. The Chair should possess excellent interpersonal skills and be able to communicate effectively with a diverse group of stakeholders, including board members, staff, and external partners.
5. Strategic Thinking
6. The Chair should possess strong strategic thinking skills and be able to identify opportunities and risks related to the LSIDB's business development and growth.
7. Analytical Skills
8. The Chair should possess strong analytical skills and be able to analyze complex data and provide insightful recommendations to the committee and board.
9. Advocacy Skills
10. The Chair should be an effective advocate for the LSIDB and its interests, and be able to build strong relationships with external stakeholders.

Knowledge:

1. Capital Programme Delivery
2. The Chair should have a strong understanding of capital Programme delivery, including project management, budgeting, and financing.
3. Technology and Process Development
4. The Chair should have knowledge of technology and process development, including emerging technologies and trends that may impact the LSIDB's operations.
5. LSIDB Growth
6. The Chair should have knowledge of LSIDB growth strategies, including identifying opportunities for new projects or partnerships and expanding the LSIDB's services.
7. Risk Management
8. The Chair should have knowledge of risk management principles and practices, including identifying and mitigating risks associated with business development and growth.
9. Regulatory Compliance
10. The Chair should have knowledge of regulatory compliance requirements related to capital Programme delivery, technology and process development, and LSIDB growth.

Experience:

1. Business Development and Growth Experience
2. The Chair of the Business Development and Growth Committee should have significant experience in business development and growth, preferably in a leadership role.
3. Project Management Experience
4. The Chair should have experience in project management, including leading projects from conception to completion.
5. Board Experience

6. The Chair should have experience serving on boards or committees, ideally in a leadership position, and should have a strong understanding of governance and fiduciary duties.
7. Industry Experience
8. The Chair should have experience in the drainage or water management industry, with knowledge of the challenges and opportunities facing the industry.

Influence:

1. Decision Making
2. The Chair should have strong decision-making skills and be able to make informed and strategic decisions related to business development and growth.
3. Relationship Building
4. The Chair should be able to build strong relationships with internal and external stakeholders, including board members, staff, and external partners.
5. Advocacy
6. The Chair should be an effective advocate for the LSIDB and its business development and growth, and be able to communicate the LSIDB's interests to external stakeholders.

The Chair of the Business Development and Growth Committee for LSIDB plays a critical role in overseeing and managing the LSIDB's capital Programme delivery, technology and process development, and IDB growth. To succeed in this role, the Chair should possess a strong understanding of business development and growth, with knowledge of capital Programme delivery, technology and process development, IDB growth strategies, risk management, and regulatory compliance. The Chair should also possess significant experience in business development and growth and project management, as well as strong decision-making, relationship-building, and advocacy skills.

Next Steps:

Action for (Executive Committee):

- The Exec.com. agreement of MR's Phase 2 transformation of LSIDB's Governance
 - Agreement on 4 changed committee's
 - There will be 8 maximum Board members on each Committee
- Final Phase 2 Governance structure presented to the Board in June 23 by MR.
- Committee Membership – All Board members will be invited to volunteer on the committees the membership will be reviewed and decided by the Board Chair, Vice Chair, HR Chair. and CEO

The report be noted, and agreed at Executive Committee May 2023.

Name: [Mr M Riddle](#)

Position: [LSIDB Chair](#)

Title: Succession planning Andrew at LSIDB**Introduction:**

Succession planning for the engineering foreman Andrew Terrett LSIDB is crucial for ensuring a smooth transition of leadership and maintaining operational efficiency. We plan to keep hold of Andrew for as long as we possibly can, however we do need to integrate a medium to long term plan. This report for the Executive Committee explores various options, with a particular focus on UK Government apprenticeships, to develop potential successors for the engineering foreman position.

1. Internal Promotion:

One option is to identify talented individuals within the organization and provide them with development opportunities to prepare them for the engineering foreman role. This could involve offering additional training, mentoring, and job rotation to expand their knowledge and skills.

2. Cross-Training:

Cross-training existing employees across different departments or roles within the internal drainage board can create a pool of versatile candidates who can step into the engineering foreman position when needed. This approach allows for flexibility and reduces the risk associated with relying on a single individual.

3. Mentoring and Coaching:

Implementing a formal mentoring and coaching program can pair experienced engineers with potential successors. Mentors can provide guidance, support, and knowledge transfer, helping to develop the necessary skills and competencies for the engineering foreman role.

4. UK Government Apprenticeships:

The UK Government offers apprenticeship programs that combine practical work experience with formal education. These apprenticeships can be an excellent option for succession planning, providing structured training and qualifications to individuals interested in pursuing a career as an engineering foreman.

- **Engineering Technician Apprenticeship:** This apprenticeship program focuses on developing technical skills and knowledge in engineering. Apprentices work alongside experienced professionals while attending formal classroom training, gaining valuable practical experience.
- **Higher-Level Apprenticeships:** These apprenticeships offer advanced training beyond the standard technician level. They combine work experience with higher education qualifications, such as foundation degrees or bachelor's degrees in engineering.
- **Management Apprenticeships:** These apprenticeships are designed for individuals aspiring to leadership positions. They provide training in management and leadership skills, equipping potential successors with the necessary competencies to fulfil the engineering foreman role effectively.

Benefits of UK Government Apprenticeships:

- **Structured learning:** Apprenticeships offer a structured learning pathway, ensuring apprentices gain both practical experience and formal qualifications.
- **Industry relevance:** The apprenticeships are tailored to meet the needs of the engineering industry, providing apprentices with skills directly applicable to the engineering foreman role.
- **Government support:** The UK Government offers financial incentives and support to employers participating in apprenticeship programs, making them an attractive and cost-effective option for succession planning.
- **Diverse talent pool:** Apprenticeships attract a diverse range of candidates, including school leavers, career changers, and individuals seeking to upskill, providing opportunities to cultivate a diverse and inclusive workforce.

Next Steps:

Succession planning for the engineering foreman position within LSIDB is essential for ensuring continuity and operational effectiveness. Options such as internal promotion, cross-training, mentoring, and coaching can be effective in developing potential successors. In particular, the UK Government apprenticeship programs provide a structured and industry-relevant approach to nurturing talent and preparing individuals for the engineering foreman role. By leveraging these options, internal drainage boards can build a strong pipeline of skilled professionals capable of stepping into leadership positions and driving future success.

Note: The specific details of UK Government apprenticeships, including entry requirements and availability, may vary. It is recommended to consult with the EA and DEFRA and local college apprenticeship providers for up-to-date information and tailored guidance.

This Action sits with the HoOS – James Druett, and forms parts of the Engineering committee and HR committee risks.

Name: [Dr M Pope](#)

Position: [CEO LSIDB](#)

LSIDB Capital Programme Highlight Report

PROJECT DETAILS					
Programme Name	Pumping Station Replacement Programme				
Programme Manager	James Thomas	Report Date	12/5/2023	Reporting Period	April/May
Programme Summary	Renewal of four of the Boards pumping stations.				

PROGRAMME TOLERANCE STATUS			
This report		Last report	

Are the categories below within agreed tolerance? (Green = Yes, Amber = At risk of breach, Red = No)

Time (on schedule, to plan)	TBC Post Feasibility	Scope	TBC Post Feasibility
Quality	TBC Post Feasibility	Resources	TBC Post Feasibility
Budget/Costs	TBC Post Feasibility	Dependencies	TBC Post Feasibility
Benefits & Outcome	TBC Post Feasibility		

Are there any Risks or Issues to highlight or escalate?	Risks	TBC	Issues	TBC
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Establishing Deliverables
<ul style="list-style-type: none"> The meeting is collaborative and a safe environment for open and honest discussions The aim is not to vote on matters but to use fact and experience to come to a collective decision Collective decisions will be fully supported by 'team' members as part of our values of collective responsibility A 'live' action tracking system is the 'vehicle' to manage the meeting rather than using minutes which can be subjective. We will also utilise a 'Programme' risk register to support effective delivery, risks that are seen to be of a wider consideration will be submitted to the owner of the LSIDB risk register (CEO) for consideration of inclusion in the organisations risk register All decisions will be made within the delegated responsibilities as laid down by the appropriate Standing Orders. Purchases of goods and services will be fully compliant with the appropriate procurement processes and standards. The Full Board and stakeholders will continue to be fully briefed on the status of the Pumping Station Programme and we will consult with other stakeholders as appropriate.

LSIDB Capital Programme Highlight Report

Actions Taken to date and Priorities

- We have been established healthy interfaces with our key stakeholders, led by our CEO and Programme and Governance Officer who is now in post as of 9/5/23
- Eel Passage element of the feasibility study now complete and due for imminent issue to EA fisheries Teams.
- Full Feasibility study on track for completion in the coming weeks
- All data requests made by Arup to the Board have been fulfilled
- Funding options are continually being sought with local and national level conversations
- New financial reporting system being set up on Sage.
- Focus of 'Through Life Capability Management' when costing the project to demonstrate our commitment when making funding bids
- EA IDB Integrated Programme Team meetings continuing on a regular basis
- The CEO Continues to lead at a national level on shaping government policy in relation to funding
- Letters of support and a lobbying framework are in progress with NFU and CLA
- The CLA and NFU will release a joint press statement when agreements are reached supporting our benchmark joint pilot programme with the EA
- New Team beginning to integrate and work well together
- Business Support Officer Role now advertised, closing date the 26th June, further enabling additional service level contracted support work to be done in house effectively.

Establishing Deliverables

RECOMMENDATION

This Report be noted.

APPROVAL & VALIDATION

Report Approved by Project Sponsor

Date:

Financial Information Validated by Business Partner

Date:

HEAD OF SERVICE REPORT

- **Health and Safety**

No near misses or incidents to report.

Citation annual Health and safety audit. (26/01/23)

A programme of work and additional training is underway to ensure we meet all the additional requirement's so that we are fully compliant.

Forklift refresher training completed and all candidates passed successfully.

Emergency first aid training undertaken at the Boards offices for 3 remaining operatives.

Fire Risk assessment undertaken at Boards depot.

Asbestos survey undertaken at Boards Depot.

Risk Assessment support ongoing with Citation and being uploaded on the Atlas operating system.

- **Dredging Programme 2023**

Tree cutting and dredging works have commenced or ongoing at the following locations.

Lower Almondsbury, Marshwall Rhine.

Lapperditch, Epney due to imminent Pump station survey work which may be required.

Eldersfield adjacent to the M50.

Minsterworth.

Fencing, grass seeding and access culverts for our use at various locations.

Stanley Mills, Stroud, residential property flooding. Excavations carried out looking for drainage routes and culverts. Road culvert completely buried and has now been jetted by GCC Highways.

- **Mowing and Weed cutting 2023**

All machinery is currently being serviced to prepare for the start of the annual routine maintenance works across the Boards district beginning in June especially where residential property is at risk from flash flooding.

Chemical weed control completed in areas inaccessible with mechanical plant.

Recommendations: That the report be noted

James Druett
Head of Service

Schedule of Policies with Review Dates

Updated:

June 2022

Policies for review at next meeting: 30th November 2022

	Date of Adoption	Minute Number	Web Site	Last Reviewed by G&P Committee	Proposed Review Date
Policy/Document					
1. Anti-Bribery Policy	23 September 2020	3106	Published	2 September 2020	2023
2. Anti-Fraud and Corruption Policy	23 September 2020	3106	Published	2 September 2020	2023
3. Biodiversity Action Plan	2 February 2022	3324	Published	12 January 2022	2025
3a. Biosecurity Policy and Procedures	6 February 2019	2822	No		2023
4. Complaints Against Board Members Procedure	23 September 2020	3106	Published	2 September 2020	2023
5. Complaints Procedure	23 September 2020	3106	Published	2 September 2020	2023
6. Data Protection Policy	28 April 2021	3211	Published	31 March 2021	2024
7. Delegation of Powers to Officers	24 June 2015	2221	Published	4 December 2019 (2968)	2022
8. Employee Handbook	5 November 2014	2099	No	Revised April 2021 by Citation	2023
9. Financial Regulations	3 February 2021	3002	Published	5 February 2021(Board)	2023
10. Flood Protection and Water Level Management Policy Statement	18 September 2013	1860	Published		
11. Freedom of Information Publication Scheme	3 February 2021	3173	Published	2 December 2020	2024
12. Gifts and Hospitality Policy	3 February 2021	3173	Published	2 December 2020	2024
13. Grievance Hearings	5 June 2019	2879	No	3 April 2019	2022
14. Guidance for Elected Members in respect of extended absence	22 June 2016	2352	No		2022
15. Guidance for Members of staff in respect of gifts and hospitality	28 June 2017	2532	No		2022
16. Home Working	3 November 2021	3294	No	To be reviewed by G&P in March 2022 for Full Board in June 2022	2022
17. Media Protocol	3 February 2021	3173	Published	2 December 2020	2024
18. Media and Publicity Policy	26 February 2020				
19. Member Code of Conduct	3 February 2020	3173	Published	2 December 2020	2024
20. Members/Officer Protocol	2 February 2022	3340	No*	12 January 2022	2025
21. Mission Statement	6 February 2019	2823	Published	5 December 2018	2022
22. Redundancy Policy	23 September 2020	3106	No*	2 September 2020	2023

