

# **BLACK SLUICE**

## **INTERNAL DRAINAGE BOARD**



## **Executive Committee Meeting**

**Thursday, 23<sup>rd</sup> January 2020 at 2pm**

**Station Road, Swineshead, Lincolnshire PE20 3PW**



# Black Sluice Internal Drainage Board

Station Road  
Swineshead  
Boston  
Lincolnshire  
PE20 3PW

01205 821440

www.blacksluiceidb.gov.uk

mailbox@blacksluiceidb.gov.uk

Our Ref: IW/DPW/B10\_1

Your Ref:

Date: 16<sup>th</sup> January 2020

## To the Chairman and Members of the Executive Committee

Notice is hereby given that a Meeting of the Executive Committee will be held at the Offices of the Board on Thursday, 23<sup>rd</sup> January 2020 at 2:00pm at which your attendance is requested.

Chief Executive

## AGENDA

1. Apologies for absence.
2. Declarations of interest.
3. To receive and, if correct, sign the Minutes of the Executive Meeting held on 4<sup>th</sup> December 2019 **(pages 1 - 9)**
4. **CONFIDENTIAL** - To receive and, if correct, sign the Confidential Minutes of the Executive Meeting held on 4<sup>th</sup> December 2019 **(pages 10 & 11)**
5. Matters arising.
6. To review the two Brewin Dolphin Portfolios with James Scott (Divisional Director at Brewin Dolphin)
7. To consider Period 09 Management Accounts **(pages 12 - 17)**
8. To consider a report on the 2020/21 Budget and Ten Year Estimates **(pages 18 - 23)**
  - a. Budget with 10 Year Estimates **(page 24)**
  - b. 2020/21 Summary budget by month **(page 25)**
  - c. 2020/21 Detailed budget by month **(page 26)**
  - d. 10 Year Capital Schemes **(page 27)**
  - e. 2020/21 Wages On-cost Reserve budget **(page 28)**
  - f. 10 Year Plant Replacement budget **(page 29)**
  - g. Solar Panel Cumulative Report **(page 30)**
9. To consider advice provided from the ADA Health, Safety & Welfare Survey 2018 **(pages 31 - 37)**
10. Any other business.

# **BLACK SLUICE INTERNAL DRAINAGE BOARD**

## **MINUTES**

of the proceedings of a meeting of the Executive Committee

held at the Offices of the Board on  
4<sup>th</sup> December 2019 at 2pm

### **Members**

Chairman - \* Mr K C Casswell

\* Cllr P Bedford

\* Cllr M Brookes

\* Mr J Fowler

\* Mr P Holmes

\* Mr M Rollinson

\* Member Present

In attendance: Mr I Warsap (Chief Executive)  
Mr D Withnall (Finance Manager)

#### 1550 **APOLOGIES FOR ABSENCE - Agenda Item 1**

There were no apologies for absence.

#### 1551 **DECLARATIONS OF INTEREST - Agenda Item 2**

There were no declarations of interest.

#### 1552 **MINUTES OF THE LAST MEETING - Agenda Item 3**

Minutes of the last meeting held on 18<sup>th</sup> September 2019, copies of which had been circulated, were considered and it was AGREED that they should be signed as a true record.

#### 1553 **CONFIDENTIAL MINUTES OF THE LAST MEETING - Agenda Item 4**

It was agreed and thereby RESOLVED to exclude the public from the next part of the meeting due to the confidential nature of the business to be transacted, in accordance with section 2 of the Public Bodies (Admission to Meetings) Act 1960.

#### 1554 **MATTERS ARISING - Agenda Item 5**

##### (a) **CONTRIBUTION TO DAMAGE TO A CONCRETE FARM YARD AT CLAYDYKE, HOLLAND FEN - Minute 1507(a)**

The signed agreement has been received this week from the landowner.

**(b) FENCE AT B&M'S & DUNELMS - Minute 1507(g)**

Cllr P Bedford reported that a new fence has been erected behind B&M.

**(c) TIMETABLE FOR 2020 MEETINGS - Minute 1515(b)**

The Finance Manager reminded the committee of the changes that were made to the draft timetable as follows:

- Board 7<sup>th</sup> February 2020 10:00am
- Executive 17<sup>th</sup> December 2020 2:00pm

**(d) LINCOLNSHIRE IDB'S TRAINING DAY - Minute 1515(e)**

The Finance Manager asked for feedback from those members that attended the training day on the 27<sup>th</sup> November 2019.

It was generally felt that the governance section was rushed and not covered in detail, with the agenda covering too many aspects that members felt weren't relevant to them.

The Finance Manager questioned whether it should be something done again in the future, noting that some Boards do it every year.

The Chairman felt that if there is governance the Board require training on, then maybe it should be organised by ourselves.

The Finance Manager suggested it be given to the Audit & Risk Committee to consider and identify what areas of governance the Board require training in.

Mr M Brookes noted that, for Councillor members, a lot of the governance is covered in their training through the council.

The Chairman concluded that it would be beneficial to pinpoint a few aspects that require more training and that a Board meeting could be started earlier to allow for this training. All AGREED for it to be explored by the Audit & Risk Committee to identify areas for further governance training.

**(e) CONFIDENTIAL - 2020/21 PLANT BUDGET - Minute 1511(a)**

It was agreed and thereby RESOLVED to exclude the public from the next part of the meeting due to the confidential nature of the business to be transacted, in accordance with section 2 of the Public Bodies (Admission to Meetings) Act 1960.

**(f) CONFIDENTIAL - TO REVIEW THE ENVIRONMENT AGENCY MAIN RIVER TRANSFER AND PRECEPT - Minute 1514**

It was agreed and thereby RESOLVED to exclude the public from the next part of the meeting due to the confidential nature of the business to be transacted, in accordance with section 2 of the Public Bodies (Admission to Meetings) Act 1960.

**1555 TO CONSIDER THE PERIOD 07 MANAGEMENT ACCOUNTS - Agenda Item 6**

The Finance Manager presented the Period 07 Management Accounts, which were sent out prior to the meeting for the committee to analyse.

The Finance Manager noted that the Period 08 Management Accounts will be slightly delayed due to being away on a training course.

The Finance Manager drew attention to the extra £28,000 for emergency works and the estimated £80,000 for electricity. Overall, it will be £194,000 over spent. This is estimated to be around £300,000 over spent by the end of November.

Mr M Rollinson questioned how much the Environment Agency will be charged for work carried out by the Board on their behalf during the ongoing rainfall events?

The Chief Executive responded that it is not so much for the work we have done on their behalf, but more about having to move un-necessary water due to their assets failing. A valuation will be put together.

Mr M Rollinson felt it is important that the Board are recompensed for this and equally important that, going forward, they make the required changes and carry out the required work.

Mr M Rollinson made reference to the flooding along the Boardsides. The Chief Executive noted that it is the responsibility of Network Rail. The application has now been submitted by Network Rail's contractors to carry out two headwall reconstructions with flap valves at the failure points.

Mr M Rollinson felt that it would be a good idea to invite the landowners of this flooding at the Boardsides on the Works Tour Inspection.

The Chief Executive further noted that water was coming under and around some of the pumping stations as a result of the Environment Agency's retaining walls which could be causing damage to the foundations of the building.

