

# Full Board Meeting

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Wednesday 7th February 2024

**Thornbury Golf Club  
At 14:00**

# **MATTERS RESERVED FOR THE BOARD**

**Approved 5<sup>th</sup> February 2020, Minute 3002**

1. Proposals affecting the status, functions or geographical area of the Board.
2. Proposals affecting the structure, size or composition of the Board.
3. Responsibility for the overall management of the Board.
4. Major changes relating to the rateable value of the Drainage District.
5. Setting the drainage rate and determining the amount of local authority precepts.
6. Agreeing the Board's annual budget.
7. Determining the level of annual honorarium to be paid to the Chairman of the Board.
8. Matters relating to the payment of expenses to Board members,
9. The consideration of any proposal to alter the Board's overall corporate governance arrangements and committee structure.
10. The approval or revision of Standing Orders, Procedural Rules, Financial Regulations or Codes of Conduct.
11. The formulation or revision of any Business Plan or Strategic policy document.
12. The appointment of committees, Sub-Committees or Working Parties and the setting of their terms of reference.
13. Approval of any changes to the terms and conditions of employment of any of the Board's employees.
14. Approval of any alteration to the staff structure.
15. To consider any recommendation made by a Committee, Sub-Committee or Working Party.
16. The making or revision of Byelaws.
17. The prosecution, defence or settlement of any proceedings of a legal nature (other than action for the recovery of drainage rate).
18. The designation of officers authorised to initiate or defend legal proceedings or to appear in Court on the Board's behalf.
19. The consideration of any other matter not falling within the terms of reference of any Committee, Sub-Committee, Working Party or which is delegated to an officer.

# Lower Severn IDB

## Full Board Meeting

Draft Minutes of the Main Board meeting and AGM of the

**Lower Severn (2005) Internal Drainage Board**

**Held at Thornbury Golf Centre, BS35 3XL**

**Wednesday 1<sup>st</sup> November 2023 at 2pm**

### **Board Members:**

Mr. Mike Barnes (Chairman)

Cllr Matthew Riddle (Vice Chairman)

Mrs. Fiona Collins

Mr. Geoff Simms

Mr. John Hore

Mr. Jimmy Nichols

Mr. John Cornock

Mr. Roger Godwin/

Mr. Robert Hyslop

Cllr. Nikki Barton

Mr. Matthew Sugden

Cllr. John Jones

Cllr. Tony Williams

James North

Sue Milestone

### **Officers:**

Dr Manjit Pope – CEO

James Thomas– Business Development Manager

Glenn Taute– Chief Financial Officer

Joanna Mathews– Programme and Governance Officer

Victoria Bailey– Communications and PR Officer

Bianca Taute– Administrator

Daniela Winchcomb – Business Support Officer

### **Guest Attendees:**

Innes Thomson (ADA)

Rebecca Horsington (SWADA)

Mr. Tom Cullimore

Cllr. Liz Harvey

Cllr. Simon Phelps

Cllr. Lisa Stone

Cllr. Simon Johnson

### Minutes taken by Victoria Bailey

Agenda Item		Minute Reference
1.	<p><b>Election of Chairman for 2023/2024</b></p> <p>MR welcomed everyone to the meeting and thanked Innes Thomson, Chairman of ADA, for attending LSIDB AGM as the guest speaker.</p> <p>MP explained the election process.</p> <p>MR proposed MB as LSIDB Chairman; seconded by RG.</p> <p><b>All in favour: Mike Barnes elected as LSIDB Chairman 2023/2024.</b></p> <p>MB accepted with thanks.</p>	3557
2.	<p><b>Election of Vice Chairman for 2023/2024</b></p> <p>FC proposed MR as LSIDB Vice Chairman; seconded RG.</p> <p>All in favour; Matthew Riddle elected as Vice Chairman.</p> <p><b>MR accepted the role of LSIDB Vice-Chairman with thanks.</b></p>	3558
3.	<p><b>Apologies/ Welcome</b></p> <p>Apologies: Cllr Keith Withers, Cllr Paul Toleman, Charles Daniell and Ald. Mary Sykes.</p>	3559
4.	<p><b>Chairman's Announcements – Cllr Matthew Riddle</b></p>	3560

	<p>MR updated all on the upcoming industry events, which a selection of Board Members and Officers will be attending including the ADA conference 21/11/2023 and FLOODDEX on 22/11/2023, both in London.</p> <p>MR reminded all that LSIDB are a part of SWADA and that the SWADA AGM will be held in Bridgwater on 29/11/2023 and encouraged all Board Members to attend.</p> <p>Keith Withers has resigned and MR thanked him on behalf of the Board. There is now a vacancy for a land owner.  <b>Action – MR to write to thank KW from LSIDB.</b></p> <p>MR noted that there are still Council vacancies to be filled.  <b>Action – all Board Members to consider and suggest potential new members by the next Main Board meeting.</b></p>	
5.	<p><b>Declaration of Members Interest</b></p> <p>None received.</p>	3561
6.	<p><b>Minutes of Previous Meetings</b></p> <p><b>It was resolved that:</b></p> <ul style="list-style-type: none"> <li>• The minutes of the Full Board meeting held on 20/09/2023 were approved– all in favour of approval subject to the change of 'of' for 'for' on page 7: <b>Action VB</b></li> <li>• Actions to Note from the Executive Committee held 27/09/2023 – noted</li> <li>• Actions to Note from the Operation Service Committee held 18/10/2023 – noted</li> <li>• Actions to Note from the Executive Committee held 25/10/2023 – noted</li> </ul> <p><b>Action – before next AGM MP to conduct a review on how the new committees are working.</b></p>	3562
7.	<p><b>Appointment of Committee's for 2023/24</b></p> <ul style="list-style-type: none"> <li>• Finance Committee (3 x Members)</li> <li>• Business Services Committee (2 x Members)</li> <li>• Operation Service Committee (1 x Member)</li> <li>• Business Development &amp; Growth Committee (1 x Member)</li> </ul>	3562

	<ul style="list-style-type: none"> <li>Executive Committee</li> </ul> <p><b>It was agreed that the Chairmen would be as follows:</b></p> <p><b>Finance Committee</b> – John Hore  <b>Business Services Committee</b> – Fiona Collins  <b>Operation Service Committee</b> – Mike Barnes  <b>Business Development &amp; Growth Committee</b> – Geoff Simms  <b>Executive Committee</b> – Dr Manjit Pope</p> <p>MR, MB and GS could attend any committee as 'ex officio.'</p> <p>All agreed that the additional vacancies would be filled at the first meeting of each committee.</p> <p>MB asked the new members TW, LH, SP, LS and SJ to introduce themselves and he welcomed them to LSIDB.</p>	
8.	<p><b>Dates of Future Meetings</b></p> <ul style="list-style-type: none"> <li>It was noted that the schedule of Board and Committee Meetings dates are in the meeting pack</li> <li>Links to Future Events are within the Comms Calendar on the LSIDB website</li> </ul>	3563
9.	<p><b>CEO Briefing – Dr Manjit Pope</b></p> <p>MP provided an overview of her experience of over 30 years of transforming businesses. She highlighted the changes and advancements LSIDB has undergone in the past 12 months, with the support and direction of the Board, and the hard work of the officers and operators. MP noted the importance of:</p> <ul style="list-style-type: none"> <li><b>Futureproof Operational Service Support Facility Design:</b> Stressed the imperative of designing a futureproof operational service, positioning LSIDB as an industry benchmark in this regard.</li> <li><b>Cultural Change and Adaptation:</b> Underlined the significance of cultural change and the continuous learning of new methodologies and</li> </ul>	3564

	<p>approaches to enhance organisational effectiveness.</p> <ul style="list-style-type: none"> <li>• <b>Harmonious Collaboration of Board Members:</b> Commended the positive collaboration between elected and non-elected Board Members, recognising its potential to fortify and advance our Board.</li> <li>• <b>Analogy of Collaboration:</b> Utilised the analogy of a car, where Operators and Officers act as the delivery engine and Board Members as the strategic steering wheel, highlighting the necessity for collaborative, respectful and operationally delivery focus efforts to propel LSIDB forward.</li> <li>• <b>Internal SWOT Analysis:</b> Announced the completion of an internal SWOT analysis: <b>Action MP to share with Board Members.</b></li> <li>• <b>Communication with Key Stakeholders:</b> Emphasised the crucial need for effective communication with key stakeholders to foster transparency and collaborative partnerships.</li> <li>• <b>Committee Restructuring:</b> Notified the Board of the vast restructuring of committees currently underway.</li> <li>• <b>Revenue Generation and Reinvestment:</b> Advocated for the importance of making money and reinvesting it in the Boards work. As a strategic approach for futureproofing LSIDB, with specific mention of the New Business Development and Growth Committee's role.</li> </ul> <p>The CEO summarised that these key points underscore the transformative journey of LSIDB over the past year and reinforce our commitment to innovation, collaboration, and sustained growth.</p> <p><b>Questions from the Floor:</b></p> <p>SJ: How do IDB's and the EA work together?</p> <p>MP: The sector is very disjointed but LSIDB are committed to working in partnership with the EA.</p>	
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	<p>IT: ADA have engagement with RFCC and encouraged Board Members to engage with the RFCC.</p> <p>SJ is a member and will feedback to LSIDB. <b>Action SJ.</b></p> <p>MP updated all that the Executive Committee had completed a SWOT and annual plan for next year, of which MP will put forward their proposal at the next Full Board meeting.</p>	
10.	<p><b>Finance Highlight Report: Highlight Report to Note from CFO</b></p> <p>JH praised GT for the amount of work he had covered in his six months of being CFO.</p> <p>JH urged members to keep an eye on expenditure and that all expenses over £500 were listed.</p> <p>GT gave his report stating that the income statement was close to the budget and that there are just under £3,000 in rates outstanding, which need to be collected by LSIDB. Reserves had been built by £1.2 million. The investment portfolio has grown by £8,000 in the past 6 months. £75,000 has been spent so far this year on payroll, consultant cost is £106,000 and there has been a net reduction of £48,000.</p> <p>A new excavator has been received and paid for.</p> <p>LH asked for further information on the Capital Programme; GT updated LH on the plans to renew four Pumping Stations over the next 5 years and renew the Service Centre. Costs are expected to be in the region of £10m, most of which is likely to come from a PWL (Public Works Loan) and rate increases. Rates are likely to rise by somewhere in the region of 9% to 10% per year over the next five years, with loans taken out over that same period of around £1m-£2m per year. GT gave a brief overview of the need to replace the Pumping Stations including the Eel Regulations and the numerous issues with the 1970's technology and capability. <b>Action JM to send LH a direct link to the section of the website listing finance information.</b></p>	3565