23. Standing Orders	28 April 2021	3211	Published	31 March 2021	2024
24. Substitute Member Protocol	2 February 2022	3340	No*	12 January 2022	2025
25. Voting on Appointments Procedure	8 June 2022	3421	No*	30 March 2022	2025
26. Whistle Blowing Policy (revise 2 years not 3)	3 February 2021	3173	Published	2 December 2020	2023

Terms of Reference for the Board and Committees	Date of Adoption	Minute Number	Website	Last Reviewed by G&P Committee	Proposed Review Date
25. Matters reserved for the Board	05 February 2020	3002	Published	04 December 2019	2023
26. Engineering Committee	8 June 2022	3421	Published	25 May 2022	2025
27. Finance & General Purposes Committee	8 June 2022	3421	Published	25 May 2022	2025
28. Governance and Probity Committee	8 June 2022	3421	Published	25 May 2022	2025
29. Staff & Pensions Committee	8 June 2022	3421	Published	25 May 2022	2025
30. Treasury Management Committee	8 June 2022	3421	Published	25 May 2022	2025

Other Policies/Guidance Notes	Date of Adoption	Minute Number	Web Site	Proposed Review Date
30. LGPS Discretions 2014	14 June 2014	2002	No*	-
31. Culvert and Structures Statement	9 November 2016	2415	Archived in Board Documents	-
32. Business Continuity Plan	12 February 2014	1934	No	-

Financial Registers for Annual Approval	Date Approved/Noted	Latest Minute No.		Review Due
Annual Governance Statement/Accountability Return	8 June 2022	3422-3424	Published	Annually
DEFRA Annual Report – signed by MD and JD	27 August 2021	-	Published	Annually
Risk Register	6 October 2021	3272	Archived in Board Documents	Annually
Capital and Financing Reserve Policy	8 June 2022	3421		Annually
Treasury Management Policy	8 June 2022	3421	Published	Annually
Insurance Policies Schedule	8 June 2022	3421	Archived in Board Documents	Annually

Board				
Council Entitlement to Appoint Members Review	12 January 2022 (G&P)	3317	Information Only	Triennially 2025
Members Register of Interests	October 2021	n/a	Published	November 2022

Election				
Register of Electors Notice	7 April 2021		Published	April 2024
Notice of Approved Electoral Register	9 June 2021	3237	Published	June 2024
Notice of Election	7 September 2021		Published	September 2024
Poll/No Poll	11 October 2021		Published	October 2024

Lower Severn (2005) Internal Drainage Board

Finance Report

Financial Highlights – April/May 2023

- Agricultural Drainage Rates (DRS) have been calculated for the 2023/24 year, and are in the process of being sent out to rate payers for payment. Rate applied at 11.55 pence per £1000 of land valuation.
- Financial year end 31 March 2023 has been closed and reports produced for approval.
- The development of financial control and reporting for the pump station upgrade program has started.
- Financial management is in the process of being handed over to the new CFO.
- The creation of a fully rolling financial forecast in line current operations and with evolving plans.

Finance Summary – for the Year to Date March 2023

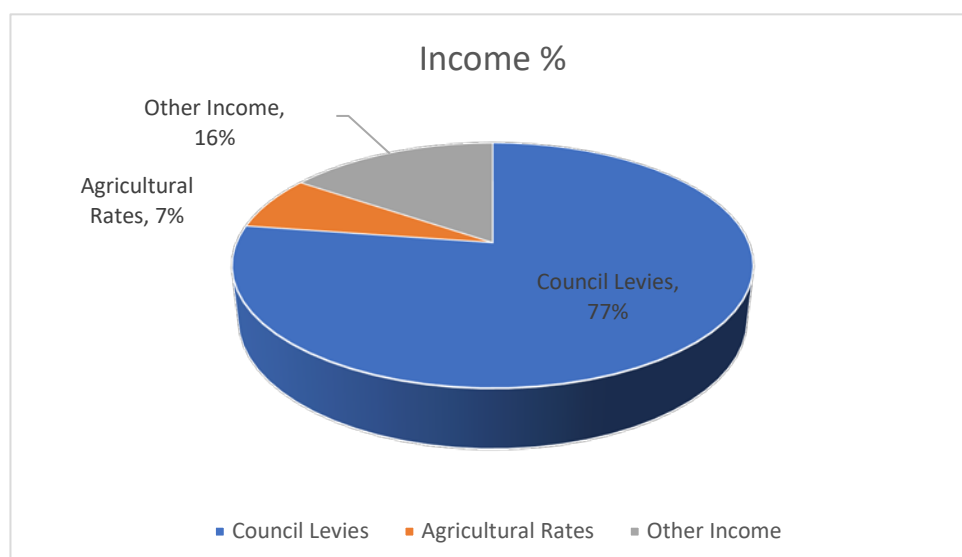
Income Statement

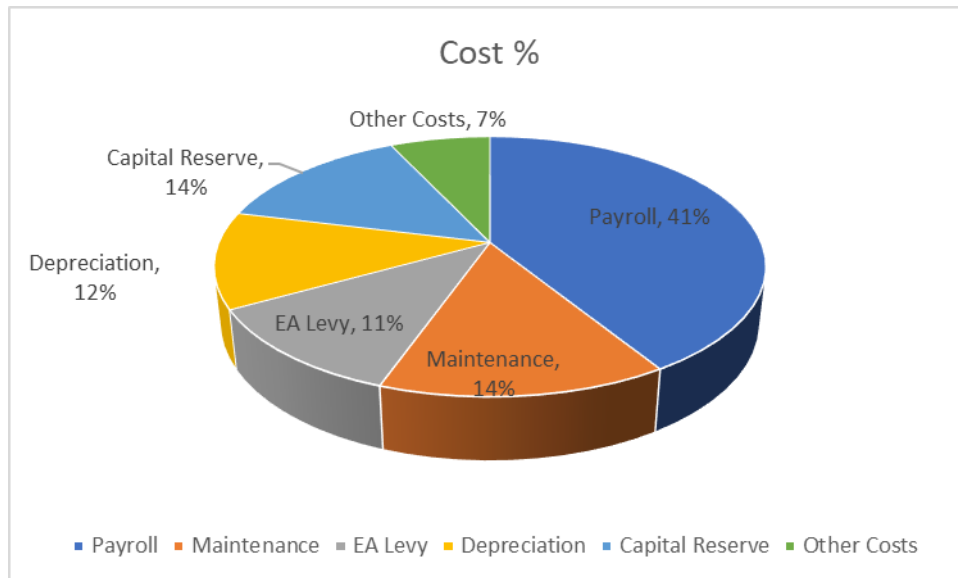
The financial year in total ended better than the budget by £3k. Revenue being £25k favourable to the budget, mostly due to higher rechargeable works (consultancy/Avonmouth & mowing/GCC) in the year. This was countered by a £21k increase in the expenditure over budget mainly as a result of higher payroll and maintenance costs being somewhat offset by favourable expenditure in engineering consultancy.

Income Statement Summary

The 12 Months to March 2023

	Actual	Budget	Variance	%
Income	1,921	1,896	25	1%
Expenditure	1,673	1,652	-21	-1%
Capital Reserve	275	275	0	0%
Net Result	-27	-31	3	11%



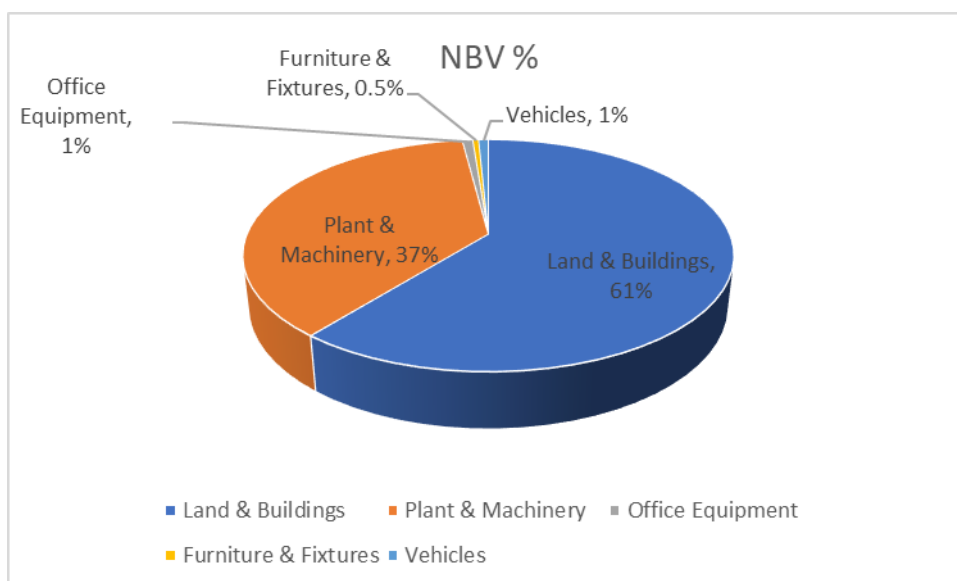


Balance Sheet

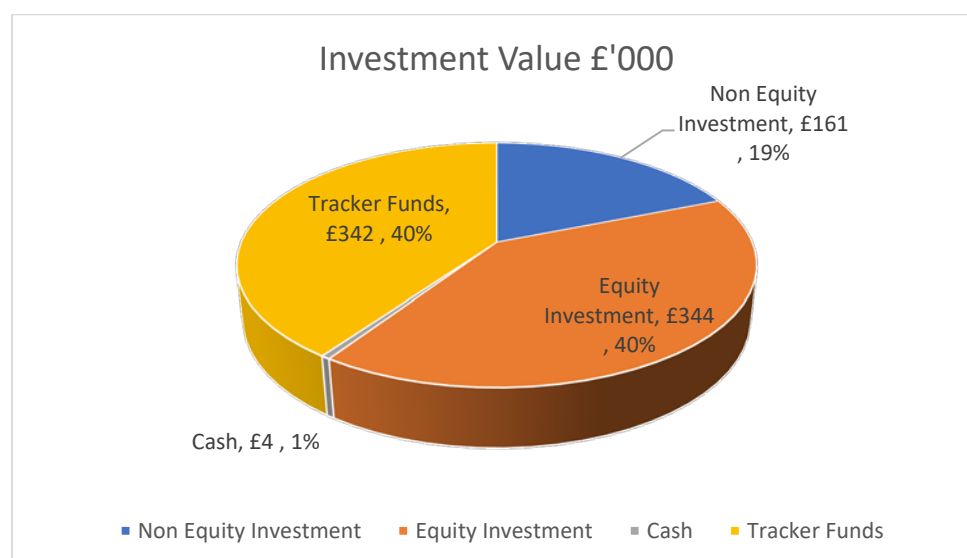
Changes in the balance sheet over the financial year:-

ASSETS

Fixed Assets – Capital investment in the financial year amounted to £262k the main purchase being an Evergreen Machine at £253K. With the impact of the annual depreciation change and sale of replaced assets the change in NBV (£1369k at 31/3/23) was marginal at +£3k. Pump station expenditure during the period being allocated to the capital reserve.

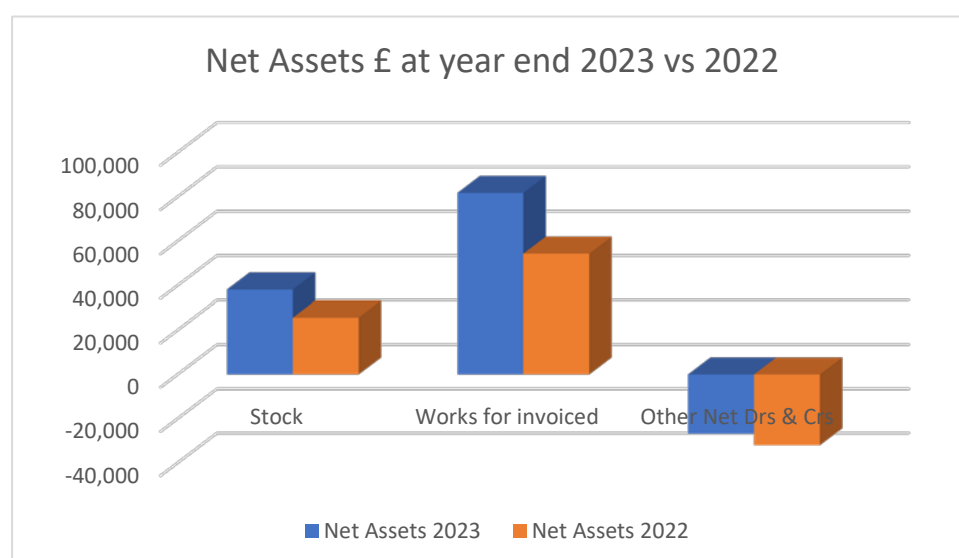


Investments - The original cost amounts invested over the past years total £650k, and as at the 2023 year-end this was valued at £852k, a growth of ££202k. The value has decreased in the year by £97k or 10% due to portfolio performance and deteriorating economic conditions in the year.



Net Current Assets – Balances are generally current.

Description	Net Assets 2023	Net Assets 2022	Change	Comment
Stock	38,151	25,634	49%	Inflation impact/higher stock levels
Works for invoiced	81,753	54,318	51%	Avonmouth works pending invoicing
Other Net Drs & Crs	-26,836	-32,001	-16%	VAT, Prepayments, Drs/Crs, current
Cash	824,650	796,128	4%	
Total	917,718	844,079	9%	



Long Term Asset – This being the surplus on the valuation of the Pension commitments, at +£1 115k, vs last year at a deficit of -£708k, a turnaround of £1.823m. Resulting from the effects of changing status of the pandemic, life expectancy, and economic factors; the difference between actuarial accrued liabilities and market value of assets.