**1556 TO RECEIVE A REPORT ON FINANCE & BUDGETS - Agenda Item 7**

The Finance Manager reminded the committee that the original £304,000 being used from the General Reserve has been reduced to £215,000 by delaying schemes etc., as agreed at the Board meeting. However, there will still be £215,000 used from the General Reserve which will put the Board in a financially weaker starting point for 2020/2021. Therefore, the Finance Manager has investigated different ways to address this.

The Finance Manager further explained the documents within the agenda as follows:

- 2020/21 Budget & Ten Year Estimates - the original budget agreed upon before the recent rainfall events
- Quarter 2 Forecast Summary & Detailed - the new forecasts following the recent rainfall events

- 2020/21 Budget & Ten Year Estimates - the original budget plan with the amended reserves figures following the recent rainfall event, which drops below 20% by 2025/26, which is not meeting the agreed objective of a reserve of 20%
- 2020/21 Budget & Ten Year Estimates - Due to the original budget plan not meeting the 20% objective with the amended reserve figures, either the outgoings need to be increased or the income increased. This budget shows an increase in income by an increase in the rate by up to 2.75% in 2024/25 and 2.5% for the following five years, keeping it at 1.9% for the next financial year, as already agreed with the council. This would meet the objective of the 20% reserve.

The Finance Manager noted that the other option is to look at ways the Board can save money and therefore keep the rate down.

The Chief Executive added that there have been six rainfall events since the beginning of September 2019 and that is why there is the need for the reserves to be at this level.

The Chief Executive referred to the possibility of reducing expenditure, noting that the priority is that the maintenance works on the Board maintained watercourses are, indeed, maintained. Other things such as major jetting works have been reduced to try and reduce expenditure.

The Chief Executive felt that the new proposed budget with the increases in rate in the pound are realistic for ratepayers and the councils, but also allows the Board to complete a good value of work.

Mr P Holmes questioned whether, following the recent rainfall events, that 20% is enough for the reserves going forward?

The Finance Manager responded that he is working to the objective that has been agreed, the Chief Executive responded that it is not enough.

The Finance Manager explained that the recent rainfall events have cost us £300,000 and working to 20% is £600,000, therefore what justification is there for wanting to increase the reserve?

Mr P Holmes responded that what if something major had failed and required replacing as a result of the event?

The Finance Manager responded that it would be paid through the insurance. He further confirmed that even if the Environment Agency aren't liable or insured themselves, the Board's insurance would still have to pay out accordingly.

The Finance Manager continued by adding that if a rainfall event was really very costly then the Belwin Scheme would be enacted anyway and so the Board would recover the money spent through that.

The Chief Executive noted that climate change will most likely increase the frequency of these events.

The Chairman noted that if it was to be increased to more than 20% then the rate would also have to increase to accommodate this which would be unacceptable to the council and ratepayers.

The Chief Executive noted that agricultural ratepayers may not be happy anyway due to them not being able to get on their land and blaming the drainage board for it.

Mr K Casswell felt that the time the summer cutting is started needs to be thought about. However, it was noted that there are environmental restrictions around this. Mr M Rollinson felt that there will be change and the environmental factors will not be so restricting.

The Chief Executive added that starting cutting of the higher consequence water courses earlier would require them to be cut more times as the vegetation would grow back, this would come at a cost.

Mr P Holmes felt that it would ease the ratepayers to paying more, as the water would have gone down a lot quicker.

The Chief Executive responded that the Board have 500 miles of drains to maintain and it has to be started somewhere and finish somewhere.

Mr P Holmes made reference to PSCA works carried out on the highland carriers that are gravity feeding into the SFFD, questioning whether if that wasn't done it would have 'held back' the water entering the SFFD for longer? Therefore, it wouldn't have fed into the Boards system and the workforce could have been working on our system rather than the highland carriers.

The Chief Executive acknowledged that it would 'slow the flow' of the water into the SFFD. However, there are still those living in the catchments of the highland carrier catchments that want protecting.

The Finance Manager stated that he is comfortable working to 20% (£600,000) based on the recent rainfall event costing £300,000.

Mr J Fowler questioned what if this carries on during future months?

The Chairman stated that if you look at the previous patterns, there could be a drought by March 2020.

A telemetry trace of the SFFD levels during the event was shown on screen. Mr M Rollinson questioned if taking the hydraulic doors off made much difference? The Chief Executive responded that it has, and they are now on free flow. Mr P Holmes noted that it maximises the potential to move the water. The Chairman also reminded that the committee that the year there was a breach, all five of the Black Sluice Pumping Station (Boston) pumps were pumping and it still breached. The Chief Executive added that he believes that if the Black Sluice Pumping Station (Boston) was working it would be a worse situation than if the pumping station wasn't running as nobody would have thought to open the navigation lock as an emergency fluvial channel. The Chairman added that the navigation lock is 1.5 times the capacity of the sluice.

Discussion turned back to the budget, with the Chief Executive noting that the council will be notified of the proposed increase for the following years. Mr M Brookes agreed that they should be notified so that they are aware as soon as it is agreed by the Board. Cllr P Bedford noted that there will be no problem with the increase in rate.

Mr M Rollinson noted that the rate has been held for the past few years, but it has to be remembered that they have been very dry years and realistically it can't continue to be kept at 0% in light of increasing costs such as salaries and fuel, for example.

Mr M Rollinson further added that he doesn't think the electricity figure should be included with pumping station maintenance. He felt that it should be separate within the budget, with an inflation also included. Therefore, rather than having a larger general reserve, the money is built into the budget and is a form of self-insuring. Therefore, if you have dry years this can be carried forward into a possibly wet year. Then, if this is built up after a dry number of years, then it may be that the rate can be held again.

Mr J Fowler agreed that there should be an electricity figure in the budget.

Cllr P Bedford felt that it shouldn't be noted to the council or ratepayers that after a dry period the rate may be held at 0%. Cllr P Bedford suggested that he would put the biggest increase of 2.75% in at 2021/22 and bring the 2.75% increase in 2024/25 down to 2.5%. This was completed on screen, however, this does not give a balanced budget. It was therefore suggested that the 2.75% is left for 2024/25 but 2021/22 is raised to 2.50%.

It was further suggested that there be a 1.9% increase next year, as agreed, followed by a 2.5% increase for the following nine years, which gives a reserve of 26%.

All AGREED with the above suggestion, the rate will be increased by 1.9% next year (2020/21), followed by an increase of 2.5% for the following nine years.

Calculations were trialled with an expenditure of £300,000 with the above amendments, which took the reserves down to 16%.

Mr M Rollinson noted that another IDB wanted to raise the rate but it was voted against by Councillor members of their Board who had the majority and so it couldn't be increased.

Mr P Holmes felt that, following the events of the past months, now is the most relevant and appropriate time to present an increase to the rate.

The Finance Manager noted that the guidance is 3 months of the expenditure and the Board has modernised and restructured over a number of years resulting in the excess reserves.

The Finance Manager also noted that none of the capital schemes have been reduced and drain maintenance has been increased by 5.5%. Mr M Rollinson noted that he thinks schemes should be increased in order to complete things such as automatic weed screens, variable speed pumps and remote control at all pumping stations by doing a few a year.



The Chairman noted that the pumps are older technology and were designed to run for an hour and stop which contributes to such a high electricity bill. The Finance Manager noted that the availability of the electricity will be a substantial cost as that availability has to be paid for a following 12 months. The Chairman noted that there may not be electricity availability on the next 2-3 years due to the rapid closure of coal fire power stations.