	<p>Robert Hyslop disagreed with the statement that rates were historically low for LSIDB; GT countered that the work of replacing the Pumping Stations should have been completed a number of years ago.</p> <p>GS added that the difficulty lies within the fact there were no provisions within the reserves for replacing the Pumping Stations; if there were provisions the rates would have risen before this point in time.</p> <p>RG asked the ADA representative IT how the proposed LSIDB rate rises compare to other IDB's; IT responded that most boards rates are rising around 10% to 20% although quite a few exceed 20%. One IDB looking at a 50% rise due to too many years of the rates being kept artificially low. GT added that with the new investment the depreciation charges would naturally produce cash for future renewals. There is also a Reserves Policy.</p> <p>IT stated that IDB's, unlike many other Public Bodies, are allowed to carry money over financial years – this legislation is contained within the Land Drainage Act; GT said this means LSIDB can borrow money over 25 years, and through financial management of consequent cash generated from the depreciation charges, there would be funds available towards the renewal of assets when due in the future.</p> <p>GS added that as LSIDB have already been given two deadline extensions due to the 2009 Eel Regulations it is important we work with the EA to complete the stations on time. MP added that 12 months ago the EA had lost all confidence in LSIDB to deliver; now all the correct processes are in place and we must stand by these deadlines.</p> <p>GT was asked about rate differences; GT reported that LSIDB rates are 11.5p per £1k of land value and there are IDBs with lower and higher rates. <b>Action GT to report the comparable rate difference between IDB's at the next Main Board.</b></p> <p>MR queried the average IDB's income; LSIDB is funded 91% by local councils and 9% by rate payers. IT responded that</p>	
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	<p>the average IDB is funded 30% by rate payers and 70% through local council levies.</p> <p>JN asked for an itemised breakdown of the financial proposals; GT cannot provide this as not all the project costings have been received; as soon as this is done GT will present it to the Main Board.</p> <p>JC asked whether the Service Centre could be completed after the Pumping Stations; GT responded that once all the figures are back, we can look at this in more detail. RH also concerned by the lack of detailed figures presented.</p> <p>IT advised that three other IDB's had been through the process LSIDB is currently going through; offered GT help should they cross the Limited Audit threshold.</p>	
11.	<p><b>Operations Service Committee: Highlight Report to Note from Head of Operational Services</b></p> <p>Mike Barnes read through James Druett's Operations Report; stated that there were no Health and Safety issues aside from a minor back strain a member of the office staff had due to helping with a delivery.</p> <p>Mowing is continuing and the new Izusu truck is in the workshop having additional work done to it.</p> <p>Insurance claim has been made due to damage to a pin issue on the tractor.</p> <p>Storm Babet did not cause significant issues to the area.</p> <p>MB recommended all read JD's report.</p> <p>LH asked whether the pin failed due to incorrect use and whether lessons were learnt – should the pins be replaced every few years? MB responded that a new machine which doesn't use pins has been ordered and that they are dispensing with this type of equipment. GT interjected that he worked alongside JD on this issue and it came down to a design fault. GS agreed with LH that it is important to learn from these incidences. <b>Action JD to feedback to Main Board at the next meeting on the tractor pin failure.</b></p>	3566

<p><b>12.</b></p>	<p><b>Business Services Committee: Highlight Report to Note from CEO</b></p> <p>FC reported that the Business Services Committee combines governance, HR and Legal.</p> <p>Workplace Strategy has been revamped and implemented. HR has been looking into succession planning which has been prompted by the demographic of the ground team. There is a review of workforce retention and recruitment; an audit is underway looking at all aspects of LSIDB governance and is being developed as a priority.</p> <p>There is new SLA (Service Level Agreement) with a legal firm for LSIDB.</p> <p>The Policy Schedule will be developed and updated throughout 2024.</p> <p>FC invited questions; none received.</p>	<p>3567</p>
<p><b>13.</b></p>	<p><b>Business Development Committee: Paper to note from CEO</b></p> <p>GS introduced the new BD&amp;G committee which is set to meet for the first time on 22/11/2023. Terms of Reference have been issued. BD&amp;G is about looking forward and updating things. GS believes it'll be a productive committee; JT is the assigned SLT (Senior Leadership Team) member. JT's current main task is the SLT for the Capital Programme; 25% of the reserve will be spent on BD&amp;G. The committee will find out the key deliverables within the first few meetings. RG asked after the Water Quality Report; GS said this has now been removed.</p> <p>MR noted that during the LSIDB tour this morning they saw a structure (outside The Anchor, Oldbury) which had undetermined ownership with an LSIDB watercourse flowing through it; MR suggested a policy be developed over which assets are LSIDB's to maintain. GS felt this was a historical asset and part of the LSIDB area and adds value and benefit the region; MP added that funds are available for ready baked projects. LH said that clarity was needed over ownership as it poses a possible long-term</p>	<p>3568</p>

	<p>risk. LH felt this was not so applicable to BD&amp;G as this committee should look at selling the IDB's core services. MP said that the Terms of Reference as these can change and agreed with LH that committees shouldn't overlap; water resources can be seen as assets.</p> <p><b>Action – BD&amp;G committee to consider what to do regarding unclaimed structures/ assets in the Boards area.</b></p> <p><b>Action – Committees Terms of Reference to be reviewed regularly.</b></p>	
14.	<p><b>Highlight Report to Note from Programme Manager</b></p> <p>GS updated all on where the Programme Board, now running for over a year, is at present. GS is the Chairman, and has a background in the nuclear sector and project management. The Programme Board is responsible for managing the renewal of the four Pumping Stations and the Service Centre. Two Pumping Stations have already been completed. Lapperditch and Marshfield are due to be completed at the end of 2024. Biggest challenge has been seeking funding. Funding is affected by the BCR (benefit-cost-ratio) as funding is given based on housing and LSIDB, covering mainly agricultural land, is not seen as a priority to fund.</p> <p>LSIDB and Humberside IDB are working in partnership to change funding criteria to ensure agricultural land is given the same value; they will take the case to the Secretary of State to sign off.</p> <p>There is an expectation that Defra will approve a PWL for LSIDB for £6,000,000. As interest rates are linked to the gilt markets it is likely to slightly drop which is to our benefit; we would only borrow when needed.</p> <p>Arup has delivered a Feasibility Study. <b>Action JT to distribute the Feasibility Study to interested members.</b></p> <p>Arup are currently working with the Programme Board to develop a Business Case which will help get a clearer idea of the financial figures. We will communicate this as much as possible.</p>	3569

	<p>GS invited individuals to comment whenever they wished; the Programme Board is focussed on delivery. GS noted the telemetry, screen cleaning, data, improved health and safety for the public and operators are real non fiscal benefits. NB asked if she could join a Programme Board meeting; GS welcomed the idea.</p> <p><i>Lisa Stone left 3.10pm</i></p> <p>LH asked if the renewal of the Pumping Stations would future-proof them against climate change and sea level rises; JT replied that the new pumps have a 20% allowance for climate change factors and a variable speed drive from 10% to 100% capacity. JT added that the pumps are not going to pump sea water and are not designed for that purpose; they are to primarily aid agricultural productivity.</p> <p>JT stated that the EA have permissive powers to maintain flood defences. IT added that the EA are big on adaptability and resilience, such as banks over topping and failures of embankments.</p> <p>GS concluded with the news that the new Microsoft Projects software will contain a live Risk Register, provide feedback on Lapperditch and Marshfield and help the newly improved change management process.</p>	
16.	<p><b>Guest Speaker – Innes Thompson, CEO of ADA</b></p> <p>MP introduced ADA's Chairman Innes Thomson and SWADA Director, Rebecca Horsington, thanking them both for attending.</p> <p><i>3.25pm Tony Williams left</i></p> <p>IT gave the following updates of ADA and the sector:</p> <ul style="list-style-type: none"> <li>• The Duke of Gloucester is the new ADA patron</li> <li>• There is a new committee structure within ADA</li> <li>• Changes to DRS system will impact all IDB's</li> <li>• GDPR rules mean physical permission is required by Board Members. <b>Action JM to collect</b></li> </ul>	3570