ASSETS FUNDED BY

Capital Account – At £667k, being the net of the amalgamation of capital accounts for the IDBs brought together in 2005 under the current public body.

Accumulated Funds – accumulated surplus since formation at £1.065m.

Capital Expenditure Fund – the balance at the end of March 2023 was £1.261k which is supported by the investments at £852k and the rest from cash at bank £409k.

Pension Reserve – counter to long term asset £1.115m

Revaluation Reserve - £144.6k

Lower Severn (2005) Internal Drainage Board

Executive Committee Meeting

Wednesday 22 February 2023 @ 10.00pm

Blended

ACTIONS

Executive Committee – 18th January 2023

1	18/01/2023	Recommendation to the Board that the Board moves from paper to email as a source of documents and materials issued.	MP	08/02/2023
2	18/01/2023	GS and CW to agree wording in respect of Terms of Ref for Programme Board and power so delegation to feed in report to be compiled by there Chair detailed below.	GS/CW	26/01/2023
3	18/01/2023	A report to be included in Board Papers including number 2 above, including endorsement of Geoff Simms Int Cap Prog briefing note that this Committee be changed back to Programme Board, reaffirm to Members that local Members will be consulted on pump station replacements in their area & the explanation of change notes.	MR	26/01/2023
4	18/01/2023	Contact the Gloucester Local Landowners Chair	MR	26/01/2023
5	18/01/2023	Contact John Hore in respect of engagement with NFU	MP	26/01/2023
6	18/01/2023	Issue the report in respect of the CEOs employment to the Executive Committee prior to HR Committee for review	MR	asap

Title:

How to transform LSIDB for future funding, growth and future sustainability

Introduction:

CEO's key recommendations to the Board on how to transform LSIDB for growth and future sustainability

1. **Digital Transformation:** Embrace digital technologies to improve efficiency, transparency, and decision-making. This includes investing in digital systems for data management, remote monitoring, and real-time decision-making.
2. **Climate Adaptation:** Develop strategies to mitigate the impacts of climate change and ensure the resilience of the LSIDB. This includes investing in infrastructure upgrades, conducting risk assessments, and promoting sustainable land management practices.
3. **Collaboration and Partnership Building:** Foster strong partnerships with government agencies, local authorities, and other stakeholders to achieve shared goals and reduce duplication of effort. This includes developing integrated planning and management approaches.
4. **Engagement with Stakeholders:** Increase engagement with stakeholders and the public to better understand their needs and ensure that the LSIDB is meeting the needs of their communities. This includes establishing regular consultation processes and promoting transparency in decision-making.
5. **Resource Management:** Improve the management and allocation of resources, including funding and personnel, to ensure that the LSIDB is able to operate effectively and sustainably.
6. **Research and Development:** Invest in research and development to better understand the impacts of climate change and to develop new and innovative solutions to ensure the resilience of the LSIDB.
7. **Talent Development:** Foster a culture of continuous improvement and invest in the development of personnel, including training and mentorship programs, to ensure the LSIDB is well-positioned for the future.

CEO's List of how LSIDB can generate future funding?

1. **Partnership with government agencies:** Seek funding opportunities through partnerships with government agencies and other organisations that support LSIDB initiatives.
2. **Grants and subsidies:** Apply for grants and subsidies from organisations and foundations that support initiatives related to drainage and water management.
3. **Cost-recovery:** Implement cost-recovery mechanisms such as user fees, charges for services, and tolls, to generate revenue for LSIDB initiatives.

4. **Investment in technology:** Invest in innovative technologies and systems to improve efficiency and generate cost savings that can be reinvested into the LSIDB's.
5. **Public-private partnerships:** Explore opportunities for public-private partnerships that provide funding and resources from private sector organisations in exchange for services or access to resources.
6. **Community engagement:** Engage with the local community to generate support and funding for LSIDB initiatives. This may include seeking contributions from businesses and individuals, hosting fundraising events, and promoting awareness of the benefits of the LSIDB.
7. **Strategic partnerships:** Build strategic partnerships with organisations and businesses that have a shared interest in water management and drainage. These partnerships can provide funding, resources, and expertise to support LSIDB initiatives.

Recommendations:

Business Development Manager to engage and work with CFO and F & GP to priorities, plan and action above recommendations.

Current Update / Status:

Officer personal objectives for 2023 are being drafted F & GP to take the lead on funding generation

Action for Board:

The report be noted. Any question and or recommendations passed on to CEO

Name: Dr M Pope

Position: CEO LSIDB

Title:

The future of LSIDB will be influenced by several factors

Introduction:

The future of LSIDB will be influenced by several factors, including technological advancements, changing governmental policies and regulations, and increasing public awareness of environmental issues.

1. **Technological advancements:** The development of new technologies, such as smart drainage systems and remote monitoring systems, will likely have a significant impact on the future of LSIDB. These technologies will enable LSIDB to more effectively manage and maintain drainage systems, leading to improved efficiency and performance.
2. **Governmental policies and regulations:** The UK government is likely to continue to play a key role in shaping the future of LSIDB through policies and regulations. These may include increased funding for UK IDBs, changes to the roles and responsibilities of IDBs, and the implementation of new standards and guidelines.
3. **Environmental awareness:** Increasing public awareness of environmental issues will likely lead to greater scrutiny of the operations of LSIDB. This could result in increased pressure on LSIDB to adopt environmentally sustainable practices, such as reducing the use of harmful chemicals in drainage systems.

Conclusion:

Overall, the future of LSIDB is likely to be shaped by a combination of technological advancements, government policies, and public awareness. LSIDB will need to adapt to these changes in order to remain effective and continue to meet the drainage needs of its region / communities.

Recommendations:

This work needs to be led by the Main Board; discussion planned agenda item for June 2023 Board Mtg.

Current Update / Status:

Board to consider above recommendations, governance to be reviewed by Exec. Com. and work with CEO to plan way ahead.

Action for Board:

The report be noted. Any question and or recommendations passed on to CEO

Name: Dr M Pope

Position: CEO LSIDB

Title:

CEO's list of risks to LSIDB by not transforming.

Introduction:

CEO's list of risks if we fail to transform LSIDB

1. **Increased Flooding Risk:** Without modernizing and transforming the Internal Drainage Board, the risk of flooding will increase, leading to property damage, economic losses, and potential harm to human health.
2. **Decreased Asset Reliability:** The aging infrastructure and equipment of the LSIDB will become increasingly unreliable, leading to system failures, service interruptions, and increased maintenance costs.
3. **Environmental Degradation:** The continued use of outdated technology and practices will result in increased environmental degradation, including water pollution, loss of biodiversity, and increased carbon emissions.
4. **Decreased Community Satisfaction:** The community's perception of the LSIDB will decline, leading to decreased public trust and decreased engagement with the Board's activities.
5. **Reduced Funding Availability:** Without transforming the Internal Drainage Board, it will become increasingly difficult to secure funding and grants for future projects, limiting the Board's ability to invest in new technology and infrastructure.
6. **Lack of Adaptation to Climate Change:** The LSIDB will become increasingly vulnerable to the impacts of climate change, such as increased rainfall and sea level rise, without modernizing its infrastructure and technology.
7. **Decreased Effectiveness:** The LSIDB will become less effective in its role of managing drainage and reducing the risk of flooding, leading to increased incidents of flooding and decreased community safety.
8. **Inability to Attract and Retain Talent:** The LSIDB will struggle to attract and retain the talent necessary to modernize and transform the organization, hindering its ability to address the challenges it faces.

Recommendations:

How the Board can help remove these barriers:

1. **Resistance to Change:** Employees within a LSIDB may be resistant to change due to a lack of understanding or fear of the unknown. The LSIDB Board members can help to remove this barrier by providing clear and transparent communication about the reasons for change and the benefits it will bring.

2. **Lack of Resources:** Financial constraints and a lack of resources can be a major barrier to change at LSIDB. The LSIDB Board members can help to overcome this barrier by exploring new funding sources and by carefully prioritising initiatives that will have the greatest impact.
3. **Technical Challenges:** Implementing new technologies and systems can be challenging, especially for LSIDB that may have limited technical expertise. The LSIDB Board members can help to remove this barrier by bringing in outside expertise and by investing in employee training and development.
4. **Organisational Culture:** The culture of an organisation can be a significant barrier to change, especially if it is resistant to new ideas and approaches. The LSIDB Board members can help to remove this barrier by encouraging a culture of innovation and by promoting a supportive environment for change.
5. **Political and Regulatory Barriers:** Political and regulatory barriers can limit the ability of a LSIDB to make changes. The LSIDB Board members can help to remove these barriers by engaging with relevant stakeholders and by working with regulators to find solutions that support change.
6. **Lack of Collaboration:** Collaboration is key to successfully implementing change, but a lack of collaboration between committees can be a major barrier. The LSIDB Board members can help to remove this barrier by promoting a culture of collaboration and by encouraging cross-functional teams to work together the Executive Committee is now in place and will aid this.

In Conclusion;

For the LSIDB to successfully implement change, it is important that the LSIDB Board members recognises and removes the barriers that may be hindering progress. By doing so, the LSIDB Board members can help to create a supportive environment for change and ensure that the organisation is well positioned to meet the challenges and opportunities of the future.

Current Update / Status:

Action, CEO to incorporate in LSIDB Risk Register and action appropriate LSIDB Committee. And bring any outstanding issues and risks to the attention of the Main Board.

Action for Board:

The report be noted. Any question and or recommendations passed on to CEO

Name: Dr M Pope

Position: CEO LSIDB

Title:

Criteria for LSIDB's Service Plan Report (2023-2024)

Introduction:

The LSIDB is committed to providing high-quality services to its stakeholders, including landowners, developers, local authorities, and the general public. This service plan report will outline the key objectives and activities that the LSIDB will undertake in the 2023-2024 fiscal year to improve its operations and deliver enhanced services to its stakeholders.

Objectives

1. **Improve Customer Satisfaction:** The LSIDB will work to improve customer satisfaction by streamlining its processes, reducing response times, and enhancing communication with stakeholders.
2. **Expand Service Offerings:** The LSIDB will explore new service offerings, including the provision of technical support and advice to stakeholders, to increase its revenue streams and enhance its overall value proposition.
3. **Enhance Digital Operations:** The LSIDB will invest in digital technologies and processes to improve the efficiency and effectiveness of its operations, reduce costs, and enhance the user experience.
4. **Foster Collaboration:** The LSIDB will work to foster collaboration with other drainage boards, local authorities, and relevant stakeholders to share knowledge, best practices, and resources.
5. **Improve Environmental Performance:** The LSIDB will continue to focus on improving its environmental performance, including reducing its carbon footprint and promoting sustainable drainage practices.

Activities

1. **Customer Service Training:** The LSIDB will provide customer service training to its staff to improve their skills, knowledge, and customer-focused approach.
2. **Process Streamlining:** The LSIDB will work to streamline its processes and procedures to improve efficiency and reduce response times.
3. **Digital Transformation:** The LSIDB will invest in digital technologies and processes to automate manual tasks, reduce costs, and enhance the user experience.
4. **Stakeholder Engagement:** The LSIDB will engage with stakeholders to gather feedback, understand their needs, and identify opportunities to improve its services.
5. **Collaboration and Partnership Building:** The LSIDB will work to build relationships and partnerships with other drainage boards, local authorities, and relevant stakeholders to share knowledge and resources.

6. Environmental Performance Monitoring: The LSIDB will monitor its environmental performance and implement measures to reduce its carbon footprint and promote sustainable drainage practices.

Measurement Criteria

1. Customer Satisfaction: The LSIDB will measure customer satisfaction through regular surveys, feedback forms, and customer service metrics.
2. Service Offerings: The LSIDB will measure the success of its service offerings through revenue growth, customer adoption, and stakeholder feedback.
3. Digital Operations: The LSIDB will measure the success of its digital operations through metrics such as response times, user satisfaction, and cost savings.
4. Collaboration: The LSIDB will measure the success of its collaboration efforts through metrics such as the number of partnerships and collaborations established and the benefits achieved through these partnerships.
5. Environmental Performance: The LSIDB will measure its environmental performance through metrics such as carbon emissions, energy consumption, and the adoption of sustainable drainage practices.

Conclusion:

The Internal Drainage Board UK is committed to delivering high-quality services to its stakeholders, and this service plan report outlines the key objectives and activities that the LSIDB will undertake in the 2023-2024 fiscal year to achieve this goal. By improving customer satisfaction, expanding its service offerings, enhancing its digital operations, fostering collaboration, and improving its environmental performance, the LSIDB will ensure that it remains at the forefront of its industry and delivers enhanced value to its stakeholders.

Recommendations:

Report to be compiled by Head of Service Operation's annually, once KPI's have been agreed

Current Update / Status:

KPI's are currently being developed for LSIDB and will form the structure of annual service plan report.

Action for Board:

The report be noted. Any question and or recommendations passed on to CEO

Name: Dr M Pope

Position: CEO LSIDB

LAND DRAINAGE ENGINEERS REPORT

- **Health and Safety**

No near misses or incidents to report.