**1557 TO RECEIVE THE DRAFT 2019 VALUATION EMPLOYER RESULTS REPORT - Agenda Item 8**

The Finance Manager explained that the report was confidential because Hymans Robertson didn't give permission for it to be public, however, these minutes can be public.

The Finance Manager presented the tri-annual valuation of the pension fund, pointing out that the deficit has been reduced from £1,917,000 to £746,000.

The Finance Manager next directed the committee to the proposal for employer contribution rates, stating that currently, as at 2019/20, the Board is taking 16.8% of all pensionable pay paid as the employers contribution in addition to a deficit payment of £98,000 for the unfunded liabilities.

The new proposal for this is to increase the employers contribution from 16.8% to 18.2% and an additional deficit payment of £62,000 rather than the current £98,000. With the current contributions, the Board is paying 31.4% and with the new proposed contribution it is 27%. The Finance Manager suggested that the new proposed figures be adopted. All AGREED.

Mr M Rollinson noted that there are less pensions being contributed to now than there were three years ago? The Finance Manager noted that there are some that are now deceased.

**1558 ANY OTHER BUSINESS - Agenda Item 9**

**(a) MICK JOHNSON**

It was noted that the former Foreman for Black Sluice IDB, Mick Johnson, passed away on the 22<sup>nd</sup> November 2019. It was noted that his funeral is on Wednesday 18<sup>th</sup> December at Boston Crematorium. The Chairman noted that he is away, Mr M Rollinson agreed to represent on his behalf.

**(b) MEETING WITH IRELANDS FARM MACHINERY**

The Chief Executive noted that on the 19<sup>th</sup> December 2019 a meeting is being held with Irelands Farm Machinery regarding the Spearhead Twiga machines.

The Chief Executive would like some agricultural members of the Board to be present and put some pressure on them that there is a need for a quick turn around time like there would be with agricultural equipment in times of need.

The Chief Executive will send a calendar diary request to Mr P Holmes and Mr M Rollinson, Mr J Fowler is not available to attend.

**(c) STAFF TRAINING DAY**

The Chief Executive stated that there will be a staff training day on Monday 23<sup>rd</sup> December followed by lunch. The Chief Executive invited the agricultural members of the committee to attend the training day and lunch.

The Chief Executive also noted that a bottle of champagne has been purchased, from the Chairman's fund, for each member of staff to share with their families for their hard work during the recent rainfall events.

Mr P Holmes and Mr M Rollinson will attend; Mr J Fowler is not able to attend.

**(d) HOUSING, COMMUNITIES AND LOCAL GOVERNMENT MEETING**

The Chief Executive informed the committee that he is attending a housing, communities and local government meeting with the SLWP and LCC on the 10<sup>th</sup> December regarding funding for smart water measurement equipment. This will enable data such as water quality, rainfall gauges, soil moisture evaluations and the such likes. As part of the application for funding it has been asked if Black Sluice IDB will accept the position of catchment system operators for the catchment as part of the SLWP. Within this role there are five targets as follows:

- Increase the fluvial flooding resilience of the SFFD catchment
- To be in a position for the revenue returns for the sale of the resource (water) to offset the costs associated with additional flood resilience enhancement works
- The implementation the SLWP would have no detrimental impact on water quality, biodiversity or environmental impacts
- The SLWP concept would enable Black Sluice IDB to become more involved with main river control, irrigation and abstraction control and upper catchment management
- Black Sluice IDB is appointed and recognised as a SLWP catchment systems operator

The Chief Executive noted that he is also interviewing a potential candidate, using the EA grant, to complete an upper catchment study, which will help with the above work. This will also link in with the Board's goal to implement remote control pump systems, CCTV cameras, gauge boards etc.

**(e) NFU MEETING - 11 FEBRUARY 2020**

The Chief Executive informed the committee that on the 11<sup>th</sup> February 2020, a meeting is being held with the NFU representatives and members in relation to the recent flooding events, especially concerning the decommissioning of the Black Sluice Pumping Station (Boston).

It is the Chief Executive's idea to, rather than focus on the decommissioning, focus on completing the preliminary works for the receipt of emergency pumps if the gravity doors or sluices fail. This will include work around making sure the water can get from the catchment to the pumping station quickly enough. Mr J Fowler felt that the continuation of desilting will help this.

The Chief Executive will send out diary invitations to the agricultural members.

(f) CO-OPTED MEMBERS

Mr M Rollinson noted that, following the Joint Works Committee meeting, he approached Simeon Disley about becoming a co-opted member of the Southern Works Committee, however, he is not able to join due to a conflict of interest.

Another individual has been suggested; Richard Start of Starlode Drove, or Robbie Longstaff. It was clarified that an agricultural member of the Board can nominate anybody to be a member of the Board. It was further noted that Tom McFarlane, Nick Scantlebury and David Leverton could be other possible new co-opted members of the Works Committees.

(g) DESILTING OF THE SOUTH FORTY FOOT DRAIN

The Chief Executive informed the committee that the SFFD is currently in the next stage of bushing works. The Environment Agency (EA) want to carry out further tests regarding the silt in the next section of the drain.

Mr M Rollinson noted a bank top along the SFFD, where trees have been removed and has left very deep ruts. The Chief Executive responded that it will all be redressed. The North Forty Foot works will commence within the financial year, with desilting to commence September 2020.

(h) ADDITIONAL EXECUTIVE MEETING

The Chairman noted that an additional meeting is required to discuss the budgets in more detail; this will be held at 2pm on Thursday 23<sup>rd</sup> January 2020.

1559 CONFIDENTIAL - TO REVIEW SENIOR STAFF SALARIES - Agenda Item 10

It was agreed and thereby RESOLVED to exclude the public from the next part of the meeting due to the confidential nature of the business to be transacted, in accordance with section 2 of the Public Bodies (Admission to Meetings) Act 1960.

There being no further business the meeting closed at 15:45.

# **BLACK SLUICE INTERNAL DRAINAGE BOARD**

## **EXECUTIVE COMMITTEE - 23<sup>rd</sup> JANUARY 2020**

### **AGENDA ITEM No 07**

#### **PERIOD 09 MANAGEMENT ACCOUNTS**

##### **Income**

- Drainage Rates - £1,443.13 Outstanding but with £10k more collected than the initial budget (99.86% collected)
- Special Levies have all been received for 2019/20
- Interest/Investment Income – £5.3k more than budget
- A total of £381k has been received in year in grants
  - £11,350 – Contingency for the Kirton Meeres Scheme
  - £277,170 – NFF Phase 1 Bank Stabilisation
  - £92,344 – Sempringham Fen PS Refurbishment
- Recoverable Income - £160k more than budget and £251k more than at the same time last year. This is partly due to improved and more efficient invoicing.
- Total Income is £563,950 more than budget for this period. £183k excluding the Grants.