	<p><b>permission from Board members who wish to receive ADA information directly and pass on to IT.</b></p> <ul style="list-style-type: none"> <li>The upcoming ADA Conference in London includes Emma Hardy MP, Alan Lovell MP and the CEO of the EA, Philip Duffy.</li> </ul> <p>IT presented a PPT to LSIDB, covering the following:</p> <ul style="list-style-type: none"> <li>Emphasised the need for public sector co-operation and strong partnership working.</li> <li>Discussed the Flexistowe Hydrocycle and multifunctional water management.</li> <li>Sustainable Water Management.</li> <li>Suds approval bodies provide a potential role for IDB's as they are likely to be the local authorities approved body.</li> <li>Managing water levels in lowland peat.</li> <li>Energy net zero plan; progress in this sector can lead to IDB's having hydrogen tractors, electric vehicles, utilising battery packs for larger machinery.</li> <li>Climate resilience; ADA have written to the Secretary of State regarding the quality of water.</li> </ul> <p><b>Action MP to circulate ADA's letter regarding Storm Babet to Board Members.</b></p> <ul style="list-style-type: none"> <li>Introduced ADA's six point plan.</li> </ul> <p>IT thanked MR for his services as LSIDB Chairman and presented him with a memento glass plaque from LSIDB.</p>	
<b>17.</b>	<p><b>Review of Actions agreed at the Board</b></p> <p>DW read through the actions; no comments received.</p>	3571
<b>18.</b>	<p><b>Any other Item which the Chairman Decides is Urgent</b></p> <p>This was accidentally omitted from the meeting.</p>	3572
<b>19.</b>	<p><b>Date of next the Meeting is 7<sup>th</sup> February 2024</b></p> <p><i>Venue TBC</i></p>	3573

<b>20.</b>	<b>Meeting closed 5.25pm</b>	
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# Lower Severn IDB

Business Development & Growth Committee

**Next meeting Wednesday 29<sup>th</sup> May 2024**

**14:00hrs, Location: LSIDB Offices**

## **ACTIONS:**

**From the Business Development & Growth Committee which was held on  
Wednesday 21<sup>st</sup> November 2023 at 10:30hrs**



**Board Member Attendance:**

Geoff Simms GS – Chair

Cllr Liz Harvey LH – Vice Chair

Cllr Simon Phelps SP

James North JN

**Officer Attendance:**

Manjit Pope MP – CEO of LSIDB

Glenn Taute GT – Chief Financial Officer

James Thomas JT – Business Development Manager

**Apologies:** Cllr Matthew Riddle, Cllr Paul Toleman, Jimmy Nichols,  
Fiona Collins

<b>Number</b>	<b>Created</b>	<b>Action</b>	<b>Assigned to</b>	<b>Due</b>
1	22/11/2023	Investigate process of LSIDB area expansion	JT	29/05/24
2	22/11/2023	Find out appetite of south Gloucestershire to use LSIDB for SUDS maintenance	JT	29/05/24
3	22/11/2023	Members to look at the TOR's and growth road map and feedback comments to JT/MP	ALL	29/05/24
4	22/11/2023	Distribute Risk Register	JM/MP	29/05/24
5	22/11/2023	GS to inform Slimbridge Parish Council of our intent to examine process of changing the Boards area	GS	29/05/24

# Lower Severn IDB

Finance Committee

**Next meeting Wednesday 24<sup>th</sup> January 2024**

**14:00hrs, location TBC**

## **ACTIONS:**

**From the Finance Committee held on the 6<sup>th</sup> December 2023 at 10:30hrs**

**Board Member Attendance:**

John Hore JH – Chair of committee

Jimmy Nicholls JN – Vice Chair of Committee

Mike Barnes MB

Matthew Riddle MR

John Cornock JC

Sue Milestone SM

Mary Sykes MS

**Officer Attendance:**

Manjit Pope MP – CEO of LSIDB

Glenn Taute GT – Chief Financial Officer

James Thomas JT – Business Development Manager

Jo Matthews JM – Programme & Governance Officer

Daniela Winchcomb DW – Business Support Officer

**Apologies:** Nikki Barton

Number	Created	Action	Assigned to	Due
1	06/12/2023	Agreed for John Hore to be Chair and for Jimmy Nichols to be Vice Chair of the committee	ALL	06/12/2023
2	06/12/2023	Investments to be reviewed in January 2024	JH/JN	24/01/24
3	06/12/2023	John Cornock to get in touch with Jim about payment to be noted document	JC/JD	24/01/24
4	06/12/2023	Financial Statement Forecast 2024 and draft budget 2025 noted, to be presented to Full Board	GT	07/02/2024
5	06/12/2023	JT to send out email of feasibility study to committee members who have asked for them. To print one hard copy to keep in the office.	JT	24/01/2024

# Lower Severn IDB

Executive Committee

**Next meeting Wednesday 17<sup>th</sup> January 2024**

**10:00hrs, location: LSIDB Offices**

## **ACTIONS:**

**From the Executive Committee held on the 13<sup>th</sup> 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

Executive Committee

**Next meeting Wednesday 21<sup>st</sup> February 2024**

**10:00hrs, location: LSIDB Offices**

## **ACTIONS:**

**From the Executive Committee held on the 17<sup>th</sup> January 2024 at 10:00hrs**

**Board Member Attendance:**

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

Jim Druett JD – Operations Manager

Jo Matthews JM – Programme & Governance Officer

Vicky Bailey VB – PR & Communications Officer

Daniela Winchcomb DW – Business Support Officer

**Apologies:** Cllr Matthew Riddle – Vice Chair

## Key

Complete
In Progress
Over Due
New Actions

Number	Created	Action	Assigned to	Due
1	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	21/02/2024
3	13/12/23	MR to put comments of floodex event in an email to JH	MR	Jan-24
6	17/01/2024	Executive Committee note the recommendation of 8.2% rate increase for this year- GT to present to full board for approval	GT	07/02/2024
7	17/01/2024	JD Look into whether an eel friendly pump can replace the broken one in Oldbury and keep committees updated.	JD	21/02/2024
8	17/01/2024	JD give 6 months' notice to Citation prior to contract ending so contract doesn't roll over.	JD	June 2024
9	17/01/2024	MP/RG to discuss issues in relation to previous local work completed from Jacksons	MP/RG	Feb 2024
10	17/01/2024	Programme board to ensure aware of consultations for Lapperditch/Marshfield- VB to liaise with RG regarding attending parish council in March	VB	21/02/2024

11	17/01/2024	GS proposing for programme board to be cautious when sharing commercially sensitive figures and to share this appropriately to the Board.	GS	Ongoing
12	17/01/2024	MP to circulate her demaining report to committee	MP	21/02/2024
13	17/01/2024	VB to send out parish council details to committee – chairs to feedback to VB by 31/01/24	VB	31/01/2024
14	17/01/2024	VB to ger financial figures for buildings from WMA and MLC	VB	21/02/2024
15	17/01/2024	FWAG RG to check whether funding is available for fences around rivers for farmers.	RG	21/02/2024
16	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
17	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	02/07/2023
18	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	Jan-24
19	13/12/23	MP to put ADA's 6-point Manifesto report to note to full board in February	MP	02/07/2023
20	13/12/23	LSIDB to attend GLOSES meeting in February- Vicky to talk to Roger/Matthew regarding the event	VB/RG	31/1/23
21	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

22	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	February
23	25/10/2023	contact citation about performance issues and continue to explore any other companies for when contract period has ended	MP/FC/JD	Jun-24
24	25/10/2023	Executive Committee members to encourage their committees to feedback any ideas to programme board r.e. capital programme	All	February
25	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	February
26	24/05/2023	Explore succession planning of engineering foreman for the future- consider if this needs to be applied for the whole organisation? Training internally and advertising externally for candidates- business services committee to explore this further	JD,GT,MP,FC	Dec-24
27	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	Apr-24



28	23/08/2023	Once citation audit report received, we can amend policies- Fiona will discuss schedule of policies in next full board meeting.	MP/FC/JD	Mar-24
29	27/09/2023	JM and JD to continue to get information of quotes for support facility	JM, JD	Feb-24

# Lower Severn IDB

Finance Committee

**Next meeting Wednesday 15<sup>th</sup> May 2024**

**10:30hrs, location LSIDB Offices**

## **ACTIONS:**

**From the Finance Committee held on the 24<sup>th</sup> January 2024 at 10:30hrs**

**Board Member Attendance:**

John Hore JH – Chair of committee

Jimmy Nicholls JN – Vice Chair of Committee

John Cornock JC

**Officer Attendance:**

Manjit Pope MP – CEO of LSIDB

Glenn Taute GT – Chief Financial Officer

Vicky Bailey VB – Communications & PR Officer

Jo Mathews JM – Programme & Governance Officer

Daniela Winchcomb DW – Business Support Officer

**Apologies:** Nikki Barton, Mike Barnes, Matthew Riddle, Sue Milestone ,Mary Sykes

<b>Key:</b>
Complete
In Progress
Over Due
New Actions

Number	Created	Action	Assigned to	Due
1	17/05/2023	Funding approval for the pump programme is being sort through DEFRA. This is due for completion in Jan 2024, in the event of this being delayed the planning for completion of the first 2 pumping stations will potentially be delayed.	MD and GT	1/31/2024
2	17/05/2023	GS and GT will be producing finance template for programme- will report back to the committee and full board	GS and GT	29/02/2024
3	12/6/2023	Investments to be reviewed in January 2024 once the final cost figures have been received and reviewed.	JH/JN	1/31/2024
4	12/6/2023	Financial Statement Forecast 2024 and draft budget 2025 noted, to be presented to Full Board	GT	2/7/2024
5	12/6/2023	John Cornock to get in touch with Jim about payment to be noted document	JC/JD	1/24/2024

6	24/01/24	GT to provide a breakdown of the travel expenses for JN	GT	20/03/2024
7	24/01/24	JN /JC to attend PB on the 31st Jan to gain more info about Marshfield and Oldbury pumping station and facility	JN	31/01/2024
9	24/01/24	VB to send JN the service station power point	VB	7/2/2024
10	24/01/24	Page 16, bullet point 2 to be edited in ARUP feasibility study	ARUP	N/A

COMMITTEE: Board

MEETING DATE: 07.02.2024

## DECLARATION OF LEVY AND DRAINAGE RATES FOR 2024/25

The Board is required under Section 40 of the Land Drainage Act 1991 to set a Levy and Drainage Rate by the 15th February in the financial year preceding that of which it is made.