Defibrillator installed and registered at the Boards office.

Citation annual Health and safety audit. (26/01/23)

A new inspector has recently undertaken our annual Audit flagged up many items which previously were undetected. Work is underway to ensure we meet all the additional requirements so that we are fully compliant.

- **Mowing and Weed cutting programme 2022**

The programmed works across the Boards district have continued into January 2024 and are now complete. The operatives completed as usual approximately 500km of adopted watercourse maintenance. Watercourses which alleviate flooding to residential property have received maintenance in June at the beginning of the season and during December to tackle regrowth.

- **Dredging Programme 2023**

Tree cutting and dredging works have commenced at the following locations.

Olveston, Mead farm.

Alvington, Lydney.

Tockington/Lower Almondsbury.

Also, in the near future at Lapperditch, Epney due to imminent Pump station survey work which may be required.

- **Oldbury pump station**

No 1 Pump failure.

Currently waiting for Avonmouth Engineering to bypass the existing start up controls due to parts being obsolete.

Depending on the cost of the new controls will depend on whether the pump will be run due to risk of damaging the new soft start. At this stage it is anticipated that the pump will need to be removed for further investigation and possible rebuild.

- **Saul Pump station**

Finally, we have restored remote access to the above pumping station which has not been possible since Severn Controls went into administration. We had to obtain a copy of the software, new sim card and a new I.P address.

We can now monitor levels and pump operation from our offices or home.

Recommendations:

That the report be noted




James Druett
Land Drainage Engineer

Lower Severn (2005) Internal Drainage Board



RISK REGISTER



As at 13th January 2023

The owner of this document is the Chief Executive Officer

Category of Risk	Risk	Likelihood (without controls)	Impact (without controls)	Risk Level (without controls)	Risk response and control procedure	Monitoring and Assurance	Actions	Likelihood (with current controls)	Impact (with current controls)	Risk Level (with current controls)	Responsibility and direction of travel from previous review	Proposed new section Reference to LSIDB Strategic Objective	
Governance													
G1	Gradual or sudden loss of reputation	High	High	High	Treat As an action or non-action by the Board, employee, subcontractor or supplier. This includes personal behaviour.	Ensure that all risks are minimised. Ensure plans are fulfilled.	New Governace arrangements to utilise monitoring and feedback controls and assurances are being implemented. Ensure that the Board is sensitive to changes and can respond accordingly. Publicly available website that is regularly updated and now being reviewd.	Low	low	low		Board, CEO, AO, LDE, CE	it is proposed that each risk will / should be cross referenced to the delivery of Stratgic objective
					Treat Inappropriate behaviour by a member of staff. Staff / Board members not aware of their importance in maintaining the Boards reputation.	Staff training given on the importance of their actions or non action. Emphasise that they are the contact point for members of the public.	Staff now receive ongoing appropriate training as part of developing Personal Development Plans in line with the organisations priorities. All staff are issued with the Board's approved Employee Handbook.Introduction of ICARE Values. in addition Renewal and sign up annually of Code of conduct by memebers as well as Staff.						
G2	Board doesn't have adequate competency/skills to understand or control the business.	Medium	Medium	Medium	Controls are in place hold staff & Memebers to account will be done via appraisals and G&P informal and formal process.New CEO with new governace review being implementedphase 1 complete phase 2 being developed and introducing new tools and smater processes.	The Board consists of 14 elected members and 15 appointed members. The appointed members are determined by the local Councils within the Board's area.	Board members receive appropriate ongoing training. Good Governance Guide, published by ADA, made available to all Members. ADA Good Governance workshop took place in March 2019. Board members to access the ADA online training modules. Induction session for new members took place on 21 April 2022.	Low	Medium	Low		CEO/Board	
G3	Difficulty in appointing new & Board Members.	Low	Low	Medium	Tolerate Board consists of elected and appointed members. Member turnover is low.	Electoral register in place and updated to enable elections to take place. Last elections took place in October 2021.Website and Branding to promote the work of LSIDB further is under development	Open elections for new Board Members due in October 2024.Process for selecting suitable cadidates to be developed as part of the Phase 2 Governance transformation.	Low	Low	Low		CEO / Board	

G4	Susceptibility to concentration of power.	High	High	High	Treat Phase 1 Governace transformation includes introduction of standing up and Ex.Com these Management meetings will be formally held monthly and Chaired by CEO to ensure the focus is on sucessful Operational Service Delivery.	There are five committees that report to the Board. Each committee has an appointed Chair.	Segregation of duties and regular meetings between Board and CEO to review major issues and future actions. Schemes of delegation to CEO, Chair and Senior Officers in place.	Low	Medium	Low	 Board	
G5	There is no overall strategy for the organisation as a whole.	High	High	High	Treat The Board has a capital programme, a business plan and a corporate strategy. Strategic decisions being taken in the Avommouth Severnside Enterprise Area (ASEA) which decrease the risk of flooding in that area.	New Vison , Mission and Strategic objectives in place, Annual service plan being developed with KPI's.once developed and in place will be reviewed annually.Sept of each year for planning for new financial year. Regular reports to the Board and montly assurance at the Ex.Com. Use of Performance Management Indicators.	Regular review of forthcoming reporting deadlines at the Board meetings. Agenda Items for the Board and Committees reviewed annually. The Board operates in accordance with its approved capital and maintenance programmes. There is a long term strategic capital programme to 2029. Review ASEA to establish the most effective way to execute this work. Performance Management Indicators to be agreed.	Medium	Medium	Low	 CEO/Board	
G6	Failure to comply with key legislation, regulations and Corporation requirements.	High	High	High	Treat Regular Board meetings take place.	Reports to Board on new legislation and regulations. Membership of Association of Drainage Authorities (ADA). Regular review of publicly available websites.	Regular review of forthcoming reporting deadlines at the board meetings. Access specialist advice as appropriate. Review of the Boards Structural Organisation. Training day on Public Procurement Regime took place on 21 April 2021 for CEO, AO, CE, LDE, Foreman, Fitter, Chair of Board and Chairman of F&GP.	Low	High	High	 CEO / Board	
					Transfer Audit takes place on Management and Accounts to ensure compliance with legislation.	PKF Littlejohn appointed as external auditors by Smaller Authorities' Audit Appointments Ltd. Internal Auditors reappointed until 2025/26. PDP's being formulated in line with New LSIDB Strategic objectives.	Preformance measurement process needs to be implemented. PDP's need to be aligned to LSIDB priorities. It is imperative the appropriate training is undertaen before the comemncement of an planned work.					
G7	Board not assuming control of key statutory requirements e.g. Health and Safety and Risk.	High	High	High	Treat Citation appointed as Health and Safety and Human Resources advisors.	Reports to Board. LDE monitors and maintains Health and Safety records.	Board have been made aware of the key legislative requirements to ensure they understand their responsibilities. Good practice: Health, Safety and Welfare IDB awareness modules issued by ADA, available to all officers / operatives to attend training courses as appropriate.and H&S equipent budgeted for.This is reviewed by the CEO and LDE monthly, and weekly Officer Meetings	Low	Low	Low	 CEO/Board/LDE	

					Transfer Indemnity policy is in place so board do not have to pay compensation.	Included in insurance cover with Zurich Municipal. Zurich Municipal appointed on a five year contract.	Level of cover reviewed annually.					
G8	Poor implementation of Eel Regulations.	High	High	High	Treat Non-compliance with regulations by not replacing the pumps which results in having to turn the pumps off. Consultants appointed to report on steps to take to meet the statutory regulations.	New CEO To do a complete Audit and Review off lessons learnt and Implement correct proportional Programme management framework, tools and processes for LSIDB	New programmemanagement Framework developed for LSIDB, Key officers have successfully completed recommended PM Training, New SHM developed between CEO and key Stakeholders, New Delivery Focused LSIDB Governance developed and implemented Phase 1 of 2 Complete.	Low	High	Medium	 CEO /Board	
G9	Lack of formal contractual arrangement with contractor working with Board on developments at Avonmouth Severnside Enterprise Area (ASEA)	High	High	High	Treat Draw up and sign off with Water Environment contract/specification for all work at ASEA.	New Governance phase 1 in place , members, and officer compliance to be reviewed and monitored at the Ex.com to ensure service delivery needs are priority.	feasibility study to be undertaken to support future organisational planning priorities.CEO looking at Sector wide best practice and guidance proportional to LSIDB requirements.	Low	Low	Low	 CEO/ Ex.Com	


Category of Risk	Risk	Likelihood (without controls)	Impact (without controls)	Risk Level without controls	Risk response and control procedure	Monitoring and Assurance	Actions	Likelihood (with current controls)	Impact (with current controls)	Risk Level (with current controls)	Responsibility	
Finance												
V1.	Inaccurate assumptions in place within the Business Plan, which do not support the the sustainability of LSIDB's Finances.	High	High	High	Treat There is a Business Plan in place and designed to support successful operational service and it is reviewed annually.	Business plan reviewed by the Board at least annually. Medium Term Financial Plan reviewed by F&GP Committee.	Business Plan stating objectives of the Board is in place. Medium Term Financial Plan prepared.	Medium	Medium	Medium	 CFO/ F&GP Committee	
V2	Inadequate internal control resulting in poor financial management & Do not support Operational Delivery Success, WRT Time, Cost and Quality	Medium	High	High	Treat Bishop Fleming have been appointed as Internal Auditors.	Internal Auditors appointed for three years until 2025/26.	Tenders to be sought for 2025/26 and onwards.	Low	Medium	Low	 Ex.Com/CFO	
					Treat Non-compliance with laws, regulations and proper practices that could have a significant financial effect.	Monitor all contracts with consultants. Projects and procurements costing over £10,000 have been reviewed to ensure compliance.	Compliance training to be given to the Board. Competitive tender for consultant work with clarity of roles and responsibilities with agreed formal deliverables.					

V3	Security of deposit takers.	Medium	High	High	Treat Use NatWest as the main bankers. Cash deposits to be placed with any of the four main clearing banks. There are to be two or three deposit accounts. The maximum notice on a notice account to be six months. For fixed term accounts the maximum notice to be six months.	Treasury Sub Committee to review investments and performance.	Regular reporting to the Treasury Sub Committee.	Low	Medium	Low	Board and F&GP Committee	
V4	Investments.	High	High	High	Treat Appointed Evelyn Partners as investment managers.	Treasury Sub Committee to review investments and performance of Evelyn Partners.	Regular reporting to the Treasury Sub Committee.	Low	Medium	Low	CFO/ F&GP Committee	
V5	Inaccurate Accounting.	Medium	High	High	Transfer Accounts are audited by External Auditors appointed by Smaller Authorities' Audit Appointments Ltd.	External Auditors report on and certify the Annual Governance and Accountability Return (AGAR).	AO responds and takes action regarding recommendations made by the External or Internal Auditors.	Low	Medium	Low	CFO and F&GP Committee	
					Treat Accounts Officer to be responsible to the preparation of accounts.	Management Accounts are regularly presented to F&GP Committee and then onto the Board.	Accounts/budgets prepared by Accounts Officer. Accounts reporting system to be upgraded to provide financial reports for the Board directly from the system.					
					Transfer Internal audit will look for fraudulent activity as part of the annual audit process.	Performed by Internal Auditors.	Fraud and whistle blowing policy circulated to all staff.				All Staff	
					Treat Chair and Vice Chair have access to internet banking.	Access log available.	Accounts Officer has been added as a bank signatory and internet banking. Further segregation of duties.				Board	
					Transfer Increased Fidelity Guarantee Insurance.	Cover reviewed annually.	Community insurance cover with Zurich Municipal.				Board and CFO	




V6	Fraud occurring through deliberate activity.	High	High	High	Treat Fraud policy and whistle blowing policy in place.	Policy in place approved by the Board. Fraud and whistle blowing policy circulated to all staff.	Fraud and whistle blowing policy circulated to new staff.	Medium	Medium	Medium	CFO 	
					Treat Register of members interests held on file.	Members register of interests updated on an annual basis. Register maintained and available for review.	Updated as members interests change.				CFO 	
					Treat Ensure no unauthorised transfer of funds from bank accounts.	Bank signatories regularly reviewed. Monthly bank reconciliations undertaken. Approved financial regulations. Segregation of duties - authorising invoices - processing invoices for payment - authorising invoice payment.	Dual authorisation of payments and bank transfers required.				CFO 	
V7	Effect of inflation, exchange rate movements and materials supply chain on specific areas.	High	High	High	Treat Budget overspent in year. The effect of inflation over the timescale of the pump replacement programme.	Budget agreed by the Board in February. Considered when levy and agricultural rate set by Board in February. PSG to monitor the finances and progress of the pump replacement programme.	Monitored regularly by F&GP Committee. The Board has no influence over national rates of inflation or international exchange rates. Assumption of increased costs e.g. on salaries included in draft budgets. Monitor the implication of the phasing out of red diesel. Monitor the increase in the cost of diesel and materials. Investigate the feasibility of a shorter deployment time of the pump replacement programme. A review of the source of funds including investigating additional income streams for the pump replacement programme.	Medium	Medium	Medium	BOARD/ F&GP Committee and CFO 	
V8	Impact of movements in interest rates on income.	Low	Low	Low	Treat All cash balances held in approved banks.	Monitoring of budget, Medium Term Financial Plan, Capital Reserve and Developers Fund Reserve.	Actual rates and revised estimated presented to Board in February and November. Revision to the Treasury Management Policy approved by the Board in June 2022.	Low	Low	Low	CFO 	
V9	Failure to achieve KPI's VFM Tripple bottom line, Social, Enviromental, and Economic	Medium	Medium	Medium	Treat Three quotes are obtained for any major purchase over £5,000 unless there are few suppliers. Compliance with Financial Regulations.	CFO reviews with LDE/CE.	Ex.Com	Low	Low	Low		