##### **Expenditure**

- Drain Schemes over spent by £39k
  - £21.5k spent on Large slips not included in the budget
  - Graft Drain overspent by £47.5k in year
  - Swaton Bank Stability £6k included in 2017/18 budget
  - Screddington Beck Improvements £16k included in 2017/18 budget
  - Jetting Major Pipelines overspent by £5,000
  - NFF £157k included in budget to end of P9 and not yet started
  - £50k budget included up to P9 but only ££2,900 spent so far for surveying
  - Board Emergency working stands at £72,498 not included in the budget
- Pumping Station Schemes are currently showing £242k underspent but these are all timing issues
  - Sempringham PS Refurb is to be funded by Grant Income as per above.
  - Chain Bridge PS Weedscreen Trolley is to be replaced soon
  - Dyke Fen Control panel is being constructed and we have only paid the initial deposit.
- Pumping Station Maintenance is overspent by £230k
  - Total Electricity included is £284k compared to £76k last year.
  - Electricity for December is estimated on pump hours for the larger Half Hourly stations and November and December for the smaller non half hourly stations.
- Drain Maintenance is only £16k overspent but our work has been delayed due to emergency works
- Admin & Establishment £3k favourable
- Solar Expenditure is only adverse due to a timing issue in the budget.

##### **Balance Sheet**

- Plant Account has generated £4.5k more than last year and is on course to achieve the budget.
- £42k of rechargeable Income requires invoicing
- 3 EA PSCA invoices to the value £7.5k need invoicing
- The Wages oncost account just remains positive by £4k
- The £44k debtor from July was invoiced early and may even be credited and re-invoiced next year. This is a development charge so does not impact on the Income and Expenditure.
- Investment value is £501k and the estimated income is £17,389

# Black Sluice Internal Drainage Board

## Project Summary

### 2019/20

Period 09 - December 2019

Description	Period Current Year			Year To Date					Last Year	
	Actual	Budget	Variance	Actual	Budget	Variance	Forecast	Variance	Actual YTD	Variance to Current Year
Rates & Levies	1,074	15,432	(14,358)	2,092,849	2,082,398	10,451	0	2,092,849	2,089,448	3,401
Interest & Grants	2,883	745	2,138	399,529	13,368	386,161	0	399,529	25,170	374,360
Development Fund	0	0	0	0	0	0	0	0	5,423	(5,423)
Other Income	612	950	(338)	20,156	13,316	6,840	0	20,156	79,807	(59,651)
Rechargeable Income	57,536	20,834	36,702	347,633	187,500	160,133	0	347,633	96,187	251,446
Solar Panel Income	520	379	141	15,330	14,964	366	0	15,330	17,849	(2,520)
<b>Total Income</b>	<b>62,624</b>	<b>38,340</b>	<b>24,284</b>	<b>2,875,496</b>	<b>2,311,546</b>	<b>563,950</b>	<b>0</b>	<b>2,875,496</b>	<b>2,313,884</b>	<b>561,612</b>
Schemes	4,031	92,000	87,969	216,264	255,373	39,109	0	(216,264)	36,782	(179,481)
Pumping Station Schemes	1,157	0	(1,157)	25,053	267,175	242,122	0	(25,053)	115,692	90,639
Pumping Station Maintenance	25,272	24,804	(75,447)	201,974	257,500	(228,590)	0	(486,090)	182,615	(227,467)
Electricity	74,979			284,115					76,008	0
Drain Maintenance	65,726	62,681	(3,045)	576,604	560,221	(16,383)	0	(576,604)	553,249	(23,355)
Environmental Schemes	179	539	360	4,268	6,851	2,583	0	(4,268)	7,000	2,732
Administration & Establishment	46,735	46,470	(265)	403,401	406,654	3,253	0	(403,401)	395,351	(8,051)
EA Precept	0	0	0	276,552	276,552	0	0	(276,552)	276,552	0
Rechargeable Expenditure	56,167	19,842	(18,473)	336,286	178,571	(167,224)	0	11,347	92,499	7,660
Solar Panel Expenses	0	0	0	2,538	0	(2,538)	0	(2,538)	1,095	(1,442)
<b>Total Expenditure</b>	<b>274,246</b>	<b>246,336</b>	<b>(10,058)</b>	<b>2,327,055</b>	<b>2,208,897</b>	<b>(127,668)</b>	<b>0</b>	<b>(1,979,422)</b>	<b>1,736,844</b>	<b>(338,766)</b>
<b>Surplus / (Deficit)</b>	<b>(211,622)</b>	<b>(207,996)</b>	<b>(3,626)</b>	<b>548,441</b>	<b>102,649</b>	<b>445,792</b>	<b>0</b>	<b>548,441</b>	<b>577,040</b>	<b>(28,599)</b>
<b>Movement on reserves</b>										
Plant Reserve	(19,258)	(16,115)	3,143	(198,865)	252,623	451,488	0	198,865	(194,295)	4,570
Wages oncost Reserve	26,076	0	(26,076)	(25,711)	0	25,711	0	25,711	65,045	90,756
Grants Manager	(5,107)	0	5,107	16,360	0	(16,360)	0	(16,360)	0	(16,360)
<b>Surplus / (Deficit)</b>	<b>(213,333)</b>	<b>(191,881)</b>	<b>14,200</b>	<b>756,657</b>	<b>(149,974)</b>	<b>(15,047)</b>	<b>0</b>	<b>340,225</b>	<b>706,290</b>	<b>(107,565)</b>

# Black Sluice Internal Drainage Board Drainage Rates & Special Levies

2019/20

Period 09 - December 2019

## Drainage Rates & Special Levies Due

### Drainage Rates

Annual Drainage Rates - Land and/or buildings	1,054,355.66	
Land/Property - Value Decreased	(5,600.26)	
Land/Property - Value Increased	3,632.83	
New Assessment	1,910.98	
Write Offs & Irrecoverables	(4.62)	
Adjustments required for Special Levy	4.78	
Summons Collection Costs	400.00	

<b>Balance</b>	1,054,699.37	50.36%
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### Special Levies

Boston Borough Council	787,059.25	
South Holland District Council	126,222.77	
North Kesteven District Council	68,197.12	
South Kesteven District Council	58,113.22	

	1,039,592.36	49.64%
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<b>Total Due</b>	<b>2,094,291.73</b>	<b>100.00%</b>
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## Drainage Rates & Special Levies Collected

B/F Arrears/(Allowances)	(217.91)	
Payments Posted	1,044,409.26	
Returned Amount	(73.33)	99.86%
Paid Refund	(105.97)	
Bourne North Fen Trust Contribution	9,244.19	
Special Levies Received	1,039,592.36	100.00%

<b>Total Received</b>	<b>2,092,848.60</b>	
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## Drainage Rates & Special Levies Debtors

Special Levy Outstanding	(0.00)	0.00%
Drainage Rates Outstanding	1,443.13	0.14%

	1,443.13	
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	<b>2,094,291.73</b>	
--	---------------------	--

# Black Sluice Internal Drainage Board

## Income & Expenditure Summary

### 2019/20

Period 09 - December 2019

	This Year	Last Year	Variance
Drainage Rates	1,053,256	1,052,379	877
Special Levies	1,039,592	1,037,069	2,524
Recoverable	347,633	96,187	251,446
Misc Income	420,928	111,615	309,313
Solar Panel Income	15,330	17,849	(2,520)
	2,876,739	2,315,099	561,640
Employment Costs	901,905	840,104	(61,802)
Property	323,807	107,853	(215,954)
General Expenses	141,963	140,055	(1,908)
Materials / Stock	28,727	8,045	(20,682)
Motor & Plant	202,030	273,100	71,070
Miscellaneous	521,650	359,758	(161,892)
Recharges	(497,115)	(563,291)	(66,176)
Plant	497,115	443,185	(53,930)
<b>Total Expenditure</b>	2,120,082	1,608,809	(511,273)
<b>Net Surplus / (Deficit)</b>	<b>756,657</b>	<b>706,290</b>	<b>50,367</b>