The annual values for Local Authorities and Agricultural Land have been calculated as at 31 December 2023. This apportions the Special Levies between the Charging Authorities and the amount to be collected from the Agricultural Rate. A rate of 12.5p is illustrated below.

## Recommendation

That the Board determines the 2024/25 Levy and Drainage Rate.

			Proposed Levy 2024/25	Previous Levy 2023/24	Change %
Charging Authorities	AV	%			
			0.1250	0.1155	8.2%
			£	£	
Bristol City Council	7,589,404	49.59	948,676	876,576	8.2%
South Gloucestershire Council	3,410,262	22.28	426,283	393,885	8.2%
Stroud District Council	1,615,360	10.56	201,920	186,574	8.2%
Gloucester City Council	732,039	4.78	91,505	84,301	8.5%
Forest of Dean Council	450,501	2.94	56,313	52,033	8.2%
Herefordshire Council	123,898	0.81	15,487	14,216	8.9%
Tewkesbury Borough Council	73,933	0.48	9,242	8,539	8.2%
Malvern Hills District Council	16,880	0.11	2,110	1,950	8.2%
Total	14,012,277	91.56	1,751,535	1,618,074	8.2%
Local Authorities	14,012,277	91.56	1,751,535	1,618,074	8.2%
Agricultural rates	1,291,298	8.44	161,412	149,488	8.0%
Total	15,303,575	100.00	1,912,947	1,767,562	8.2%

MEETING: **LSIDB Executive Committee**DATE: **13/01/2024**REF: **LSIDB\_MP\_EXEC\_COM\_01\_2024\_398\_99\_25\_881\_1111\_1176\_24\_06\_11\_520\_507\_241\_70\_720\_2190\_69900\_897\_**REPORT BY: **Dr M Pope****CEO Proposal for Lower Severn Internal Draining Board (LSIDB) Strategic Annual Plan****Introduction:**

As the CEO of LSIDB, it is my privilege to present the Strategic Annual Plan for the upcoming year, emphasising our commitment to effective water management, environmental stewardship, and community well-being. This plan delineates specific SMART objectives that align with our mission, vision, and strategic goals.

**Mission:**

To provide land drainage, flood risk management, and surface water management that enables communities to thrive and enjoy the amenity and biodiversity benefits of the water environment.

**Vision:**

LSIDB significantly contributes to the sustainable management of the Lower Severn IDB's area with special drainage needs. We aspire to deliver an efficient, cost-effective service and be recognised as key participants in the FCERM community, providing exemplary water level management within our areas and assisting all our partners.

**Strategic Objectives:****1. Flood Resilience and Infrastructure:**

- **Objective:** Enhance flood resilience by implementing infrastructure improvements in critical areas.
  - **Key Results:**
    - Complete a comprehensive flood risk assessment by Q2.
    - Initiate infrastructure upgrades our Pilot capital Pumping station Programme in identified high-risk zones by Q4.
    - Feasibility Study and Programme assessment for De Maining

**2. Environmental Stewardship:**

- **Objective:** Implement sustainable practices to protect and enhance the local environment.
  - **Key Results:**
    - Launch an environmental impact assessment for LSIDB operations by Q1.
    - Develop and implement a biodiversity action plan by Q3.

### 3. Community Engagement and Awareness:

- **Objective:** Strengthen community relations and increase awareness of LSIDB's role.
  - **Key Results:**
    - Conduct regular community outreach events, reaching at least 80% of local residents by Q3.
    - Launch an educational campaign on water conservation and flood preparedness by Q2.

### 4. Operational Efficiency and Innovation:

- **Objective:** Improve operational efficiency through technology adoption and process optimisation.
  - **Key Results:**
    - Implement a digital water management system by Q3.
    - Conduct a staff training program on the new system, achieving 100% participation by Q4.

### 5. Financial Sustainability:

- **Objective:** Ensure a sound financial foundation for LSIDB's operations.
  - **Key Results:**
    - Conduct a financial audit by Q2, identifying cost-saving opportunities.
    - Increase grant funding by 15% through successful applications and partnerships by Q4.

### Implementation Strategies:

#### 1. Collaborative Partnerships:

- Foster collaborations with local councils, environmental organisations, and governmental bodies to leverage expertise and resources.

#### 2. Technology Integration:

- Invest in advanced water management technologies to enhance monitoring, prediction, and response capabilities.

#### 3. Training and Development:

- Provide ongoing training for LSIDB staff to ensure they are equipped with the latest knowledge and skills in water management.

#### 4. Community Feedback Mechanism:

- Establish a community feedback mechanism to continually assess LSIDB's impact and address community concerns.



**5. Environmental Initiatives:**

- Implement eco-friendly practices in LSIDB operations, emphasising sustainability and conservation.

**Key Performance Indicators (KPIs):**

1. Completion of Flood Risk Assessment - 100% by Q2.
2. Infrastructure upgrades in high-risk zones - Initiated by Q4.
3. Biodiversity Action Plan - Developed and implemented by Q3.
4. Community outreach events - Reach 80% of local residents by Q3.
5. Digital water management system implementation - Completed by Q3.
6. Financial audit - Completed by Q2.
7. Increase in grant funding - 15% growth achieved by Q4.

**Review and Reporting:**

Regular quarterly reviews will be conducted to assess progress against objectives. Comprehensive reports will be presented to the Board and shared with stakeholders, ensuring transparency and accountability.

**CEO Summary:**

This Strategic Annual Plan underscores LSIDB's commitment to continuous improvement, resilience, and sustainability. By focusing on these SMART objectives, we aim to make significant strides in water management, environmental protection, and community engagement, positioning LSIDB as a leader in the field. Together, we will navigate challenges and achieve our vision for a resilient and thriving Lower Severn region.

**Action for (Executive Committee & all Officers):**

For consultation and comments back to the CEO by 19/01/24. This will be sent to the Executive Committee members for final approval and comments, before being presented to the Main Board in February 2024.

**Name:** Dr M Pope

**Position:** CEO LSIDB

**MEETING: LSIDB Main Board****MEETING DATE: 07/02/2024****REF: LSIDB\_MP\_Main\_Board\_01/2024\_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

# 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

February 2024

Glenn Taute CFO

### Outcomes - January 2023

- With regard to the DEFRA loan approval for the programme, consent has been granted as requested for the loan application of £2m in 2024/25 repayable over 25 years.
- The 2024/25 budget and rates have been prepared for approval.

### Finance Summary – for the Year-to-Date December 2023

#### Income Statement

For the nine months to December 2023 the Income Statement shows a favourable variance compared to the budget of £77k. Income is ahead the budget for the financial year to date by £61k, mostly due an Avonmouth maintenance invoice issued in November 2023 and profit on the sale of fixed assets. Costs for the year to date are £16k favourable to the budget, mostly through the outcome of the programme payroll allocation to the capital reserve, and low professional cost in respect of reduced consultancy work for the year to date. To be noted that maintenance costs are adverse compared to the budget due to breakdowns and inflationary impacts.

It is forecast that maintenance and electricity will be high the next few months due to pump failures and heavy rains of late.

<b>Lower Severn IDB</b>					
<b>Income Statement</b>					
December 2023					
	YTD	YTD			
	<b>Actual</b>	<b>Budget</b>	Variance	Variance	Comment
<b>Income</b>	<b>December 2023</b>	<b>December 2023</b>	£	%	
Rates and Levy Changes	1,325,672	1,325,672	0	0.0%	per budget
Grant and Fund Income	133,186	133,186	0	0.0%	Foreign Water Grant - EA
Consulting, Fees & Works Recharges	52,915	28,350	24,565	86.6%	Avonmouth site maintenance invoice
Other Income	56,024	19,161	36,863	192.4%	Insurance claim, bank interest, & profit on sale of assets
<b>Total Income</b>	<b>1,567,797</b>	<b>1,506,369</b>	<b>61,428</b>	<b>4.1%</b>	
<b>Expenditure</b>					
Payroll	633,920	657,086	23,166	3.5%	Activity allocation to program provision at £131k YTD
Maintenance	245,873	219,967	-25,906	-11.8%	Inflationary impact, and breakdowns have been high
Levies	170,239	170,239	0	0.0%	Foreign Water Charge - EA
Travel	31,311	21,389	-9,922	-46.4%	Mileage claims/commute, training & meetings
Administration	41,607	44,980	3,373	7.5%	
Professional Fees	16,767	41,584	24,817	59.7%	Low level of consultancy work related costs
Depreciation	169,796	169,796	0	0.0%	per budget
<b>Total Costs</b>	<b>1,309,513</b>	<b>1,325,041</b>	<b>15,527</b>	<b>1.2%</b>	
<b>Net subtotal</b>	<b>258,284</b>	<b>181,328</b>	<b>76,956</b>	<b>42.4%</b>	
Capital Reserve	225,000	225,000	0	0.0%	per budget
<b>Net Surplus</b>	<b>33,284</b>	<b>-43,672</b>	<b>76,956</b>	<b>176.2%</b>	

## Balance Sheet

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

- Investments

Managed investments have shown a recovery in the period to £910k, all in all a +£59k 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 = £817k
  - Notice deposits =£421k
- Capital expenditure reserve change for the year to date: -
 

Reserve increase YTD, allocation full surplus	= +£225k
Investment Portfolio change YTD	= +£59k
Programme payroll activity allocation YTD	= -£131k
Consulting costs YTD	= -£146k
<u>Equals Total YTD Change in Capital Reserve</u>	<u>= +£7k</u>