Category of Risk	Risk	Likelihood (without controls)	Impact (without controls)	Risk Level without controls	Risk response and control procedure	Monitoring and Assurance	Actions	Likelihood (with current controls)	Impact (with current controls)	Risk Level (with current controls)	Responsibility and direction of travel from previous review	
Management and Maintenance												

M1	Increased risk of flooding owing to inaccurate assumptions affecting the planned maintenance programme.	Medium	High	High	Treat There is a realistic planned annual maintenance programme.	LDE monitors progress of the plan throughout the year.	Progress regularly reported to the Engineering Committee and the Board.	Low	High	Medium	Ex.com/ LDE 	
M2	Inadequate provision for safeguarding the Boards assets. Loss of Machinery through theft or damage.	Medium	High	High	Treat Machines are locked up and fenced off. Spare Machines are available to meet work schedules.	Location is reported daily. Spares either held in workshop, or immediate delivery. Repairs carried out on site/workshop. Assets checked against the Fixed Assets Register. Monthly stocktake undertaken.	Staff training on type of equipment and all aspects of Health, Safety and risk review. All plant machinery insured through Fenton Insurance Services. All machines are tagged.	Low	High	Medium	Ex.com/ LDE 	
M3	Loss of specific personnel leading to work being not completed on schedule.	Low	High	Medium	Treat Skilled workers are trained up so if one could not work then another could, ensuring minimum down time.	Training schedules are maintained by the LDE.	Staff are trained to use equipment as appropriate.	Low	Low	Low	Ex.com/ LDE 	
M4	Damage to Third Party property or individuals	Medium	High	High	Treat Risk assessments undertaken.	Close Supervision by Foreman and LDE. Covered by insurance.	Regular staff training and updating of information held re maps, access etc.	Low	High	Medium	Ex.com/ LDE 	
M5	Pumps fail to operate	Medium	High	High	Treat Pumps maintained and checked at regular intervals.	Planned maintenance undertaken. Pumps checked by Foreman.	Pump replacement programme enacted. Out-of-hours response arrangements in place.	Low	High	Medium	Ex.com/ LDE 	
M6	Watercourse unable to convey water	High	High	High	Treat Rhines and ditches regularly cleared of weed growth. Flaps desilted on a regular basis . Culverts regularly checked and cleared out.	Planned maintenance undertaken. Rhines and Ditches checked by Foreman.	Planned annual maintenance schedule.	Low	High	Medium	Ex.com/ LDE 	
M7	Lack of progress of the Biodiversity Action Plan	High	High	High	Treat Aims and objectives are met.	Approved by Board.	Implementation of plan by modifications to standard operations in designated locations and in special projects with partners. Progress regularly reported to the Board on meeting the targets in the plan.	Medium		Medium	Eng.com/ CE 	
M8	Poor or non-implementation of the Pumping Station replacement programme	High	High	High	Treat New programme management framework tools and processes and change controls developed and in place to ensure the programme is managed effectively.	New Programme Board with right skills and knowledge and governance in place.	Produce monthly variation reports via Sage for the PSG and Board, setting out all risks, remedial actions and costings.	Medium	Medium	Medium	CEO/ Ex.com/ Prog.Board 	
M9	Untimely or non-replacement of vehicles and plant	High	High	High	Treat Use agreed machinery replacement programme to ensure timely purchase of new machines.	Use Engineering Committee to manage the programme effectively.	Produce periodic variation reports via Sage for the Engineering Committee, setting out all risks, remedial actions and costings.	Low	Low	Low	Engineering Committee and LDE 	

Category of Risk	Risk	Likelihood (without controls)	Impact (without controls)	Risk Level without controls	Risk response and control procedure	Monitoring and Assurance	Actions	Likelihood (with current controls)	Impact (with current controls)	Risk Level (with current controls)	Responsibility	
Human Resources												
HR1	Inability to retain or recruit new staff.	Medium	Medium	Medium	Treat Unsure of role , responsibility and accountability / expectations.	Clear job descriptions in place. Annual Staff appraisals. Aligned to Strategic objectives and delivery priorities	Staff issued with Job Descriptions and Employee Handbook. Open communications through staff meetings and open door policy. Timely staff appraisals take place including PDP's	Low	Medium	Low	Ex.com, CEO and CFO 	
					Treat Pay review, pensions.	Board agree all pay reviews and changes.	Pay scales and working benefits Rewards and recognition are reviewed in line with sector best practice to ensure they remain					
					Tolerate Pay in line with expected action of skill level of staff.	Pay scales are set annually, at national level. Changes to staff responsibilities are set against tables/spine points.	Pay scales and conditions are reviewed at least bi-annually to ensure they remain competitive. Non monetary benefits such as holiday entitlement is monitored to ensure that this also remains competitive to aid recruitment and retention.					
					Treat Increase training.	Training schedules are maintained.	Staff to receive ongoing proactive and relevant and proportional training. In-house computer provided to enable online safe, and cost-effective training to take if that is adequate place.					
					Transfer Pension fund review.	Annual review by actuaries of Glos LGPS. LGPS scheme closed to new staff in July 2015. Staff appointed since August 2015 are auto enrolled into a defined contribution Pension Scheme. The Employee contribution to this scheme is set at 2% above the Government minimum.	LGPS Employer contributions are revised on basis of actuaries triennial review. Employer contribution to defined contribution pension scheme is reviewed.					

HR2	Incidents to staff.	Medium	High	High	Treat Lone working training, manual handling and use of ladders.	Training schedules are maintained. Skyguard Lone worker system in place.	New process and MOU in place with EA	Low	High	Medium	<div>LDE/CFO</div> <div>↑</div>	
					Treat Street work signage training has been given.	Training schedules are maintained.	All workers have completed signage training.					
					Treat Accident occurs which injures a member of staff.	Risk assessments are undertaken before starting a job. Staff wear appropriate Personal Protective Equipment. Staff are trained on machinery before they operate it. Accidents are reported and logged.	All workers have completed appropriate training. The LDE reviews all risk assessments. All staff are issued with the Board's approved Employee Handbook.					
					Treat A member of staff contracts a disease.							
					Treat A member of staff contracts Covid-19.	All staff have been given or have access to PPE. LDE regularly reviews the current situation and decides if any further action needs to be taken. Office based staff working from home on a rota basis.	All operators have had individual meetings with the Foreman/LDE, where operators were informed as to how to minimise the risk. All staff have been issued with the 'Managing COVID-19 in the Workplace (Social Distancing) Handbook.' Also issued with a COVID-19 Risk Assessment which is reviewed when necessary in line with Citation/Government guidelines.					
					Treat First aid training.	Health and Safety Training schedules are maintained.	All workers have completed first aid training.					
					Transfer Fidelity Guarantee Insurance cover.	Cover reviewed annually.	Cover under community Insurance through Zurich Municipal.					
HR3	Loss of key members of staff in a small team.Team is under resourced to delivery future operational delivery and stretegic objectives	High	High	High	Tolerate Other Drainage Boards, Environment Agency and Local Authorities could be asked to advise on operational needs if engineers were to leave.	CEO in dialogue with other Boards, Councils, collidges and use of consultants.Branding and marketing of LSIDB and its website will enhance visability and value	Ensure that admin duties are understood by more than one individual. Engineers overlap to ensure spread of knowledge.Recruitment of two additional officer full tie house needed. Phase 1 resrce plan being developed to rewrite a FT P& G officer and exted the time and duties and responsibilities of the new CFO	Low	Low	High	<div>CEO/Ex.com/Board</div> <div>↑</div>	

Category of Risk	Risk	Likelihood (without controls)	Impact (without controls)	Risk Level without controls	Risk response and control procedure	Monitoring and Assurance	Actions	Likelihood (with current controls)	Impact (with current controls)	Risk Level (with current controls)	Responsibility	
Office Systems/IT												
O1	Disaster to office premises/IT.	Low	High	Medium	Treat Can work from home using a Laptop which will have server access.	Business Continuity/Disaster Recovery plan tested satisfactorily in 2011 with Orchard computers.	A disaster recovery plan has been approved and clearly explains the steps that should be taken dependent on the type of disaster that occurs.	Low	Medium	Low	CEO/CE/Ex.Com	
					Treat Backups of server daily and once a week major backup.		Orchard Computer services. Daily/weekly backups.					
O2	Failure to store confidential and personal data in a secure environment.	High	High	High	Treat Ensure compliance with Data Protection Act 2018 and General Data Protection Regulation.	Review of data held annually. Destruction of data that is either out of date or no longer required. Paper records to be destroyed by a secure method and computer records to be deleted and erased.	Ensure that all staff and the Board are aware of the need to keep data secure and the implications of releasing personal sensitive data. Produce a GDPR Document Schedule. Produce a Document retention and destruction timetable.	Low	High	Medium	CFO	
O3	Failure to provide adequate insurance cover.	Medium	High	High	Transfer Level of Insurance cover is reviewed annually .	Cover reviewed annually.	Cover provided through Zurich Municipal.	Low	Low	Low	CFO	
Programme Risk register	Initial Assessment					Mitigation					Reviewed by Programme Board on	
	Risk Description	Impact Summary	Impact	Probability	Score	Action	Impact	Probability	Score	Owner	Reviewed by Programme Board on	Reviewed by Programme Board on
P2	Failure to meet EA Compliance Deadlines	Pumps turned off leading to large scale flooding	5	4	20	Improve communication with EA to ensure they are confident in the Board meeting its deadlines	5	2	10	CE		
P3	Lack of Sufficient Financial Resources	Inability to fully implement the programme	5	5	25	Investigate all possible funding streams including PWLB	5	1	5	CEO/AO/Board		
P4	Lack of staff resources	Disruption and delay to programme	5	4	20	Provide sufficient staff resources to implement programme	5	1	5	Board		
P5	Governance	Lack of appropriate oversight and delegated authority that hinders operational delivery	5	5	25	Governance structures implemented by Board	5	1	5	Board		

Ex.com - Executive Committee
F&GP Committee - Finance & General Purposes Committee
PB - Programme Board

Executive Committee Meeting

Wednesday 17th January 2024

**Lower Severn IDB Office/Hybrid
10:00am**

LOWER SEVERN (2022) INTERNAL DRAINAGE BOARD

TERMS OF REFERENCE OF THE NEW IDB EXECUTIVE COMMITTEE

Approved xx December 2022, Minute xxxx

Matters for determination by the Executive Committee

Policy & Guidelines

1. Purpose

The purpose of the Executive Committee is to undertake delegated tasks from the LSIDB Board including for key and immediate decisions from LSIDB's Current Sub Committee's:

The development and implementation of strategy, operational plans, policies, procedures and budgets;

- the monitoring of operating and financial performance of the Revenue Budget;
- the monitoring of operating and financial performance of the Capital Programme;
- the assessment and control of risk;
- the prioritisation and allocation of resources.

2. Membership

The Executive Committee will be made up of the Chief Executive Officer, the Chair, the Vice Chair. all the Committee Chairs and Key Officers of the LSIDB as required. The Chief Executive Officer shall act as Chair of the Committee. In his/ her absence the LSIDB Chair will act as Chair.

3. Meetings

The Executive Committee should meet on a monthly basis with prepared agendas of items for discussion. A quorum of three Members is required. The LSIDB's Governance Officer will act as secretary and take minutes of the meetings. The minutes of the meetings will be circulated at the LSIDB's Board Meetings and the Chief Executive Officer will present a written Chief Executive Officer Report at each quarterly LSIDB's Board meeting.

4. Duties

(i) Management

- The successful execution of strategy.
- Recommending objectives and strategy for the LSIDB in the development of its businesses.
- Identifying and executing new business opportunities, Capital Investment Projects if approved, outside the current core activities
- Reviewing the organisation structure of the LSIDB and making recommendations for change.
- Implementing policies relating to health and safety, environment, treasury and Statutory social responsibility.
- Ensuring the control, co-ordination and monitoring of risk and internal controls.
- Ensuring compliance with relevant legislation and regulations.
- Prosecution, defence or settlement of litigation.
- Ensuring appropriate levels of authority are delegated to LSIDB officers throughout the LSIDB's Annual Planning and delivery of Operations.

(ii) Financial reporting and controls

- Presentation of the LSIDB's budgets and five year plan to the LSIDB's Board and, following their approval, the achievement of the budgets and plans.
- Approval of capital projects between £50,000 and £500,000 for budgeted items and between £25,000 and £250,000 for unbudgeted items. Identification of the necessary funds when making these approvals. Reporting to the Board at the earliest opportunity.
- Adherence to Financial Regulations when authorising procurement.
- Renewal of banking facilities and arrangements for treasury management.
- Insurance, including LSIDB's and officers' liability insurance.

(iii) Statutory IDB Governance

The Committee shall conduct an annual review of its work and terms of reference and an assessment of its own effectiveness and make recommendations to the LSIDB's Board.