# Black Sluice Internal Drainage Board

## Balance Sheet at Period End

### 2019/20

Period 09 - December 2019

	<u>This Year</u>		<u>Last Year</u>	
	£	£	£	£
Operational Land & Buildings Cost	739,350		739,350	
Pumping Stations Cost	3,861,354		3,861,354	
Non-operational Property Cost	130,000		130,000	
Vehicles, Plant & Machinery Cost	1,144,657		768,508	
<b>Fixed Assets</b>		5,875,361		5,499,212
Stock	39,895		38,532	
Debtors Control	106,916		25,602	
VAT	92,878		19,574	
Drainage Rates Control	0		0	
Car Loans	15,264		24,230	
Prepayments	55,613		53,100	
Drawings Bank Account	9,975		10,000	
Call Bank Account	310,000		310,000	
Petty Cash	407		396	
Highland Water	0		0	
Work in Progress	(95,854)		120,106	
Nat West Government Procurement C	0		(1,612)	
Brewin Dolphin Investment	500,959		475,544	
Natwest Reserve Account	1,096,349		1,002,009	
<b>Total Current Assets</b>		2,132,402		2,077,480
Trade Creditors	(1,289)		(6,191)	
PAYE & NI Control Account	(28,486)		(22,343)	
Superannuation Contrl Account	(17,739)		(5,907)	
Accruals	(166,509)		(124,788)	
<b>Total Liabilities</b>		(214,022)		(159,229)
Pension Liability		(3,655,000)		(3,353,000)
		4,138,741		4,064,464
Capital Reserve	5,454,315		5,493,709	
Pension Reserve	(3,655,000)		(3,353,000)	
Brewin Dolphin Revaluation	959		(24,456)	
<b>Total Capital</b>		1,800,274		2,116,253
Revenue Reserve	1,242,026		1,166,811	
Development Reserve	200,907		153,405	
Plant Reserve	168,755		(118,398)	
Wag Oncost Reserve	(29,878)		40,103	
General Resere	756,657		706,290	
<b>Total Reserves</b>		2,338,467		1,948,211
		4,138,741	0	4,064,464
<b><u>Cash &amp; Bank Balances</u></b>				
Drawings Account		9,975		
Call Account		10,000	310,000	
Natwest Reserve Account @ 0.01%		1,096,349		
Petty Cash		407		
Chargecard		0		
Monmouthshire BS @ 0.15%		300,000	30 Day Notice	
		1,416,731		



# Black Sluice Internal Drainage Board

## Investment Summary

### 2019/20

#### Period 09 - December 2019

OWNER NAME Black Sluice Internal Drainage Board - New Account PORTFOLIO P1684056 VALUATION DATE 09 Jan 2020

GROUP BY ASSET ALLOCATION L1

### Portfolio Overview

OWNER NAME

Black Sluice Internal Drainage Board - New Account

LAST 12 MONTHS PERFORMANCE

10.11%



TOTAL VALUE

500,958.94 GBP

ESTIMATED ANNUAL INCOME

17,389.92 GBP

INVESTMENT OBJECTIVE

Income

MANAGEMENT TYPE

Discretionary

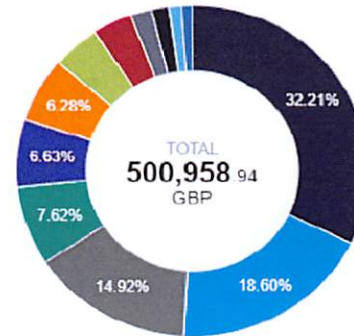
RISK PROFILE

Risk Level 3

### My Accounts

ACCOUNT	TOTAL CASH	TOTAL STOCK	TOTAL VALUE	TOTAL INC
BLACK1005	5,735.99 GBP	495,222.95 GBP	500,958.94 GBP	17,309.92
	5,736.00 GBP	495,222.95 GBP	500,958.94 GBP	17,389.92

### Portfolio Summary



UK Bonds

161,359.18 GBP

Property

74,756.40 GBP

Other Investments

33,196.00 GBP

North American Equities

22,244.05 GBP

Asia Pacific Equities

9,828.00 GBP

Cash

5,735.99 GBP

Absolute Return

93,180.68 GBP

UK Equities

38,196.55 GBP

Overseas Bonds

31,481.41 GBP

Global Investments

18,127.91 GBP

European Equities

7,896.35 GBP

Japanese Equities

4,956.42 GBP

**BLACK SLUICE INTERNAL DRAINAGE BOARD**

**EXECUTIVE COMMITTEE - 23<sup>rd</sup> JANUARY 2020**

**AGENDA ITEM No 08**

**2020/21 BUDGET AND TEN YEAR ESTIMATES**

**Introduction**

Following a number of years where the Board's financial position has contributed substantial surpluses to the reserves, over what was expected, the Board has this year experienced weather that has resulted in substantial additional costs in relation to electricity, overtime and pump repairs. It was anticipated at the end of Period 7 (October 2019) that an additional £200,000 would need to be spent from reserves this year and given more recent updates for periods 8 and 9 it could be greater than this.

At the previous Executive Committee meeting a number of options were posed and discussed and to ensure that the Board remained financially stable it was agreed that the previously proposed, and discussed with Boston Borough Council, increase of 1.9% for 2020/21 should remain as it is but then a consistent 2.5% increase should be proposed for the following nine years.

Consideration was given to the two financial objectives as agreed by the Board last year and included in our Financial Regulations;

1. to continue to reduce the board's general reserves, with the target of 20% of annual expenditure
2. to achieve a balanced budget in the reporting period

I have included, as appendices, to this report for information as follows;

- a. Budget with 10 Year Estimates
- b. 2020/21 Summary budget by month
- c. 2020/21 Detailed budget by month
- d. 10 Year Capital Schemes
- e. 2020/21 Wages On-cost Reserve budget
- f. 10 Year Plant replacement budget
- g. Solar Panel cumulative report

**2019/20 Budget & 10 Year Estimates**

**a) Rates & Levies**

As detailed above the Penny Rate in the £ has been increased by 1.9% for 2020/21 generating an income of £2,133,829 from Rates and Special Levies. The penny rate calculations are as at 31<sup>st</sup> December and therefore the values used for budget purposes are based on last year's calculations. A number of visits are required in January to identify land that should be transferred from the Agricultural Rate to the Special Levy. These calculations will be run in January for the production of the sealed rate for the February Board meeting.

**b) Interest & Investment Income**

Interest received from Natwest and Monmouthshire Building Society has improved during 2019/20 but not to levels anywhere near what the Board have enjoyed in the past. A nominal £1,000 has been included for 2020/21.

The £500,000 invested with Brewin Dolphin is maintaining the investment value and is performing as expected generating an annual income of about £17,500 which is the figure included in the 2020/21 budget.

**c) Grants & Local Levy**

It is hoped to generate Grant and Local Levy income of £110,000 within the year for the Remote Monitoring and Control of Pumping Stations Health and Safety Scheme.

**d) Use of Development Fund**

Historically a £5,000 administration fee has been charged to the fund and this has been included in 2020/21. Details of the reserve can be found later in this report. No other use of this fund is planned for in 2020/21 but it is possible that some work may be carried out, to upgrade the system, when the Wyberton drain is straightened as part of the Quadrant development.