<b>Lower Severn IDB</b>				
<b>Balance Sheet</b>				
<b>December 2023</b>	At	At		
	End	End	YTD	YTD
	<b>March 2023</b>	<b>December 2023</b>	<b>Change</b>	<b>Comment</b>
Fixed Assets	1,368,817	1,346,312	-22,505	Net of Capex, Sale of Asset, Depreciation
Investments	851,750	910,390	58,640	Portfolio valuation change
Stock +WIP	119,904	115,964	-3,940	Includes prior year consulting recharges pending invoicing
Debtors	13,078	55,858	42,780	Current invoicing (£52k) and late debtors (£3k)
Prepaid Revenue EA	0	56,745	56,745	Prepaid EA levy re Foreign Water
Prepaid Expenses	41,270	11,047	-30,223	
VAT	14,216	-1,917	-16,133	VAT on sale on fixed assets in December 2023
Cash at Bank	411,691	816,997	405,306	Rates received in advance
Short Term Deposits	412,959	420,726	7,767	Notice Call Deposits
Current Assets	1,013,118	1,475,420	462,302	
Creditors	81,344	47,140	-34,204	
Accrued Expenses	14,056	20,115	6,059	
Prepaid Revenue Rates	0	486,286	486,286	Revenue recognition phasing
Current Liabilities	95,400	553,541	458,141	
Net Current Assets	917,718	921,879	4,161	
Long Term Assets				
Pension	1,115,000	1,115,000		
	<b>4,253,285</b>	<b>4,293,581</b>	40,296	
Capital & Accumulated P&L B/F	1,759,928	1,732,493		
Current Year Surplus/(Deficit)	-27,434	33,284		
Capital Expenditure Reserve*	1,261,208	1,268,221	7,013	*Capital Expenditure Reserve change Year to Date
Pension Reserve	1,115,000	1,115,000		Reserve increase YTD = +£225k
Revaluation Reserve	144,583	144,583		Investment Growth Portfolio YTD = +£59k
				Programme payroll activity allocation YTD = -£131k
				Consulting costs YTD = -£146k
	<b>4,253,285</b>	<b>4,293,581</b>	40,296	Equals Total YTD Change in Capital Reserve = +£7k

## Forecast 2024 – Income Statement

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD					
Income Statement	Forecast	Budget			
Forecast 2024	Total	Total	Variance	Variance	Comment
	2024	2024	2024	2024	
	£	£	£	%	
<b>Income</b>					
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	52,915	18,000	34,915		Site(Panatoni) Develop/Maint. at Avonmouth
Application Fees	0	3,000	-3,000	-100%	
Consultancy Fees Recharged	0	18,000	-18,000	-100%	Low opportunity for work in 2023/4
Surplus on Sale of Assets	36,822	16,911	19,911		Excavator and Utility Vehicle sold
Foreign Water Grant - EA	177,581	177,581	0		As per EA agreement
Interest	16,595	3,000	13,595		BoE base rate higher
<b>Total</b>	<b>2,058,558</b>	<b>2,004,055</b>	<b>54,503</b>	<b>3%</b>	
<b>Expenditure</b>					
Payroll	840,200	860,049	19,849	2%	Activity allocation to capital reserves included
Office Maintenance	26,868	30,550	3,682	12%	
Maintenance	405,962	251,200	-154,762	-62%	Repairs high & inflation. Electric. Pump failures Jan 2024
EA Levy	226,985	226,985	0		As per EA agreement
Motor Travel and Subsistence	39,798	28,611	-11,187	-39%	Travel costs
Communications	8,563	7,079	-1,484	-21%	
Administration	46,524	50,914	4,390	9%	
Engineering Consultancy Fees	5,440	50,000	44,560	89%	Lower consultancy related costs
Legal and Professional Fees	44,685	5,445	-39,240		Governance review/audit
Audit and Accountancy Fees	5,500	5,500	0	0%	
Depreciation	226,020	226,395	375	0%	Fixed assets
Bank Charges and Loan Interest	1,889	1,980	91	5%	Bank Fees
<b>Total Expenditure</b>	<b>1,878,435</b>	<b>1,744,708</b>	<b>-133,727</b>	<b>-8%</b>	
<b>Surplus for 12 months</b>	<b>180,124</b>	<b>259,347</b>	<b>-79,223</b>	<b>-31%</b>	
To Capital for Programme	225,000	300,000	75,000	25%	
<b>Net Surplus for 12 months</b>	<b>-44,876</b>	<b>-40,653</b>	<b>-4,223</b>		



## Budget 2025 – Income Statement

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD					
Income Statement	Budget	Forecast			
Budget 2025	Total	Total	Variance	Variance	Comment
	2025	2024	2025 vs 24	2025 vs 24	
	£	£	£	%	
<b>Income</b>					
Levies Charged to Authorities	1,751,535	1,618,074	133,461	8.2%	Drainage rates/levies increased for programme
Agricultural Rates	161,412	149,489	11,923	8.0%	Land transfer to Council
Rechargeable Works	18,000	52,915	-34,915	-66.0%	
Application Fees	3,000	0	3,000		
Consultancy Fees Recharged	18,000	0	18,000		
Surplus on Sale of Assets	4,345	36,822	-32,477	-88.2%	
Foreign Water Grant - EA	181,133	177,581	3,552	2.0%	As per EA agreement
Interest	15,000	16,595	-1,595	-9.6%	
<b>Total</b>	<b>2,152,424</b>	<b>2,058,558</b>	<b>93,866</b>	<b>4.6%</b>	
<b>Expenditure</b>					
Payroll	859,710	840,200	-19,511	-2.3%	White book updates, Adjustments, Prgm Allocations
Office Maintenance	27,943	26,868	-1,075	-4.0%	
Maintenance	313,001	405,962	92,962	22.9%	High breakdowns in 2023/24
EA Levy	231,524	226,985	-4,540	-2.0%	As per EA agreement
Motor Travel and Subsistence	29,755	39,798	10,043	25.2%	Allocation change
Communications	8,262	8,563	301	3.5%	
Administration	52,951	46,524	-6,427	-13.8%	Incl insurance & training, low expenditure in 2023/24
Engineering Consultancy Fees	14,400	5,440	-8,960		Improved outlook for consultancy revenue
Legal and Professional Fees	24,000	44,685	20,685	46.3%	Governance audit in prior year
Audit and Accountancy Fees	6,000	5,500	-500	-9.1%	
Depreciation	423,840	226,020	-197,820		Impact of pump program investment
Bank Charges and Loan Interest	65,900	1,889	-64,011		Interest cost on loans
<b>Total Expenditure</b>	<b>2,057,286</b>	<b>1,878,435</b>	<b>-178,852</b>	<b>-9.5%</b>	Excluding Dep.&Int. cost decrease by 5%
<b>Surplus for 12 months</b>	<b>95,138</b>	<b>180,124</b>	<b>-84,986</b>		
To Capital for Programme	96,000	225,000	129,000		Contribution to pump programme
<b>Net Surplus for 12 months</b>	<b>-862</b>	<b>-44,876</b>	<b>44,014</b>		

## Budget 2025 – Balance Sheet

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD						
Balance Sheet		Budget	Forecast			
Budget 2025		March 2025	March 2024	Change	Change	Comment
		£	£	£	%	
<b>Fixed Assets</b>		<b>4,034,364</b>	<b>1,295,088</b>	2,739,276		Pump Programme and Operational Additions
<b>Investments</b>		<b>0</b>	<b>851,750</b>	-851,750	-100%	Investments Liquidated September 2024
Stock +WIP		124,889	120,000	4,889	4%	
Drainage Debtors		1,172	1,083	89	8%	
VAT Claim		15,611	15,000	611	4%	
Prepayments		46,125	45,000	1,125	2%	
Cash at Bank and in hand		877,532	292,872	584,660		
Short Term Deposits			423,726	-423,726		Notice Deposits called April 2024
<b>Total Current Assets</b>		<b>1,065,329</b>	<b>897,680</b>	167,648	19%	
<b>Total Current Liabilities</b>		<b>-95,036</b>	<b>-95,000</b>	-36		Creditors
<b>Net Current Assets</b>		<b>970,293</b>	<b>802,680</b>	167,612	21%	
<b>Assets Total</b>		<b>5,004,657</b>	<b>2,949,519</b>	2,055,138	70%	
<b>Long Term Liability</b>		<b>-1,960,000</b>	<b>0</b>	-1,960,000		Two new loans of £1m ea, Jul. & Dec 2024
<b>NET ASSETS</b>		<b>3,044,657</b>	<b>2,949,519</b>	95,138	3%	
<b>Capital Account</b>		<b>666,569</b>	<b>666,569</b>	0		
<b>Accumulated Fund</b>		<b>2,233,505</b>	<b>2,138,367</b>	95,138		Contribution to Programme
<b>Capex Reserve</b>		<b>0</b>	<b>0</b>	0		Dissolved to utilise for Capital Programme
<b>Revaluation Reserve</b>		<b>144,583</b>	<b>144,583</b>	0		Properties
<b>FINANCED BY</b>		<b>3,044,657</b>	<b>2,949,519</b>	95,138	3%	

## Budget 2025 – Capital Expenditure

LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD												
Capex	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Budget 2025	April	July	August	September	October	November	December	January	February	March	Total	
	2024	2024	2024	2024	2024	2024	2024	2024	2025	2025	2025	
	£	£	£	£	£	£	£	£	£	£	£	
Energreen SPV2	225,000											225,000
Isuzu D-Max				40,000								40,000
Service Centre		44,444	44,444	44,444	44,444	44,444	44,444	44,444	44,444	44,444	44,444	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	461,111	461,111	501,111	461,111	461,111	461,111	44,444	44,444	44,444		3,165,000