Lower Severn IDB

Executive Committee

Next meeting Wednesday 17th January 2024

10:00hrs, location: LSIDB Offices

ACTIONS:

From the Executive Committee held on the 13th December 2023 at 10:00hrs

Board Member Attendance:

Matthew Riddle MR- Vice Chair of committee

Mike Barnes MB

John Hore JH –

Fiona Collins FC

Roger Godwin RG

Geoff Simms GS

Officer Attendance:

Manjit Pope MP – CEO of LSIDB – Chair of Committee

Glenn Taute GT – Chief Financial Officer

James Thomas JT – Business Development Manager

Jo Matthews JM – Programme & Governance Officer

Vicky Bailey VB – PR & Communications Officer

Apologies: Daniela Winchcomb

Key

In progress
Outstanding
Over Due
New Actions

Number	Created	Action	Assigned to	Risk Register Category	Due
	22/2/23	Letter to all Councils to highlight the importance of Member attendance at meetings explaining that this is something the Board is being measured on	MR	G6	Sep 2023
	22/2/23	SHM Matrix to incorporate regional representation	JT	G2	17/01/24
	25/10/2023	Matthew to arrange a date with Luke Hall to gain support from Rebecca Powell (local MPs and LSIDB to be invited also). Roger to continue to liaise with Siobhan Bailie	MR/RG		December
	5/24/2023	Explore succession planning of engineering foreman for the future- consider if this needs to be applied for the whole organisation? Training internally and advertising	JD,GT,MP,FC	BSC	Dec-24

		externally for candidates- business services committee to explore this further			
	8/23/2023	New Work Force Strategy discussed and confirmed most actions have been completed- identified that training schedule for Board Members to be created (this gets reported back to Defra annually). Also, line management training for SLT in the future also.	MP/JM	G2	Apr-24
	8/23/2023	Once citation audit report received, we can amend policies- Fiona will discuss schedule of policies in next full board meeting.	MP/FC/JD	G7	Mar-24
	9/27/2023	For LSIDB to continue to communicate in a range of ways with rate payers and councils as much as possible	VB	G1?	2024
	9/27/2023	JM and JD to continue to get information of quotes for support facility	JM, JD		Feb-24
	25/10/2023	Digital images of other operation facility to share to executive and main board to compare to current LSIDB operation facility. In the future, consider if arranging a visit would be required	VB/JD	G7	Jan-24
	25/10/2023	contact citation about performance issues and continue to explore any other companies for when contract period has ended	MP/FC/JD/DW	P5	Jun-24
	25/10/2023	Executive Committee members to encourage their committees to feedback any ideas to programme board r.e. capital programme	All	New Risk to be incorporated	November

	25/10/2023	JM to send out the updated version of risk register to the Exec Committee of associated risks specific to executive committee	JM, JD	P5	December
	13/12/23	Manjit nominated and agreed to continue to be chair and Matthew to be vice chair of the executive committee	MP/MR	New Risk to be incorporated	13/12/23
	13/12/23	GT to produce list of essential bite size training examples for next Full Board Meeting through speaking to our auditors on what is most essential. Agreed would be appropriate to complete within full board meetings.	GT/MP	G2/G1	7/2/2023
	13/12/23	Check if contact list of Board Members can be added onto Board Member only section on website	JM/GT	O2	27/12/23
	13/12/23	key newsletter- highlights report annually to be sent out with rates letters- draft to be complete and shown to executive committee before February	VB	New Risk to be incorporated	17/01/23
	13/12/23	LSIDB to attend GLOSES meeting in February- Vicky to talk to Roger/Matthew regarding the event	VB/RG	New Risk to be incorporated	31/1/23
	13/12/23	MP to resend out paper to executive committee of growth opportunities for organisation	MP	New Risk to be incorporated	20/12/23
	13/12/23	MR to put comments of floodex event in an email to JH	MR	New Risk to be incorporated	Jan-24

	13/12/23	MP to put ADA's 6-point Manifesto report to note to full board in February	MP	New Risk to be incorporated	7/2/2023
	13/12/23	Investment agenda item to be added onto finance committee	GT	Finance Committee	24/1/23
23	13/12/23	MP to update actions and send comments out in advance in future to prevent time spent on them in the committee itself	MP	P5	17/1/23
24	13/12/23	Executive committee agree to pay xmas bonus for operators, this will be implemented by GT	GT	HR1	18/12/23
25	13/12/23	Agreed for key agenda item to be added for full board for de maining. Matthew to look into this with Manjit and ensure process is followed.	MP/MR	New Risk to be incorporated	7/2/2023
26	13/12/23	VB to look into key speaker around de maining subject for full board	VB	New Risk to be incorporated	7/2/2023

Lower Severn IDB

MISSION STATEMENT

We provide land drainage, flood risk management and surface water management to achieve safe, prosperous communities that enjoy the amenity and biodiversity benefits of the water environment.

Operational Services: Demaining

Report by James Druett

09/01/2024

Introduction

The Longdon Brook is a main river located to the south of Worcestershire.

The main river section head is the Horse Bridge to the south east of Pendock and it flows to the confluence with the Severn to the east of Bredon School near Queenshill.

The Longdon Brook serves an area of the Lower Severn Internal Drainage Board that was amalgamated in 2005 and was previously called the Longdon and Eldersfield IDB.

There are 49km of IDB maintained watercourses in the catchment. Since the amalgamation in 2005 extensive improvement works have been carried out by the Lower Severn IDB to the network of watercourses that it maintains.

The main river section of the Longdon Brook is 9km long

Problems

1) Land Drainage/Flood Risk

The Longdon and Eldersfield Marshes have suffered numerous extensive and prolonged periods of flooding. The flooding has caused major disruption and access issues to much of the community.

2) Ecology and Landowner Issues

The ecology of the catchment has suffered as a result of the long periods of inundation particularly in July 2007 when much of the vegetation on the marsh was destroyed. Water quality was also affected due to rotting vegetation.

Ground nesting birds have been affected on numerous occasions due to flood events.

Rural business has been drastically affected by not only the impact of the flood but by the duration which hampers recovery.

Current Condition

The lower reaches of the Longdon Brook as shown in appendix 1 show the watercourse to be in poor condition and the conveyance has been severely reduced.

A combination of factors from cattle to overhanging branched causing siltation have affected the ability of the Longdon Brook to effectively drain the area.

IDB Proposals

The Lower Severn IDB would be prepared to adopt the Longdon Brook and secure the future maintenance of it if it were to be demained. The Longdon Brook was originally an ordinary watercourse and maintained by the IDB until the 1980's when it was classified as Main River.

The Board would prefer demaining the Brook rather than any other negotiated solution in order that the appropriate powers of entry can be used when required.

It has become clear that the Environment Agency cannot justify expenditure on low risk Main Rivers such as the Longdon Brook. If river systems such as these are demained then IDB's could fund maintenance activities if they so choose.

Photos showing parts of the London Brook:







LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD

For the budget year 2024/25

Charging Authorities Levies annual values

Charging Authorities	AV	%	Proposed Levy 2024/25	Previous Levy 2023/24	Change %
			0.1250	0.1155	8.2%
			£	£	
Bristol City Council	7,589,404	49.59	948,676	876,576	
South Gloucestershire Council	3,410,262	22.28	426,283	393,885	
Stroud District Council	1,615,360	10.56	201,920	186,574	
Gloucester City Council	732,039	4.78	91,505	84,301	
Forest of Dean Council	450,501	2.94	56,313	52,033	
Herefordshire Council	123,898	0.81	15,487	14,216	
Tewkesbury Borough Council	73,933	0.48	9,242	8,539	
Malvern Hills District Council	16,880	0.11	2,110	1,950	
Total	14,012,277	91.56	1,751,535	1,618,074	
Local Authorities	14,012,277	91.56	1,751,535	1,618,074	
Agricultural rates	1,291,298	8.44	161,412	149,145	
(per DRS) Total	15,303,575	100.00	1,912,947	1,767,219	
			0	0	

Lower Severn IDB

MISSION STATEMENT

We provide land drainage, flood risk management and surface water management to achieve safe, prosperous communities that enjoy the amenity and biodiversity benefits of the water environment.

Finance Report

2 January 2024

Glenn Taute CFO

Outcomes – December 2023

- With regard to the DEFRA loan approval for the programme, the application is ongoing but has changed from a 5-year program view to an annual submission, therefore we will have to make an approval request for each year where we would require additional loans into the future. We have submitted our request for 2024 at £2m, for which we have received a confirmation of receipt and anticipate a response in January 2024.
- The budget has been updated for review.

Finance Summary – for the Year-to-Date November 2023

Income Statement

For the eight months to November 2023 the Income Statement shows a favourable net result compared to the budget. Income is ahead the budget for the financial year to date by £36k, mostly due an Avonmouth maintenance invoice issued in November 2023. Costs for the year to date are £28k favourable to the budget, mostly through programme payroll allocation and low professional cost in respect of reduced consultancy work for the year to date.

Lower Severn IDB					
Income Statement					
November 2023					
	YTD	YTD			
	Actual	Budget	Variance	Variance	Comment
Income	November 2023	November 2023	£	%	
Rates and Levy Changes	1,178,375	1,178,375	0	0.0%	
Grant and Fund Income	118,387	118,387	0	0.0%	Foreign Water Grant - EA
Consulting, Fees & Works Recharges	52,859	24,800	28,059	113.1%	Avonmouth maintenance invoice
Other Income	26,444	18,911	7,533	39.8%	Insurance claim
Total Income	1,376,066	1,340,474	35,592	2.7%	
Expenditure					
Payroll	571,055	589,432	18,377	3.1%	Activity allocation to program provision at £114k YTD
Maintenance	210,880	199,742	-11,138	-5.6%	Inflationary impact, and breakdowns have been high
Levies	151,322	151,323	1	0.0%	Foreign Water Charge - EA
Travel	27,965	18,982	-8,984	-47.3%	Mileage claims/commute, training & meetings
Administration	34,565	39,982	5,417	13.5%	
Professional Fees	14,227	36,963	22,737	61.5%	Low level of consultancy work
Depreciation	149,578	150,930	1,352	0.9%	
Total Costs	1,159,593	1,187,354	27,761	2.3%	
Net subtotal	216,473	153,120	63,354	41.4%	
Capital Reserve	216,473	200,000	-16,473	-8.2%	
Net Surplus	0	-46,880	46,880	100.0%	

Balance Sheet

With regard to the balance sheet as at the 30 November 2023 the following items are noted:

- Investments

Managed investments have shown a recovery in the period to £865k, all in all a +£13k change for the financial year to date.

- In terms of cash resources this is currently spread as follows:
 - Cash at bank at the end of October = £891k
 - Notice deposits assigned to the pump station investment program =£420k
- Capital expenditure reserve change for the year to date: -

Reserve increase YTD, allocation full surplus	= +£216k
Investment Portfolio change YTD	= +£13k
Programme payroll activity allocation YTD	= -£114k
Consulting costs YTD	= -£146k
Equals Total YTD Change in Capital Reserve	= <u>-£30k</u>

Lower Severn IDB				
Balance Sheet				
November 2023	At	At		
	End	End	YTD	YTD
	March 2023	November 2023	Change	Comment
Fixed Assets	1,368,817	1,373,358	4,541	Net of Capex, Sale of Asset, Depreciation
Investments	851,750	865,132	13,382	Portfolio change
Stock +WIP	119,904	119,013	-891	Includes prior year consulting recharges pending invoicing
Debtors	13,078	57,327	44,249	Current invoicing and late debtors
Prepaid Revenue EA	0	75,662	75,662	Prepaid EA levy re Foreign Water
Prepaid Expenses	41,270	11,093	-30,177	Annual write down
VAT	14,216	16,080	1,864	
Cash at Bank	411,691	891,262	479,571	Rates received in advance
Short Term Deposits	412,959	419,758	6,799	Notice Call Deposits
Current Assets	1,013,118	1,590,195	577,077	
Creditors	85,039	67,545	-17,494	
Accrued Expenses	14,056	7,767	-6,289	
Prepaid Revenue Rates	0	648,381	648,381	Revenue recognition phasing
Current Liabilities	99,095	723,694	624,599	
Net Current Assets	914,023	866,502	-47,522	
Long Term Assets				
Pension	1,115,000	1,115,000	0	
	4,249,590	4,219,991	-29,599	
Capital & Accumulated P&L B/F	1,759,928	1,728,799		
Current Year Surplus/(Deficit)	-31,129	0		
Capital Expenditure Reserve*	1,261,208	1,231,609	-29,599	*Capital Expenditure Reserve change Year to Date
Pension Reserve	1,115,000	1,115,000	0	Reserve increase YTD = +£216k
Revaluation Reserve	144,583	144,583	0	Investment Growth Portfolio YTD = +£13k
				Programme payroll activity allocation YTD = -£114k
				Consulting costs YTD = -£146k
	4,249,590	4,219,991	-29,599	Equals Total YTD Change in Capital Reserve = -£30k