**e) Rental Income**

The following rents and other agreements are in place and have been included in the 2020/21 Budget. They were reviewed in 2017/18 with no amendments.

<b>Site</b>	<b>Area/Description</b>	<b>2017/18 Budget Rent pa £</b>
Hessle Drive, Boston	Bungalow	3,600
Depot, Swineshead	Aerial Mast, Orange	3,065
Bourne	Discharge permission, Geest Bourne Salads (Charged to Consents)	1,000
Wyberton, Pumping Station	Electricity supply, Port of Boston	462
Depot, Swineshead	2.4 acres - field at rear	500
Bourne Slipes	6.8 Acres - Grazing	165
New Hammond Beck	64 chains of bank	36

**f) Other Income**

Consent applications are charged at £50 each and an estimated 30 have been allowed for over the year with an additional £1,500 for the third year of the Triton Knoll contribution (£7,500 over 5 years paid in advance in 2018/19).

Highland Water continues to be paid based on the actual costs incurred in the year including a 16% admin charge. A conservative £6,500 for the year has been included in next year's budget which is likely to be less than 2019/20 given the additional pumping the Board had to undertake in the final quarter of the 2019 calendar year.

Other miscellaneous income includes items such as scrap metal sales, charges to the Chairman's account and rechargeable costs to employee's etc.

**g) Solar Panel Income**

Solar Panel Income has been performing as expected since installation and the budget has been included on this basis.

The installation at Swineshead Pumping Station had paid for itself by Period 6 of 2019/20 and any profit it now generates is pure income for the Board.

**h) Capital Schemes**

Schemes included in the budget total £720,000 but only £260,000 is a cost to the Board in 2020/21. £350,000 relates to the work that will have commenced in 2019/20 and has been claimed and paid as part of Flood Defence Grant in Aid for the North Forty Foot Reventment Scheme, £110,000 is hoped to be achieved from Flood Defence Grant in Aid and Local Levy as detailed above for the Remote Monitoring and Control of Pumping Stations Health and Safety Schemes.

All the Schemes are as discussed and previously agreed at the October Board meeting and November Joint Works Committee.

**i) Pumping Station Maintenance**

Due to excessive pumping in the final 3 months of 2019 Pumping Station Maintenance is expected to be overspent compared to budget in the order of at least £140,000 at year end. The main cost being electricity but also attributed in a smaller part to additional maintenance being required due to the additional hours the pumps have worked. This cost over and above the budget, where we haven't managed to absorb the costs elsewhere, will be withdrawn from the general reserve. Discussions are being had with EA and DEFRA representatives in relation to accessing some emergency funding from central government but this has not been included as it is not expected.

**j) Drain Maintenance**

We continue to develop how we estimate what will be required in relation to Drain Maintenance and this is achieved by analysing the required labour, machinery, materials and contractor costs on a weekly basis. This has generated an increase of 5.48% on last years budget. This is likely to be 11.78% on the forecast actuals that will be achieved this year due to the reallocation of resources to deal with emergencies.

Drain Maintenance Analysis	Budget	Budget
	2019/20	2020/21
Summer Cutting	473,835	503,928
Winter Maintenance	246,117	244,904
Bushing	59,796	74,724
Pipeline Jetting	20,000	20,000

### k) Environmental Works

The budget for environmental works has been included for 2020/21 at £20,400.

### l) Environment Agency Precept

No increase in the Environment Agency precept has been included and a decision on the rate will be made by the Regional Flood and Coastal Committee in January 2020 and therefore £276,552 has been included in the 2020/21 budget. The precept has been at this rate since 2009/10.

Work continues to seek a reduction in the precept given the decommissioning of the Black Sluice Pumping Station and Rationalising the Main River Network project.

### m) Administration and Establishment

		2018/19	2019/20	2019/20	2019/20	2020/21
		Actual	Forecast P06	Estimate	Budget	Budget
4001	Admin Salaries	352,790	397,464	419,399	415,000	401,000
4002	New Offices	8,733	9,903	9,664	10,885	11,485
4003	Administration	47,726	46,430	47,843	48,700	51,300
4004	Miscellaneous	8,742	6,797	3,154	8,715	6,719
4006	Inspection	8,901	2,881	9,454	3,000	3,000
4010	Equipment	36,303	21,463	47,931	15,000	15,000
5001	Depot	47,826	43,539	45,190	43,000	44,050
5002	Dump Area (Not used)	0		0	0	0
5003	Bungalow	5,415	200	5,415	200	200
		516,437	528,677	588,049	544,500	532,754

#### **Admin Salaries**

Admin salaries have been included at the rates agreed at the September 2019 Executive meeting and as subsequently instructed by the Chairman for the senior officer's following the independent review.

The Lincolnshire ADA recommendation for the Pay Award is, as recommended by the Lincolnshire ADA Pay and Conditions Committee and unanimously accepted by the Union membership, 3.7%. This has been allowed for within these budgets.

Employers Pension rates have been included at 18.2%, as per the recommended levels from the valuation, up from 16.8% for the last three years. With the deficit contribution being reduced from £98,000 in 2019/20 to £62,000 in 2020/21 this has resulted in a reduction in employers contributions of about 4%.

Overall, mainly due to restructuring, admin salaries have seen a reduction of 3.37% despite the substantial pay award for 2020/21.

**Office**

Office costs have been increased by 5.51% and is in the main due to increases in the cleaning contract in line with minimum wage increases. The cleaning contract makes up 65% of the costs in this heading as other costs were already allocated to the "Depot" before the offices were moved to Swineshead.

**Administration**

The largest items of expenditure in this heading relate to the ongoing costs of the computer systems and the associated software which does not get any cheaper and it is important that all our systems are up to date.

Other items of large expenditure are Telephone systems, Bank Charges, Audit costs, payments to the pension fund for historical "added years" and ADA membership.

All the costs have been analysed as far as reasonably practicable and an increase of 5.34% has been included.

**Miscellaneous**

As instructed by the Chairman, the costs associated with attending Floodex have been removed this year as a cost saving measure to help offset the additional spending required for emergencies encountered in 2019. It is still seen as an important event for liaising with suppliers, identifying new technologies and for training purposes and the exhibition will still be attended for this purpose but the networking dinner and associated accommodation costs will represent a saving to the Board.

The contribution to the Lincolnshire Show is not required in 2020/21 as there is a healthy surplus due to us not being able to attend the 2019 show as IDB's across Lincolnshire were committed to dealing with flooding events.

**Inspection**

Budget has been included to fund two works inspection tours, North and South.

**Election**

No election is scheduled for 2020/21.

**Equipment**

The Equipment and Building maintenance budget has been held at the reduced level for an additional year with computers being re-allocated. We will require a new high specification computer for the Telemetry Remote in 2020/21 and with this purchase and the re-allocation of the Rating Officers machine, all the Board's machines will then be running on Windows 10.

**Depot**

The rates are included in this heading which equates to over 57% of the budget, the budget has been increased by 2.44% in 2020/21.

**Bungalow**

Only mandatory servicing and minor repairs are expected in 2020/21 so the budget has been maintained in 2020/21.

## **Administration and Establishment Overall**

75% of the costs associated with the Administration and Establishment are in relation to the Administration Salaries and the reduction in that budget results in an overall reduction in budget of 2.16%.

Administration and Establishment included in this budget is 17.70% of the budgeted income. This compares to 19.91% of the actual in 2018/19.