## Budget 2025 – Rates

			Proposed Levy 2024/25	Previous Levy 2023/24	Change %
Charging Authorities	AV	%			
			0.1250 £	0.1155 £	8.2%
Bristol City Council	7,589,404	49.59	948,676	876,576	8.2%
South Gloucestershire Council	3,410,262	22.28	426,283	393,885	8.2%
Stroud District Council	1,615,360	10.56	201,920	186,574	8.2%
Gloucester City Council	732,039	4.78	91,505	84,301	8.5%
Forest of Dean Council	450,501	2.94	56,313	52,033	8.2%
Herefordshire Council	123,898	0.81	15,487	14,216	8.9%
Tewkesbury Borough Council	73,933	0.48	9,242	8,539	8.2%
Malvern Hills District Council	16,880	0.11	2,110	1,950	8.2%
<b>Total</b>	<b>14,012,277</b>	<b>91.56</b>	<b>1,751,535</b>	<b>1,618,074</b>	<b>8.2%</b>
<b>Local Authorities</b>	14,012,277	91.56	1,751,535	1,618,074	8.2%
<b>Agricultural rates</b>	1,291,298	8.44	161,412	149,488	8.0%
(per DRS) <b>Total</b>	<b>15,303,575</b>	<b>100.00</b>	<b>1,912,947</b>	<b>1,767,562</b>	<b>8.2%</b>

## Activities planned for February 2024

- Progress the pumping programme project planning, and preparation for loan applications in 2024.
- Support the finalisation of the pumping program business plan
- Budget 2024/25 for board approval in February 2024

## Risk Register – Finance



Finance Risk Register  
- November 2023.xlsx

# Lower Severn IDB

Date: 25/01/2024

Report by: James Druett, Head of Operational Service.

## **Health and Safety**

No near misses to report.

Risk Assessment support has been completed with Citation and has been uploaded on the Atlas operating system. The new RAs will be distributed to the workforce and a signature will be required for receipt.

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

New electronic and hard copy filing system is now complete and up to date 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 2024**

The above works have continued as ground conditions prevented from finishing off the programme at the end of last year. Works have now been completed at:

Awkley

Tockington

Westbury on Severn

Slimbridge

Rockhampton & Duckhole

Kington, Oldbury on Severn

Avonmouth

Works are due to start at Awre during the coming week.

## **Dredging programme 2024**

Works have commenced at the following locations

Baileys mead rhine at Easter Compton

Fretherne, Saul

## **Manual works**

Due to the ongoing relentless wet weather experienced since November 2023, we have had operators undertaking hand work on a regular basis. This has involved unblocking culverts, removing fallen trees and undertaking weed cutting by hand in places that are not accessible with the Boards machinery.

Also, the pumping station screens have had to be continually cleared due to the length of time pumps have run and the amount of debris that has fallen into the channels due to the high winds.

During the Christmas period the Boards Foreman and HoOs also went out to undertake screen clearance at the stations due to the exceptionally heavy rainfall.

## **Pump failures – Oldbury Naite and Elmore Back**

Number 1 pump at Oldbury pump station unfortunately failed 11/1/24. Avonmouth Engineering were called and confirmed that the pump had seized. This pump was rebuilt in 2009 and has operated with no problems until now.

The HoOS has instructed the pumps removal with a Hiab as soon as possible. The full cost to repair cannot be determined until the pump is stripped to find the fault.

Pumps 2 and 3 continue to operate as normal and are able to cope with the demand. If extreme weather is experienced a temporary pump will be required for over-pumping.

At Elmore Back the number 2 pump failed to operate and the safety mechanism caused the control panel to trip. Engineers were called to investigate and it was confirmed that the pump had seized which was frustrating due to it being the Boards newest pump.

The removal was instructed and the pump was transported to the Engineers depot. Once the impeller housing was stripped, a piece of timber was found to have been the cause.

The pump is currently being rebuilt with a new seal kit. Minor machining and balancing was required for the impeller.

The total cost of the work to Elmore will be approximately £12,300

### **Ryeford Mill, Stroud**

Investigations and monitoring have been carried out for several months at the above site due to a residents concerns of flooding to their property.

A culvert which conveys water from the highway and land upstream was reported to be partially blocked. Eventually after several attempts at dye testing the outfall was eventually found approximately 300metres away discharging into the River Frome.

Damage was also found to the culvert on a moth balled industrial construction site to the rear of the residential property. Dye was found appearing at ground level.

The HoOs has leased with the receivers of the industrial premises and under the Boards emergency powers will be gaining access to remove the short section of damaged culvert and excavate an open channel so that water can flow without obstruction.

A CCTV survey was going to be instructed to determine the issue but this would have been expensive to the Board and carrying out any type of enforcement would have been a difficult, costly and lengthy process which would probably have resulted with the Board unable to recoup their costs.

### **Machinery Sales**

The HoOs has now sold 2 vehicles via ebay as instructed and was pleased with the final bids.

The Boards old Land Rover WN03 NVK sold for £8500 and the Claas Tractor WX14 LGO sold for £24,666

**Recommendations:** That the report be noted.

MEETING: LSIDB Main Board

MEETING DATE: 07/02/2024

REF: LSIDB\_MP\_Business\_services\_Committee\_2024\_398\_99\_25\_881\_1111\_1176\_24\_06\_11\_507

REPORT BY: Dr M Pope

**Title: 2023-2025 Workforce Strategy for Lower Severn Internal Drainage Board (LSIDB)**

Introduction: The LSIDB recognises 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 Programs: Establish graduate and apprenticeship programs 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 Programs: Offer a comprehensive range of training programs, workshops, and seminars to enhance technical and soft skills. Provide opportunities for professional certifications and continuous learning.
- c. Leadership Development: Implement leadership development programs to nurture future leaders within the LSIDB.

**3. Performance Management and Recognition: Objective: To ensure that employees' efforts align with LSIDB goals and recognise 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 program 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 prioritises employee wellbeing.**

a. Health and Wellbeing Programs: 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. one example being the on line share training PIP modules that the team are using as a PDP tool and to enhance their respective personal deliverables.
- Develop Recruitment and Talent Acquisition Initiatives: Design targeted recruitment campaigns, graduate, and apprenticeship programs to attract and develop talent.
- Design and Implement Training and Development Programs: 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 programs.
- Establish Employee Wellbeing Initiatives: Introduce health and wellbeing programs and flexible work arrangements to promote work-life balance and employee satisfaction.
- Leadership Development and Succession Planning: Develop leadership development programs 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 from HR Chair:**

The LSIDB's workforce strategy 2023 – 2025 and its implementation plan continue to aim 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. The finance committee budget for 2024/25, which includes the December accounts and various refinements, ensures a robust financial foundation to support the workforce strategy's execution. Notably, performance and parity adjustments, along with the addition of pension and life benefits, demonstrating LSIDB's commitment to a holistic approach in managing its workforce resources.

All Finance Committee and executive committee adjustments agreed have been made to enhance the overall financial framework. Additionally, the updated payroll rates per the white book will be effective from April, incorporating bonus payments to operators. Furthermore, the budget now encompasses pension and life benefits, providing a comprehensive overview of the financial landscape for the upcoming fiscal year.

**Current Update / Status:**

Executive Committee & new Business services committee to continue to plan implementation of above recommendations from Business services Committee. Then action CEO to implement and report updates to Business services 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 Internal Drainage Board  
Communications Report  
November 2023 to February 2024

Victoria Bailey  
Communications and Public Relations Officer

It has been a successful winter period for communications at LSIDB. We have frequently engaged with our peers at a national level. A small group of Officers attended the ADA AGM in November; this provided our team with a unique opportunity for networking and learning from leaders in the water management sector. We heard from keynote speakers including:

- Emma Hardy MP spoke regarding the importance of Schedule 3 of the Flood and Water Act 2010 and of her personal experience of flooding
- Alan Lovell, Chairman of the EA provided an overview of the challenges from flooding, protecting homes, water scarcity, and on IDB's pursuing de-maining where there are clear benefits for rate payers
- Ian Titherington delivered an inspiring talk on SuDS in Wales. In Wales it is set within legislation that all developments must contain sustainable drainage schemes. I contacted Ian and invited him to attend as a keynote speaker for our September board meeting, which he accepted. I am certain he will deliver another exciting, stimulating talk to the Board
- Professor Dame Julia King spoke passionately regarding the effect of climate change on IDB's
- Lisa Pinney from the Coal Authority presented on the work they are pursuing with heat energy recovery from disused, abandoned mines
- Adriano Battilani, an expert in water management, travelled from Italy to share his experiences regarding the flood and drought challenges faced by the Mediterranean climate, all of which the UK could experience in the future

Governance Officer Jo, Matthew Riddle and I attended FLOODEx. As well as engaging with trade stalls, we also attended lectures which provided valuable insights and guidance on the latest technological advances in our industry.

Matthew, Mike, Manjit, James and I attended the SWADA AGM in Bridgwater. Manjit spoke regarding the Capital Programme; the work we are doing on pump replacements was of great interest to the attendees. We heard from a variety of guest speakers. Excitingly, LSIDB are hosting the next SWADA AGM **on Wednesday 8<sup>th</sup> May**. More details and the agenda will be sent nearer the time but please block

out this day in your diary; it will be an all-day event with a tour of the latest work on flood defences from Avonmouth to Aust.

We are continuing to promote our work; the professional marketing materials have been well received. You may have noticed most of our vehicles now have the LSIDB logo, as does the LSIDB office building; we are ensuring that the work our operators and team do is given full credit.

I would like to thank members of the Executive Committee for their help – I created a spreadsheet, with help from Jim, containing every council and parish contact within the Boards area. This will be a fantastic resource for our team to use going forward.