Draft Forecast 2024 V3 at 31/12/23

Forecast 2024

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD					
Income Statement	Forecast	Budget			
Updated Draft at 31/12/23 v3	Total	Total	Variance	Variance	Comment
	2024	2024	2024	2024	
	£	£	£	%	
Income					
Levies Charged to Authorities	1,618,074	1,618,074	0		As per 2023/24 statement
Agricultural Rates	149,489	149,489	0		
Rechargeable Works	52,859	18,000	34,859		Site(Panatoni) Develop/Maint. at Avonmouth
Application Fees	1,000	3,000	-2,000	-67%	
Consultancy Fees Recharged	2,000	18,000	-16,000	-89%	Low opportunity for work in 2023/4
Surplus on Sale of Assets	8,983	16,911	-7,928		Excavator and Utility Vehicle sold
Foreign Water Grant - EA	177,581	177,581	0		As per EA agreement
Interest	16,415	3,000	13,415		BoE base rate higher
Total	2,033,484	2,004,055	29,429	1%	
Expenditure					
Payroll	847,484	860,049	12,565	1%	Activity allocation to capital reserves included
Office Maintenance	24,430	30,550	6,120	20%	
Maintenance	281,911	251,200	-30,711	-12%	Repairs higher & inflation
EA Levy	226,985	226,985	0		As per EA agreement
Motor Travel and Subsistence	39,004	28,611	-10,393	-36%	Travel costs
Communications	8,623	7,079	-1,544	-22%	
Administration	47,422	50,914	3,492	7%	
Engineering Consultancy Fees	3,100	50,000	46,900	94%	
Legal and Professional Fees	36,056	5,445	-30,611		Governance review/audit
Audit and Accountancy Fees	5,813	5,500	-313	-6%	
Depreciation	224,367	226,395	2,028	1%	Fixed asset movements timing impacts
Bank Charges and Loan Interest	1,798	1,980	182	9%	Bank Fees
Total Expenditure	1,746,995	1,744,708	-2,287	0%	
Surplus for 12 months	286,490	259,347	27,142	10%	
To Capital for Programme	286,490	300,000	13,510	5%	
Net Surplus for 12 months	0	-40,653	40,653		

Draft Budget 2024/25 V3 at 31/12/23

Budget 2025

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD					
Income Statement	Budget	Forecast			
Updated Draft at 31/12/23 v3	Total	Total	Variance	Variance	Comment
	2025	2024	2025 vs 24	2025 vs 24	
	£	£	£	%	
Income					
Levies Charged to Authorities	1,751,163	1,618,074	133,089	8.2%	Drainage rates/levies increased for programme
Agricultural Rates	161,784	149,489	12,295	8.2%	
Rechargeable Works	18,000	52,859	-34,859		Outlook for 2024/25
Application Fees	3,000	1,000	2,000		
Consultancy Fees Recharged	18,000	2,000	16,000		
Surplus on Sale of Assets	4,345	8,983	-4,638		
Foreign Water Grant - EA	181,133	177,581	3,552	2.0%	As per EA agreement
Interest	15,000	16,415	-1,415	-8.6%	
Total	2,152,424	2,033,484	118,940	5.8%	
Expenditure	Budget	Forecast			
	2025	2024			
Payroll	871,710	847,484	-24,226	-2.9%	Full yr of new staff, includes white book updates
Office Maintenance	25,408	24,430	-977	-4.0%	Inflationary impacts
Maintenance	293,187	281,911	-11,276	-4.0%	
EA Levy	231,524	226,985	-4,539	-2.0%	As per EA agreement
Motor Travel and Subsistence	29,755	39,004	9,249	23.7%	Allocation change
Communications	8,262	8,623	361	4.2%	
Administration	52,951	47,422	-5,529	-11.7%	Includes training
Engineering Consultancy Fees	14,400	3,100	-11,300		Improved outlook for consultancy revenue
Legal and Professional Fees	24,000	36,056	12,056	33.4%	Governance audit in prior year
Audit and Accountancy Fees	6,000	5,813	-187	-3.2%	
Depreciation	424,285	224,367	-199,917		Impact of pump program investment
Bank Charges and Loan Interest	65,900	1,798	-64,102		Interest cost on loans
Total Expenditure	2,047,383	1,746,995	-300,388	-17.2%	Excluding Dep.&Int. growth change is -2.1%
Surplus for 12 months	105,042	286,490	-181,448		
To Capital for Programme	105,042	286,490	181,448		Contribution to pump programme
Net Surplus for 12 months	0	0			

Draft Budget 2024/25 V3 at 31/12/23

Budget 2025

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD						
Balance Sheet		Budget	Forecast			
Updated Draft at 31/12/23 v3		March	March	Change	Change	Comment
		2025	2024			
		£	£	£	%	
Fixed Assets		4,039,284	1,298,569	2,740,715		Pump Programme and Operational Additions
Investments		0	851,750	-851,750	-100%	Investments Liquidated September 2024
Stock +WIP		124,889	120,000	4,889	4%	
Drainage Debtors		1,082	1,000	82	8%	
VAT Claim		12,069	11,596	472	4%	
Prepayments		46,833	45,000	1,833	4%	
Cash at Bank and in hand		975,053	594,388	380,665		
Short Term Deposits			211,830	-211,830		Notice Deposits called Jan. & Sept. 2024
Total Current Assets		1,159,926	983,814	176,113	18%	
Total Current Liabilities		-86,536	-86,500	-36		Creditors
Net Current Assets		1,073,390	897,314	176,077	20%	
Assets Total		5,112,674	3,047,632	2,065,042	68%	
Long Term Liability		-1,960,000	0	-1,960,000		Two new loans of £1m ea, Jul. & Dec 2024
NET ASSETS		3,152,674	3,047,632	105,042	3%	
Capital Account		666,569	666,569	0		
Accumulated Fund		2,341,522	2,236,480	105,042	5%	Contribution to Programme
Capex Reserve		0	0	0		Dissolved to utilise for Capital Programme
Revaluation Reserve		144,583	144,583	0		Properties
FINANCED BY		3,152,674	3,047,632	105,042	3%	

Draft Budget 2024/25 V3 at 31/12/23

Budget 2025

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD									
		Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
CAPEX		April	July	August	September	October	November	December	Total
Updated Draft at 31/12/23 v3		2024	2024	2024	2024	2024	2024	2024	2025
		£	£	£	£	£	£	£	£
Energreen SPV2		225,000							225,000
Isuzu D-Max					40,000				40,000
Service Centre			66,667	66,667	66,667	66,667	66,667	66,667	400,000
Marshfield Renewal Programme			250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Lapperditch Renewal Programme			166,667	166,667	166,667	166,667	166,667	166,667	1,000,000
Totals		225,000	483,333	483,333	523,333	483,333	483,333	483,333	3,165,000

Activities planned for January 2024

- Progress the pumping programme project loan application approval through DEFRA
- Support the finalisation of the pumping program business plan
- Ongoing Budget 2024/25 review and agreement for board approval in February 2024

Risk Register – Finance



Finance Risk Register
- November 2023.xlsx

Lower Severn IDB

Date: 09/01/2024

Report by: James Druett, Head of Operational Service.

Health and Safety

No near misses to report.

Risk Assessment support ongoing with Citation and being uploaded on the Atlas operating system together with hand tool vibration assessments.

Work still ongoing to comply with all Citations requirements resulting from H&S audit and Fire Risk Assessment.

New electronic and hard copy filing system currently being constructed for all certification relating to the depot, machinery and all other relevant H&S documentation.

New training matrix spreadsheet for all staff and operatives.

Mowing and weed cutting 2023

Commenced at the following locations.

Frampton on Severn

Arlingham

Rodley, Westbury on Severn

Slimbridge Wetlands & Wildlife trust

Sharpness

Rockhampton & Duckhole

Kington, Oldbury on Severn

Mowing and weed cutting **continues** throughout –.

Hallen, Severn Beach, Easter Compton and Avonmouth.

Workforce back to normal winter working hours.

Heavy rainfall emergency at Hallen

Very heavy rainfall Thursday 9th of November into the Morning of 10th November.

Phone call approx. 9am from a resident at Severn Road, Hallen, Bristol concerned that their house was going to flood as there was a blockage in one of the Boards adopted watercourses. We maintain the watercourse annually and had done in early summer, however, due to residential property at risk it would have been maintained again before Christmas to deal with any regrowth.

Operational staff immediately sent to find and deal with the blockage with a wheeled excavator.

There was a blockage in the rhine as the gale force winds had blown tree debris etc into the watercourse which had become entangled in the regrowth and then solidified into a dam. An old footbridge which had become blocked was also removed.

The resident expressed their thanks that we had managed to prevent the house from flooding and that the water levels were rapidly receding.

Machinery

An order has been placed for an Isuzu new pick up for the fitter in line with the Operational Services committee recommendation. This will be available for delivery May 2024.

An insurance claim was made to try and recoup costs for the loss of our spare Bomford mower after it suffered significant damage due to pin failure.

The claim was successful. This has been settled with the Board receiving £7050 and being able to keep the mower to be able to use for spare parts to keep the existing Bomford eagle running with minimal downtime in the future.

It has been concluded that the mounting pins will now be replaced before every mowing season as part of the overall servicing regime.

Key Briefing Points for LSIDB Executive Committee :

Acknowledging the team effort within ADA, and emphasising the collective role of 230 members, including LSIDB, Allan Lovel wants to demonstrate now under his chairmanship the vital contribution of IDBs in addressing the national challenge of reducing flood risk. In his

speech at the ADA conference Allan emphasised as a key focus being; demaining and its financial considerations.

Allan Lovell:

- Expresses positivity about demaining and acknowledges its complexity.
- Emphasises financial considerations and willingness to discuss budgets on a case-by-case basis.

Further more at the SWADA Meeting Robert Caudwell the Chairman of ADA also put a call out to any ready demaining pilots that need to be considered for implementation.

Therefore, now considering the opportunity and impact on LSIDB:

- Encourages LSIDB to explore opportunities for demaining.
- Stresses open communication regarding financial considerations.

This will be a discussion item on the Agenda for the LSIDB December Executive Committee, including next steps.

Demaining rivers within the Boards area

The above term means changing the legal classification of a watercourse to enable the drainage board to maintain it under their own permissive powers.

The engineers have been asked to reinvestigate the main river network that exists within the Lower Severn IDB's statutory boundary. It became apparent that many of the main rivers within the IDB district also extended outside of the district. In order for these to be considered for demaining the IDB district would require altering. This would entail a more complex statutory change to the Boards boundary and so main rivers that do not fall wholly within Lower Severn's district have not been included in this exercise.

The table below shows the main rivers that are wholly contained within the district. The River Leadon and its tributaries also fit the criteria of being wholly within the district, however, since the Board has historically considered a report on demaining, the Leadon it has not been included in this assessment.

Main River	Length (km)	Boards area of benefit (ha)	No of Properties Benefitting
Longdon Brook	10.36	1661	32
Tirley Main Drain	1.62	335	23
Wicksters and Capehall Brook	4.3	90	2

The committee may wish to consider rationalising the Boards current watercourse network to also accommodate the additional workload. It may be worth considering removing a number of kilometres similar to any length demained.

Also attached to this report is a detailed explanation when the Board previously explored the possibility of demaining of the Longdon brook. This was written in 2014 explaining the current issues relating to the catchment area.

Recommendations: That the report be noted in preparation for discussion item on Agenda.

Lower Severn IDB

MISSION STATEMENT

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Programme Name	Programme Board Highlight Report				
Programme Manager	James Thomas	Report Date	03/01/2024	Reporting Period	January 2024
Programme Summary	Managing the Board Pilot Programme and Business Development of the Boards Activities				

This report	Last report
-------------	-------------

Are the categories below within agreed tolerance? (Green = Yes, Amber = At risk of breach, Red

Time (on schedule, to plan)	To be reviewed by end Jan	Scope	Partial
Quality	To be assessed	Resources	Under Consideration
Budget/Costs	To be Assessed	Dependencies	N/A
Benefits & Outcome	On target		

	Risks	Yes – see report text	Issues	TBC
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Establishing Deliverables
<ul style="list-style-type: none"> The meeting is collaborative and a safe environment for open and honest discussion. The aim is not to vote on matters but to use fact and experience to come to a collective decision. Collective decisions will be fully supported by 'team' members as part of our values of collective responsibility.

Lower Severn IDB

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- A 'live' action tracking system is the vehicle to manage the meeting rather than, what can be subjective, minutes.
- We will also utilise a 'Programme Risk Register' to support effective delivery, risks that are seen to be of a wider consideration will be submitted to the owner of the LSIDB risk register (CEO) for consideration of inclusion in the organisations risk register.
- All decisions will be made within the delegated responsibilities as laid down by the appropriate Standing Orders.
- Purchases of goods and services will be fully compliant with the appropriate standards.
- The Full Board will be fully briefed on the status of the Pumping Station Programme and we will consult with other members as appropriate.

- Jacksons costing work complete for Wicks Green and Oldbury on Severn. Oldbury on Severn has indicated a reduction in costs while Wicks Green costs have increased.
- Work continues to gain Defra approval for the Public Works Loan application. All questions asked of the programme board are being answered as soon as is practicable.
- Full EA compliant Business Cases have been completed for both Wicks Green and Oldbury Naite.
- Options Appraisals are complete for both Lapperditch and Marshfield with full costing information due mid Jan.
- The process for FCERM Grant Funding Allocation has begun with the Wessex Environment Agency teams. Ongoing meetings are being held between the relevant officers at the EA and the IDB.