### **n) Development Reserve**

The anticipated position of the Development Reserve account at the end of the current financial year is as follows.

Opening Balance @ 1st April 2019	£	155,103
Developer Contributions	£	45,804
Use of development Fund	£	0
Admin Charge	£	(5,000)
Estimated Closing Balance @ 31st March 2020	<u>£</u>	<u>195,907</u>

### **o) Wages On-Cost Reserve**

After consideration of all the costs associated with employing the work force including supervision, management and training it has been calculated that given the expected recharges in 2020/21 that the oncost rate can be maintained at 240%.

### **p) 10 Year Plant replacement Estimates**

The report included at Annex F includes updates actuals for the current financial year and updating values for the Unimog which has now been ordered.

### **q) General Reserve**

With the amended rate increases profile as detailed above the Board will operate at a deficit for the next six years reducing the deficit to about 26% of the annual expenditure which will then be maintained at a similar level for the remaining four years of this report.

In 2029/30 this will equate to a General reserve of £800,000.

**BLACK SLUICE INTERNAL DRAINAGE BOARD**  
**2020/21 Budget and 10 Year Estimates**  
**Fourth Draft**

Income	Actual	Budget	Forecast @ P07	Budget / Estimates									
	2018/19	2019/20	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Rates and Levies	2,091,886	2,093,944	2,093,892	2,133,829	2,187,175	2,241,854	2,297,900	2,355,348	2,414,231	2,474,587	2,536,452	2,599,863	2,664,860
Interest & Investment Income	11,005	18,500	23,567	18,500	18,870	19,247	19,632	20,025	20,425	20,834	21,251	21,676	22,109
Grants/Local Levy	110,805	533,000	522,850	110,000	102,000								
Contribution Development Fund	5,000	5,000	13,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Other Income	85,838	21,866	28,187	22,866	23,323	23,790	24,266	24,751	25,246	25,751	26,266	26,791	27,327
Rechargeable Income	505,372	692,000	797,920	702,100	595,302	270,608	276,020	281,541	287,171	292,915	298,773	304,749	310,844
Solar Panel Income	17,562	17,703	16,790	18,383	18,751	19,126	19,508	19,898	20,296	20,702	21,116	21,539	21,969
<b>TOTAL INCOME</b>	<b>2,827,468</b>	<b>3,382,013</b>	<b>3,496,206</b>	<b>3,010,678</b>	<b>2,950,421</b>	<b>2,579,625</b>	<b>2,642,326</b>	<b>2,706,563</b>	<b>2,772,370</b>	<b>2,839,789</b>	<b>2,908,858</b>	<b>2,979,617</b>	<b>3,052,109</b>

Expenditure	Actual	Budget	Forecast @ P07	Budget / Estimates									
	2018/19	2019/20	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Capital Schemes	300,342	924,345	675,924	720,000	327,000	230,000	237,000	241,000	254,000	255,000	273,000	281,000	290,000
Pumping Station Maintenance	229,352	370,000	517,877	377,400	384,948	392,647	400,500	408,510	416,680	425,014	433,514	442,184	451,028
Electricity	119,189												
Drain Maintenance	771,101	799,748	754,720	843,556	860,427	877,636	895,188	913,092	931,354	949,981	968,981	988,360	1,008,128
Environmental Works	17,071	20,000	8,769	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902	24,380
Administration & Establishment	563,069	544,500	526,523	532,754	543,409	554,277	565,363	576,670	588,203	599,968	611,967	624,206	636,690
EA Precept	276,552	276,552	276,552	276,552	282,083	287,725	293,479	299,349	305,336	311,442	317,671	324,025	330,505
Rechargeable Expenditure	474,797	659,048	737,495	638,273	541,184	246,007	250,927	255,946	261,065	266,286	271,612	277,044	282,585
Solar Panel Expenditure	780	2,485	2,538	2,485	2,535	2,585	2,637	2,690	2,744	2,799	2,854	2,912	2,970
<b>TOTAL EXPENDITURE</b>	<b>2,752,253</b>	<b>3,596,678</b>	<b>3,500,398</b>	<b>3,411,420</b>	<b>2,962,394</b>	<b>2,612,101</b>	<b>2,666,743</b>	<b>2,719,338</b>	<b>2,781,905</b>	<b>2,833,463</b>	<b>2,903,032</b>	<b>2,963,633</b>	<b>3,026,286</b>

OPENING BALANCE	1,166,811	1,242,026	1,242,026	1,237,834	837,092	825,120	792,643	768,226	755,450	745,915	752,241	758,067	774,051
SURPLUS / (DEFICIT) IN YEAR	75,215	(214,665)	(4,192)	(400,742)	(11,973)	(32,477)	(24,417)	(12,776)	(9,535)	6,326	5,825	15,984	25,823
CLOSING BALANCE	1,242,026	1,027,361	1,237,834	837,092	825,120	792,643	768,226	755,450	745,915	752,241	758,067	774,051	799,874

Reserve % of Expenditure	45.13%	28.56%	35.36%	24.54%	27.85%	30.35%	28.81%	27.78%	26.81%	26.55%	26.11%	26.12%	26.43%
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RATE	12.60	12.60	12.60	12.84	13.16	13.49	13.83	14.17	14.53	14.89	15.26	15.64	16.04
Increase in Rates		0.00%	0.00%	1.90%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
				1.0250	1.0250	1.0250	1.0250	1.0250	1.0250	1.0250	1.0250	1.0250	1.0250



## Black Sluice Internal Drainage Board 2020/21 Budget

Description	2020/21 Budget	1	2	3	4	5	6	7	8	9	10	11	12
Rates & Levies	2,133,828	437,635	774,250	220,793	46,525	49,178	53,925	12,091	71,158	465,784	558	785	1,145
Interest & Grants	128,500	2,142	862	1,432	1,701	982	2,359	2,378	1,134	1,192	1,838	1,304	111,177
Development Fund	5,000												5,000
Other Income	22,866	4,015	1,950	1,651	950	950	950	6,150	950	950	950	950	2,450
Rechargeable Income	702,100	9,345	15,321	53,750	84,354	20,060	52,788	160	119	(175)	76,052	7	390,320
Solar Income	18,384	1,962	2,607	2,943	1,794	2,327	1,877	1,088	518	395	472	807	1,592
<b>Total Income</b>	<b>3,010,678</b>	<b>455,098</b>	<b>794,990</b>	<b>280,569</b>	<b>135,324</b>	<b>73,497</b>	<b>111,900</b>	<b>21,867</b>	<b>73,880</b>	<b>468,147</b>	<b>79,870</b>	<b>3,853</b>	<b>511,684</b>
Capital Schemes	720,000	65,750	131,500	114,750	20,000	15,000	23,000	110,000	40,000	40,000	45,000		115,000
Pumping Station Maintenance	377,400	29,945	29,298	29,394	28,459	28,598	28,478	28,990	29,039	29,466	31,004	37,896	46,834
Drain Maintenance	843,556	30,900	10,622	16,538	80,740	97,173	94,856	104,916	70,662	51,356	75,915	101,007	108,870
Environmental Works	20,400	1,496	75	(82)	1,720	75	353	114	283	331	393	2,319	13,323
Admin & Establishment	532,754	45,864	43,613	45,293	51,496	40,176	35,503	40,485	38,487	54,309	42,640	40,911	53,977
EA Precept	276,552		138,276							138,276			
Solar Expenses	2,485										2,485		
Rechargeable Expenditure	638,273	8,495	13,929	48,863	76,685	18,236	47,990	146	108	(159)	69,138	6	354,836
Development Fund													
On Costs													
<b>Total Expenditure</b>	<b>3,411,419</b>	<b>182,450</b>	<b>367,312</b>	<b>254,756</b>	<b>259,101</b>	<b>199,258</b>	<b>230,179</b>	<b>284,651</b>	<b>178,580</b>	<b>313,580</b>	<b>266,574</b>	<b>182,139</b>	<b>692,840</b>
<b>Surplus / Deficit</b>	<b>(400,741)</b>	<b>272,648</b>	<b>427,678</b>	<b>25,814</b>	<b>(123,777)</b>	<b>(125,761)</b>	<b>(118,280)</b>	<b>(262,784)</b>	<b>(104,700)</b>	<b>154,567</b>	<b>(186,704)</b>	<b>(178,286)</b>	<b>(181,156)</b>