We are continuing to work with the communities we serve, and are delighted that Roger Godwin invited us to speak at both Severn Voices and GLoSES. These events are great for engaging with stakeholders and ratepayers, for gathering feedback, and for growing a positive reputation as an organisation. If any board member knows of an event or opportunity for us to attend, please contact me directly – your help is always appreciated.

## Governance Highlight Report

January 2024

Project and Governance Officer– Joanna Mathews

This report provides an overview of the governance initiatives undertaken by the Lower Severn Internal Drainage Board (LSIDB) to strengthen its governance framework in recent months. These latest updates includes:

- **Implementation of New Committee Structures:** New committee structures now in situ which cover specific areas such as finance, policy development, growth. Matthew, Manjit and myself have worked closely at identifying Board Members interests to ensure as far as possible Board Members sit within their preferred committees. Updated timeline of meeting dates for 2024 to support these new committees has also now been implemented following the AGM in November.
- **Full Review of Risk Register has now been completed with SLT.** The review includes a new column where we have assigned specific committees with specific risks. We are ensuring we continue to regularly discuss the risk register as a live tool within committees and have as a regular agenda item.
- **Development of Skills, Knowledge, and Experience-Based Matrix:** To optimise the effectiveness of board committees, we have begun to develop a skills matrix of the Board as a whole. The matrix will help in identifying any gaps in skills, knowledge or experience within the committee. To support with completing this, we have developed a questionnaire that we will be asking Board members to complete at the Full Board in February.
- **Stakeholder Management Feedback:** Feedback from board members regarding stakeholder management has been positive. The implementation of the new committee structures has improved communication channels, enabling a more collaborative approach to governance.
- **Website Management:** We continue to regularly update the website and listen to any feedback suggestions on how to improve the website. I recently have ensured clear 'Archiving' of meeting papers from 2018–2023 is clearly displayed on the website to ensure governance requirements are being met.
- **IT System:** Our IT system has been upgraded by moving to a cloud-based server for more enhanced data security.
- **Appointed Members vacancies:** Matthew and myself have been liaising with multiple council democratic service teams and can confirm we now have 7 new appointed members which cover Tewkesbury, Malvern Hills, South Gloucestershire, Bristol, Forest of Dean and Hereford councils.

LSIDB now have a service level agreement with Wilkin Chapman Solicitors who will be supporting us over the next couple of months with governance items; these include:

- **Desk Review of Existing Policies plus Gap Analysis:** In January 2024, a thorough desk review of existing governance documents was conducted, including standing orders, financial regulations, scheme of delegation, member code of conduct, and others. A gap analysis identified areas where new policies were needed to align with best governance practices.
- **New Policy Provision:** In February 2024, new policies will be drafted and approval will then be sought once completed.
- **Governance Workshops for Senior Leadership Team:** A comprehensive workshop on public sector governance and key legal issues for IDBs will be completed in early March 2024 for SLT.
- **Governance Manual:** A practical governance manual is being designed and drafted, scheduled for completion by March 2024. This manual will serve as a guide for staff in carrying out key governance tasks, ensuring consistency and adherence.

**Current Update / Status:**

Executive Committee & Business services committee to continue to plan implementation of above recommendations. Then action CEO to report updates to Business services Committee.

**Action for Board:**

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

## Agenda Item 10a

# Lower Severn IDB

**Title: Maximising Growth and Revenue Generation for the Lower Severn Internal Drainage Board (LSIDB)****REPORT BY: Dr M Pope****Introduction:**

The Lower Severn Internal Drainage Board (LSIDB) has a rich history rooted in safeguarding our region from flooding and ensuring sustainable land management. To continue our mission effectively and to meet the ever-evolving challenges, we must explore various avenues for business development and revenue generation while aligning with the Land Drainage Act of the UK.

This paper outlines strategic approaches for growth and revenue generation, emphasising efficiency and sustainability.

**Digital Transformation and Data Utilisation**

- Invest in modern technology to enhance drainage operations.
- Implement advanced GIS (Geographic Information System) tools for efficient land mapping and water flow analysis.
- Collect and analyse data to provide data-driven services for farmers, landowners, and the community
- Offer subscription-based access to drainage and land management data for agricultural planning and environmental monitoring, generating income.

**Environmental Stewardship Services**

- Collaborate with local environmental agencies and wildlife preservation organisations.
- Offer consultation services to landowners and businesses for environmentally responsible land use.
- Seek grants and funding for eco-friendly projects that enhance natural habitats and reduce the carbon footprint.
- Charge for environmental impact assessments and habitat restoration programs, generating revenue while promoting sustainability.

### **Waste Management and Resource Recycling**

- Explore opportunities in waste and resource management, aligning with the Land Drainage Act's broader flood risk management role.
- Develop a comprehensive recycling program for debris collected during drainage maintenance.
- Partner with local businesses for waste-to-energy conversion or recycling initiatives, generating income.
- Utilise dredged materials for land reclamation and development projects, reducing costs and creating revenue streams.

### **Community Engagement and Education**

- Organise workshops and training sessions on flood resilience, sustainable land management, and environmental protection.
- Establish a public outreach program to promote the LSIDB's services and knowledge.
- Charge nominal fees for educational events and certification programs.
- Foster positive relations with local communities by actively involving them in decision-making processes and charging for specific advisory services.

## **Flood Risk Assessment and Insurance Consultation**

- Leverage LSIDB's expertise in flood risk management to offer flood risk assessments for businesses, landowners, and communities.
- Collaborate with insurance companies to provide flood risk information for underwriting flood insurance policies.
- Charge for flood risk assessments and consultations, creating a new revenue stream.

## **Innovation and Adaptive Services**

- Stay ahead in embracing technological advancements for improved services.
- Explore emerging solutions in drainage and water management.
- Develop patented technologies or solutions and license them to other drainage boards or organisations.
- Generate income through royalties and licensing agreements.

## **Strategic Partnerships and Joint Ventures**

- Collaborate with neighbouring Internal Drainage Boards or related organisations for joint projects and resource-sharing.
- Participate in government initiatives that promote flood risk management, sustainability, and environmental protection.
- Share resources and costs with partners while generating income from shared projects.

## **Comprehensive Fee Structure Review**



- Regularly review and optimise the fee structure for drainage services.
- Consider differential pricing based on the complexity of drainage operations and the resources required.
- Ensure that fees reflect the costs involved in providing services, helping maintain financial sustainability.

**Summary:**

My proposal for LSIDB growth and revenue generation potential is vast, provided we embrace innovation, sustainability, and collaboration. We must however ringfence our current operations as it is benchmark. However, by diversifying our revenue streams and aligning with the Land Drainage Act, we can ensure our financial sustainability while safeguarding our communities and environment. Success lies in the judicious combination of these strategies while keeping our mission and values at the forefront of our operations

**Next Steps / Actions:**

To be considered by the BD&G committee, for feasibility and prioritisation with the Executive committee, this has informed discussion item for February 2024 Main Board on demanding.

Programme Name	Programme Board Highlight Report				
Programme Manager	James Thomas	Report Date	29/01/2024	Reporting Period	February 2024
Programme Summary	Managing the Board Pilot Programme				

<b>This report</b>		<b>Last report</b>	

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

<b>Time</b> (on schedule, to plan)	To be reviewed by end Jan	<b>Scope</b>	Partial
<b>Quality</b>	To be assessed	<b>Resources</b>	Under Consideration
<b>Budget/Costs</b>	To be Assessed	<b>Dependencies</b>	N/A
<b>Benefits &amp; Outcome</b>	On target		

	<b>Risks</b>	Yes – see report text	<b>Issues</b>	TBC
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Establishing Deliverables	
<ul style="list-style-type: none"> <li>The meeting is collaborative and a safe environment for open and honest discussion.</li> <li>The aim is not to vote on matters but to use fact and experience to come to a collective decision.</li> <li>Collective decisions will be fully supported by ‘team’ members as part of our values of collective responsibility.</li> <li>A ‘live’ action tracking system is the vehicle to manage the meeting rather than, what can be subjective, minutes.</li> <li>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.</li> <li>All decisions will be made within the delegated responsibilities as laid down by the appropriate Standing Orders.</li> </ul>	

- 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. Currently completing Lapperditch and Marshfield costing work. This is now expected early February.
- Public Works Loan approval has now been received from Defra. This process and reasons for delay are now understood and can be programmed satisfactorily going forward
- Buildability reports for Lapperditch and Marshfield have been completed by Jacksons Civil Engineering. This will assist with the imminent costing works being undertaken.
- The process for FCERM Grant Funding Allocation has begun with the Wessex Environment Agency teams. An account has been set up on the .gov website to allow the formal application to begin.
- Microsoft Project training completed by key members of the Programme Board.
- Internal Programme Plan under development within the Programme Board utilising the training recently undertaken.
- Meeting held with Scape on Social Value of implementing the new support facility. Looking at areas of support such as education and community engagement.
- Jacksons suitability as a contractor is under assessment. Key members of the Programme Board to visit Jacksons HQ in February.
- Consultation for developed designs of Lapperditch and Marshfield initially scheduled for March/April. This will be the second set of consultations where stakeholders can give feedback on more detailed design ideas.

<b>Establishing Deliverables</b>	
<p><b>RECOMMENDATION</b></p> <p>This Report be noted.</p>	

<b>Report Approved by Project Sponsor</b>		Date:	29/01/24
<b>Financial Information Validated by</b>		Date:	

# 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.

## Capital Programme Board

Update on the consideration of the replacement of the LSIDB Service Building and Protocol for Dealing with Project Correspondence

6<sup>th</sup> 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

## MISSION STATEMENT

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## **Business Development & Growth Highlight Report**

February 2024




James Thomas

### **1. Executive Chairs' Report:**

Included as separate report.