Lower Severn IDB

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- Arup scope work and project management costing due in mid-January.
- Scape production of the feasibility study for the new Service Centre due in late January. Scape meetings have commenced with a view to providing a baseline for the new service centre with an itemised add on list to enable the board to best bid for central government funding through a wide range of environmental schemes.
- Training to be undertaken by key Programme team members on Microsoft Project on the 9th of January.
- Jacksons engagement and assessment meeting to take place in January to discuss capacity and capability to meet the end of 2024 deadline.
- Next phase of consultation to be planned as the final designs are developed for Lapperditch and Marshfield.
- Planning to begin for engagement with Environment Agency on fish friendly consents for Marshfield and Lapperditch

Establishing Deliverables

RECOMMENDATION

This Report be noted.

Report Approved by Project Sponsor		Date:	03/01/24
Financial Information Validated by		Date:	

Lower Severn IDB

MISSION STATEMENT

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Capital Programme Board

Update on the consideration of the replacement of the LSIDB Service Building and Protocol for Dealing with Project Correspondence

6th January 2024

Report Written by: Geoff Simms

Members will be aware that the Service Building replacement was included in the initial composition of the Capital Programme, which was agreed, by the Full Board, some 5 years ago. It is therefore been considered as part of the current programme of work.

It is to be treated in process terms in exactly the same way as the Pumping Station assets, in that the Programme Board will give it full consideration and then make its recommendation.

This means that it will be fully considered, by the Programme Board, and a recommended proposal will be brought to the Finance meeting, the Executive meeting and then the Full Main Board for its consideration and support.

Update:

To date we have explored various suppliers to get a provisional idea of scope and cost. One of the suppliers has offered to carry out a feasibility study at no cost to the LSIDB, so we have accepted that offer.

It is expected that the feasibility study will be completed by early 2024 and we will be able to update members in early Feb.

The feasibility will look at scope, design and options to cater for the longer-term requirements of LSIDB.

There are many aspects to consider in putting forward our recommendation which we have already included this in our financial profiling. Most importantly, the consideration will be given to the timing of any proposed work. This will ensure that the provisions are appropriate and the transition operational needs are adequately planned.

We have sought views from staff and some board members about the issues, as they perceive them, with the current facilities. It should be kept in mind that the building itself was not designed as purpose-built offices or maintenance facilities and was, essentially, a 'converted barn'.

Below are listed the gathered comments for consideration (in conjunction with the feasibility study) as to how we can best mitigate these matters to ensure a long-term sustainability of our Service Facilities. They are:

- Building is 45 years old as it was built in the 1970's
- There is asbestos throughout the building
- The building was not designed as an office or a workshop. It is an 'at cost' building
- Needs facilitation of modern chemical storage
- It is not fit for purpose and no access for disabled people
- Meeting room space is too small
- The office facilities in terms of space and quality are poor with limited meeting capacity
- There is rising damp in the walls
- The workshop activities of noise, use of sprays, welding and fuel fumes affects the offices in an adverse way
- Working environment is inefficient in the modern world
- Air conditioning struggles, heating and cooling is ineffective
- Toilets are of a third world standard
- Workshop facilities are not appropriate for the high-quality machinery we purchase and maintain
- Facility is not high enough for machine testing
- There is no effective vehicle wash down facilities with upgraded interceptors and septic tank
- Should be a building that identifies the LSIDB and that staff/members can be proud of
- Kitchen is inadequate
- There isn't a staff rest/lunch area
- Mobile phone services are poor and needs rectifying
- The building doesn't give a good image, it does not help with staff retention

- The power efficiency of the building is currently very poor with no green power option included. Solar panels, water retention and wind power
- Utilisation of site space is very poor
- There is no telemetry facility for the new pump stations
- There is no provision for electrical charging points in terms of future proofing

All of these points support the original inclusion of the replacement services building within the Capital Programme, and its approval given by the members of the Main Board at that time.

All of these points will be given careful consideration and the feasibility study will assist us in the process as the Programme Board develops an appropriate proposal.

Consultation will continue during the development process and this will follow the agreed route to give final consideration and support.

Note:

During the development of any project there will be exchanges of information between suppliers and ourselves to secure appropriate timescales, quality, specification and best value for money. I refer you to the note below as to how we need to deal with this correspondence.

Capital Programme Board

Protocol for Dealing with Project Correspondence between LSIDB and Suppliers

Throughout the process of developing any project there will be exchanges with suppliers and stakeholders dealing with specification, quality, timescales and value for money. Some of those ongoing exchanges will inevitably include sensitive financial/commercial information and as Chair of the Programme Board I must ensure that those documents remain secure within the bounds of the Programme Board and its members. Besides the matter of commercial confidentiality whilst every endeavour is made, by both parties, to provide accurate financial figures they may not, and most likely, won't be the final contracted values.

It is to that end, whilst the Programme Board will continue to update Full Board members with ongoing information and developments, the Programme Board will not be sharing these detailed document exchanges with Board members.

However, it is important that the Programme Board is open to challenge and scrutiny against the agreed processes, and we will continue to provide Board members with current information and developments on the Capital Programme.

Lower Severn IDB

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Developing a Process for Reviewing and Implementing a Schedule of Policy Updates 2024

09/01/2024

Dr M Pope

LSIDB Executive Committee – Business Support Services Highlight Report

Introduction:

Developing a process for reviewing and implementing a schedule of policy updates for an Internal Drainage Board (IDB) in the UK is essential to ensure compliance with regulations, adapt to changing conditions, and improve the overall effectiveness of the organisation. Below is a step-by-step process to achieve this:

1. Establish a Policy Review Audit:

Form a committee comprising members, senior staff, and subject matter experts with knowledge in IDB regulations and policies.

2. Identify Key Policies and Procedures:

Create a comprehensive list of all existing policies, procedures, and guidelines that require regular review. Ensure that they align with regulatory requirements, organisational goals, and industry best practices.

3. Set a Review Schedule:

Determine the frequency of policy reviews. Consider an annual or biennial review cycle. High-priority policies may require more frequent reviews.

4. Policy Review Plan:

Develop a clear plan for each policy review. The plan should outline the scope, objectives, and expected outcomes of the review process. Identify stakeholders involved in the policy, including those responsible for its implementation.

5. Policy Review Process:

The Policy Review Committee should follow a systematic process for each policy review, which may include:

- Assessing the policy's effectiveness.
- Identifying changes in legislation or regulations affecting the policy.
- Soliciting feedback from staff, members, and stakeholders.
- Reviewing data and performance metrics related to the policy.
- Conducting a risk assessment to identify potential gaps or issues.
- Benchmarking against industry standards and best practices.

6. Consultation and Feedback:

During the review, actively seek input from relevant stakeholders, such as members, employees, and other organisations or agencies affected by the policy.

7. Document Proposed Changes:

Document all suggested modifications, revisions, or additions to the policy.

8. Review and Approval:

Submit the proposed policy changes to the IDB Board for review and approval. The Board should carefully assess the impact of these changes on the organisation and ensure they are aligned with the IDB's mission and goals.

9. Implementation:

Once policies are approved, communicate the changes to all relevant parties. This may include staff training, policy dissemination, and ensuring compliance with the updated policies.

10. Monitoring and Evaluation:

Establish a mechanism to monitor the effectiveness of the updated policies over time. Regularly evaluate the outcomes and ensure that the intended objectives are being met.

11. Record Keeping:

Maintain comprehensive records of policy reviews, changes, approvals, and implementation details. These records can serve as an essential reference for future audits or assessments.

12. Continuous Improvement:

Periodically assess the policy review process itself to identify areas for improvement. Incorporate feedback and lessons learned to enhance the effectiveness of the policy review and implementation process.

13. External Compliance:

Stay informed about external regulatory changes and requirements. Ensure that policies are updated to comply with any new legal obligations.

14. Communication:

Keep all stakeholders informed about the policy review process, changes, and outcomes. Maintain open lines of communication with members, staff, and the public.

Summary:

By following this process, the LSIDB can ensure that its policies and procedures remain up-to-date, effective, and aligned with its mission, while also fostering transparency and accountability within the organisation.

Next Steps / Actions:

Business Support officer will own the schedule and lead its review, and monitor implementation for the CEO

Appendix A – inherited Schedule of Policies with Review dates - to be taken forward to review and update ahead of First BSSC.

Name: Dr M Pope

Position: CEO LSIDB

Schedule of Policies with Review Dates

Updated:

Nov 2022

KEY:

	Wilkin Chapman confirmed policies that will be reviewed
	Citation
	Wilkin Chapman have not mentioned but I shall see if they can do
	Managed Internally

	Date of Adoption	Minute Number	Web Site	Last Reviewed by G&P Committee	Proposed Review Date
Policy/Document					
1. Anti-Bribery Policy	23 September 2020	3106	Published	2 September 2020	2023
2. Anti-Fraud and Corruption Policy	23 September 2020	3106	Published	2 September 2020	2023
3. Biodiversity Action Plan	2 February 2022	3324	Published	12 January 2022	2025
3a. Biosecurity Policy and Procedures	6 February 2019	2822	No		2023
4. Complaints Against Board Members Procedure	23 September 2020	3106	Published	2 September 2020	2023
5. Complaints Procedure	23 September 2020	3106	Published	2 September 2020	2023
6. Data Protection Policy	28 April 2021	3211	Published	31 March 2021	2024
7. Delegation of Powers to Officers	24 June 2015	2221	Published	4 December 2019 (2968)	March 23
8. Employee Handbook	5 November 2014	2099	No	Revised April 2021 by Citation	2023
9. Financial Regulations	3 February 2021	3002	Published	5 February 2021(Board)	2023
10. Flood Protection and Water Level Management Policy Statement	18 September 2013	1860	Published		
11. Freedom of Information Publication Scheme	3 February 2021	3173	Published	2 December 2020	2024
12. Gifts and Hospitality Policy	3 February 2021	3173	Published	2 December 2020	2024
13. Grievance Hearings	5 June 2019	2879	No	3 April 2019	2022
14. Guidance for Elected Members in respect of extended absence	22 June 2016	2352	No		2022

15. Home Working Policy	3 November 2021	3294	No	To be reviewed by G&P in Nov 2022 for Full Board in Feb 2023	2022
16. Media Protocol	3 February 2021	3173	Published	2 December 2020	2024
17. Media and Publicity Policy	26 February 2020				
18. Member Code of Conduct	3 February 2020	3173	Published	2 December 2020	2024
19. Members/Officer Protocol	2 February 2022	3340	No*	12 January 2022	2025
20. Mission Statement	6 February 2019	2823	Published	5 December 2018	2022
21. Redundancy Policy	23 September 2020	3106	No*	2 September 2020	2023
22. Standing Orders	28 April 2021	3211	Published	31 March 2021	2024
23. Substitute Member Protocol	2 February 2022	3340	No*	12 January 2022	2025
24. Voting on Appointments Procedure	8 June 2022	3421	No*	30 March 2022	2025
25. Whistle Blowing Policy (revise 2 years not 3)	3 February 2021	3173	Published	2 December 2020	2023
26. Maternity/Adoption Policy					
27. Paternity Policy					
28. Performance management Policy					
29. Disciplinary Policy					
30. Code of conduct Policy					
31. Condensed Hours Policy					

Terms of Reference for the Board and Committees	Date of Adoption	Minute Number	Website	Last Reviewed by G&P Committee	Proposed Review Date
26. Matters reserved for the Board	05 February 2020	3002	Published	04 December 2019	2023
27. Engineering Committee (Now operations committee)	8 June 2022	3421	Published	25 May 2022	2025
28. Finance & General Purposes Committee (Now Finance Committee)	8 June 2022	3421	Published	25 May 2022	2025
30. Governance and Probity Committee (Now Business Services Committee)	8 June 2022	3421	Published	25 May 2022	2025
31. Staff & Pensions Committee- No longer a committee	8 June 2022	3421	Published	25 May 2022	2025
32. Treasury Management Committee- No longer a committee	8 June 2022	3421	Published	25 May 2022	2025
Business Development and Growth Committee (New)	September 2023				

Other Policies/Guidance Notes	Date of Adoption	Minute Number	Web Site	Proposed Review Date
33. LGPS Discretions 2014	14 June 2014	2002	No*	-
34. Culvert and Structures Statement	9 November 2016	2415	Archived in Board Documents	-
35. Business Continuity Plan	12 February 2014	1934	No	-

Financial Registers for Annual Approval	Date Approved/Noted	Latest Minute No.		Review Due
Annual Governance Statement/Accountability Return	8 June 2022	3422-3424	Published	Annually
DEFRA Annual Report – signed by MD and JD	August 2022	-	Published	Annually
Risk Register	21 September 2022	3460	Archived in Board Documents	Annually
Capital and Financing Reserve Policy	8 June 2022	3421		Annually
Treasury Management Policy	8 June 2022	3421	Published	Annually
Insurance Policies Schedule	8 June 2022	3421	Archived in Board Documents	Annually

Board				
Council Entitlement to Appoint Members Review	12 January 2022 (G&P)	3317	Information Only	Triennially 2025
Members Register of Interests	November 2022	n/a	Published	November 2023

Election				
Register of Electors Notice	7 April 2021		Published	April 2024
Notice of Approved Electoral Register	9 June 2021	3237	Published	June 2024
Notice of Election	7 September 2021		Published	September 2024
Poll/No Poll	11 October 2021		Published	October 2024

Elections is something we will need to do internally however require support on how to manage process of elections. I have mentioned this to Wilkins Chapman to see if they can include in governance manual.