Following difficulties around the issuing of new laptops all systems are now operational including GIS. This allows for integration with the Rating Officer ensuring that DRS mapping is kept up to date.

## 2. Risk Register:

Business Development and Growth Committee Risk Register													
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 LSIB Strategic Objective	Responsibility and Accountability
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. Mandatory training for officers and Board Members on governance	Ensure that all risks are minimised. Ensure plans are fulfilled.	New Governance 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, CFO, HoOS, BDM	it is proposed that each risk will / should be cross referenced to the delivery of Strategic objective	Executive Committee, Full Board, Business Development and Growth
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		Operational Services Committee and Business Development and Growth Committee
HR3	Loss of key members of staff in a small team. Team is under resourced to delivery future operational delivery and strategic objectives	Low	High	High	Tolerate Other Drainage Boards, Environment Agency and Local Authorities could be asked to advise on operational needs if engineers were to leave. Due to recruitment of new staff replaced again to meet regulatory requirements for supporting services. Procedural	CEO in dialogue with other Boards, Councils, colleges and use of consultants. Branding and marketing of LSIB and its website will enhance visibility and value	Ensure that admin duties are understood by more than one individual. Engineers overlap to ensure spread of knowledge. Recruitment complete with objective to reduce consultancy fees. Phase 1 resource plan being developed to recruit a FT P & G officer and extend the time and duties and responsibilities of the new	Low	Low	Low	 CEO/Ex.com/Board		Business Services Committee and Business Development and Growth Committee
Initial Assessment													
Risk Description	Impact Summary	Impact	Probability	Score	Action	Impact	Probability	Score	Owner	Reviewed by Programme Board on	Reviewed by Programme Board on		
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			Programme Board and Business Development and Growth	
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			Programme Board and Business Development and Growth	
Lack of staff resources	Disruption and delay to programme	5	4	20	Provide sufficient staff resources to implement programme	5	1	5	Board			Programme Board and Business Development and Growth	
Governance	Lack of appropriate oversight and delegated authority that hinders operational	5	5	25	Governance structures implemented by Board	5	1	5	Board			Programme Board and Business Development and Growth	

## 3. Live Programme Highlight Reports:

Programme Board highlight report issued separately

## 4. Live Action List:

47	22/02/2023	MP to seek ongoing best practice from other DB stakeholders (CSCs) with regard to capturing Government funding	MP	Ongoing	Ongoing	Model Level DB & Somerset DB. See PA in London- programme management framework			
48	02/05/2023	Programme finance management and process to be agreed with PB Chair	ST/ST	10/05/2023	Ongoing				
49	04/06/2023	Short feasibility study completed, explore key queries/requirements (strategic queries)	ST/ST	Ongoing					
50	20/06/2023	Key communications that go to media need to go through Vicky or Geoff	ALL	Ongoing					
51	20/08/2023	ST to look at claiming road behind office with solicitors- ST is liaising with solicitors regarding this currently	ST/ST/MP	January	Ongoing	Statement of truth to be sent off and maps			
52	20/09/2023	Application to be completed for 400k grant allocation (ECERPA GSA Process)	ST	March	Ongoing				
53	11/10/2023	MP, MP, MP, to sit down and discuss lobbying support from local MPs and secretary of state- for secondary signature	MP, MP, MP	December	Ongoing	Letter has been drafted for Matthew and Roger to send to MPs			
54	14/11/2023	MP to do commo agenda item for PB on February	MP	15/11/2023					
55	14/11/2023	GS to present case of new support facility to executive and full board- following same process as pumping station project. (Rather than separate consultation meeting)	MP	January					
56	14/11/2023	GS to have discussion with MP re expectations from Board of new support facility. Also for document to be produced of 5 year growth plan.	GS/MP	December					
57	05/12/2023	MP to complete business case for support facility in house	MP	February					
58	12/12/2023	Start spending time fully populating project plan and beginning to implement further IT and GS to go through weekly. Present within programme board meeting weekly	ST/GS	Weekly					
59	19/12/2023	ST to chase ARUP regarding figures and scope for Lappenditch and Marshfield	ST	19/12/23					
60	19/12/23	All PB members to look at areas of deliver on microproject plan and ensure understanding and adding any comments	ALL						
61	17/01/2024	ST to look at setting a date to go to Jacksons office	ST	February					
62	17/01/2024	ST and GS to create strategic direction statement around procurement and contract management	ST	11/01/2024					
Ongoing Actions for Project Team:									
110	02/02/2023	Provisionally discussed- Lappenditch and Marshfield to start with planning for next year	ALL	2024					

## 5. Key Discussions from Last Committee Meeting:

- Whilst the delivery of the programme is the key thrust of the committee at this moment there are some other areas that are being looked at. The expansion of the Boards area and the process involved in doing this is being considered. There are potentially some areas adjacent to the Boards area that would benefit from the expansion of the Boards activities. ADA's views have been sought to see if this work has been undertaken anywhere else in the country in order to establish an understanding of the process. This work could potentially interface well with the work of the Operational Services Committee on demaining.

## 6. Proposed Business Development or Growth Reports:

Whilst here are currently no outstanding reports this will change in the near future as the fledgling committee develops.

## 7. Next Committee Meeting Date:

29<sup>th</sup> May 2024

## 8. Terms of Reference (ToR):

See appendix A

The LSIDB Business Development and Growth Committee remains committed to driving strategic growth and development. This report aims to keep the Board informed and engaged in our ongoing efforts to fulfil the LSIDB's mission and vision.

### **Business Development and Growth Committee Terms Of Reference**

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:

<b>1. Purpose</b>	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.
<b>2. Membership</b>	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.
<b>3. Responsibilities</b>	<p>The committee shall have the following responsibilities:</p> <ul style="list-style-type: none"> <li>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.</li> <li>b. Technology &amp; 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.</li> <li>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.</li> </ul>
<b>4. Meetings</b>	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.

<b>5. Reporting</b>	The committee shall report to the Board on its activities and recommendations at each Board meeting.

# 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:











MEETING: **LSIDB Executive Committee**MEETING DATE: **01/2024**REF: **LSIDB\_MP\_EXEC\_COM\_01\_2024\_398\_99\_25\_881\_1111\_1176\_24\_06\_11\_520\_507\_241\_70\_720\_2190\_69900\_897\_**REPORT BY: **Dr M Pope****CEO Proposal for LSIDB Demaining feasibility Brief.****Introduction:**

As the CEO of the Lower Severn Internal Drainage Board (LSIDB) and a Water Management Business Development UK expert, this feasibility study examines the potential of demaining within the LSIDB region. Additionally, it explores the specific benefits to LSIDB, local Wildlife Trusts promoting wetlands, ratepayers, and the UK Environment Agency.

**1. LSIDB-Specific Benefits:****Social Benefits:**

- a. Community Empowerment: Demaining fosters local involvement in decision-making, ensuring LSIDB aligns its strategies with community needs.
- b. Enhanced Public Services: Collaboration with local authorities can lead to improved water infrastructure and services, positively impacting the community.

**Economic Benefits:**

- a. Operational Efficiency: Streamlining administrative processes through demaining can result in cost savings, enabling more efficient resource allocation.
- b. Infrastructure Investment: Attracting public and private investments for upgraded water infrastructure stimulates economic development within the LSIDB region.

**Political Benefits:**

- a. Decentralisation: Demaining aligns with the trend of decentralised governance, allowing LSIDB more autonomy in decision-making.
- b. Political Support: A successful demaining strategy can garner political support and facilitate smoother regulatory processes for LSIDB.

**Environmental Benefits:**

- a. Ecosystem Preservation: Demaining allows LSIDB to prioritise sustainable water management practices, contributing to the preservation of local ecosystems.
- b. Climate Resilience: Integration of climate-resilient strategies into water management plans addresses long-term environmental challenges.

**Fiscal Benefits:**

- a. Financial Autonomy: Demaining may grant LSIDB greater financial independence, enabling strategic investments and financial stability.
- b. Revenue Diversification: Exploring revenue streams, such as partnerships and sustainable development initiatives, enhances fiscal sustainability for LSIDB.

**2. Local Wildlife Trusts:****Environmental Benefits:**

- a. Habitat Preservation: Collaboration with LSIDB can enhance wetland preservation, providing crucial habitats for diverse wildlife.
- b. Ecosystem Restoration: Demaining aligns with the goals of promoting healthy ecosystems, supporting biodiversity within the LSIDB region.

**3. Ratepayers:****Economic Benefits:**

- a. Cost Efficiency: Successful demaining can lead to reduced operational costs, potentially resulting in stabilised or reduced rates for ratepayers.
- b. Infrastructure Improvements: Improved water infrastructure benefits ratepayers directly, ensuring a more resilient and reliable water management system.

**4. UK Environment Agency:**

**Environmental Benefits:**

- a. Collaborative Conservation: Collaboration with LSIDB can contribute to broader environmental conservation efforts, aligning with the goals of the UK Environment Agency.
- b. Regulatory Compliance: Successful demaining can lead to more effective compliance with environmental regulations and standards set by the UK Environment Agency.

**Summary for LSIDB Board:**

Demaining holds significant promise for LSIDB and its collaborative stakeholders. A comprehensive approach, involving community engagement, political support, and strategic partnerships, will be key to realising the myriad social, economic, political, environmental, and fiscal benefits outlined in this study.

**CEO Recommendation:**

Initiate a stakeholder consultation process, including community representatives, Wildlife Trusts, ratepayers, and the UK Environment Agency, to gather valuable insights and ensure a collaborative and well-informed demaining strategy.

**Name:** Dr M Pope

**Position:** CEO LSIDB