### Analysis

Description	2020/21 Budget	1	2	3	4	5	6	7	8	9	10	11	12
Summer Cutting	503,928	8,939	10,622	16,538	75,940	97,173	89,656	102,316	64,144	38,600			
Winter Maintenance	244,904	21,961					5,200	2,600		12,756	56,603	67,418	78,366
Chemical	0												0
Bushing	74,724										19,312	24,908	30,504
Pest Cont													
Jetting	20,000				4,800				6,518			8,681	
Drain Maintenance	843,556	30,900	10,622	16,538	80,740	97,173	94,856	104,916	70,662	51,356	75,915	101,007	108,870

Black Sluice Internal Drainage Board

2020/21 Budget

Account	Description	Total	1	2	3	4	5	6	7	8	9	10	11	12
9001	Drainage Rates	1,074,434	487,635	243,655	220,793	46,525	49,178	53,925	12,091	6,800	1,343	558	785	1,145
9002	Special Levies	1,059,394								64,358	464,440			
	<b>Rates &amp; Levies</b>	<b>2,133,828</b>	<b>487,635</b>	<b>243,655</b>	<b>220,793</b>	<b>46,525</b>	<b>49,178</b>	<b>53,925</b>	<b>12,091</b>	<b>71,158</b>	<b>465,784</b>	<b>558</b>	<b>785</b>	<b>1,145</b>
9007	Interest	1,000	124	61	75	178	73	6	35	50	82	59	125	133
9014	Brewin Dolphin Income	17,500	2,018	800	1,358	1,523	909	2,352	2,343	1,084	1,111	1,779	1,179	1,044
9008	Grants	110,000												110,000
	<b>Interest &amp; Grants</b>	<b>128,500</b>	<b>2,142</b>	<b>862</b>	<b>1,432</b>	<b>1,701</b>	<b>982</b>	<b>2,359</b>	<b>2,378</b>	<b>1,134</b>	<b>1,192</b>	<b>1,838</b>	<b>1,304</b>	<b>111,177</b>
9013	Use of Dev Fund	5,000												5,000
9006	Dev Fees	5,000												5,000
	<b>Development Fund</b>	<b>5,000</b>												<b>5,000</b>
9003	Rents	7,366	3,365	300	1,001	300	300	300	300	300	300	300	300	300
9004	Consents	4,000	250	1,250	250	250	250	250	250	250	250	250	250	250
9010	Highland Water	6,500							5,200					1,300
9012	Miscinc	5,000	400	400	400	400	400	400	400	400	400	400	400	600
	<b>Other Income</b>	<b>22,866</b>	<b>4,015</b>	<b>1,950</b>	<b>1,651</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>6,150</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>2,450</b>
	Rechargeable Income	702,100	9,345	15,321	53,750	84,354	20,060	52,788	160	119	(175)	76,052	7	390,320
	<b>Other Income</b>	<b>702,100</b>	<b>9,345</b>	<b>15,321</b>	<b>53,750</b>	<b>84,354</b>	<b>20,060</b>	<b>52,788</b>	<b>160</b>	<b>119</b>	<b>(175)</b>	<b>76,052</b>	<b>7</b>	<b>390,320</b>
9020	Solar Income - Swineshead PS	2,006	214	284	321	196	254	205	119	57	43	52	88	174
9021	Solar Income - Swineshead HQ	5,585	596	792	894	545	707	570	331	157	120	144	245	484
9022	Solar Income - Donington NI PS	1,325	141	188	212	129	168	135	78	37	28	34	58	115
9023	Solar Income - Chainbridge PS	1,295	138	184	207	126	164	132	77	37	28	33	57	112
9024	Solar Income - Wyberton PS	1,301	139	184	208	127	165	133	77	37	28	33	57	113
9025	Solar Income - Great Hale PS	960	102	136	154	94	122	98	57	27	21	25	42	83
9026	Solar Income - Holland Fen PS	1,190	127	169	190	116	151	121	70	34	26	31	52	103
9027	Solar Income - Cooks Lock PS	1,016	108	144	163	99	129	104	60	29	22	26	45	88
9028	Solar Income - Gosberton PS	867	92	123	139	85	110	89	51	24	19	22	38	75
9028	Solar Income - Black Hole Grove PS	970	104	138	155	95	123	99	57	27	21	25	43	84
9030	Solar Income - Heckington PS	687	73	97	110	67	87	70	41	19	15	18	30	60
9031	Solar Income - Damford PS	562	60	80	90	55	71	57	33	16	12	14	25	49
9033	Solar Income - Dyke Fen PS	619	66	88	99	60	78	63	37	17	13	16	27	54
	<b>Solar Income</b>	<b>18,384</b>	<b>1,962</b>	<b>2,607</b>	<b>2,948</b>	<b>1,794</b>	<b>2,327</b>	<b>1,877</b>	<b>1,088</b>	<b>518</b>	<b>395</b>	<b>472</b>	<b>807</b>	<b>1,592</b>
	<b>Total Income</b>	<b>3,010,678</b>	<b>451,083</b>	<b>793,040</b>	<b>278,918</b>	<b>134,374</b>	<b>72,547</b>	<b>110,950</b>	<b>15,717</b>	<b>72,930</b>	<b>467,197</b>	<b>78,920</b>	<b>2,903</b>	<b>509,234</b>
	Graft Drain Improvements	60,000	18,000	24,000	18,000									
	NFF Revetment	350,000	35,750	95,500	85,750			8,000		40,000	40,000	45,000		
	Wyberton Marsh PS - Weedscreen Cleaner	110,000				20,000	15,000	15,000	110,000					
	Jetting to major Pipelines	50,000												
	Remote Monitoring & Control H&S Scheme	145,000	12,000	12,000	11,000									110,000
	General Culvert Replacement Contributions	5,000												5,000
	<b>Schemes</b>	<b>770,000</b>	<b>65,750</b>	<b>131,500</b>	<b>114,750</b>	<b>20,000</b>	<b>15,000</b>	<b>23,000</b>	<b>110,000</b>	<b>40,000</b>	<b>40,000</b>	<b>45,000</b>		<b>115,000</b>
2001	Allen House	1,061	98	66	75	68	72	81	82	99	103	100	107	110
2002	Bicker Eau	2,508	215	196	198	187	142	167	151	203	223	264	273	289
2003	Bicker Fen	6,786	550	558	536	501	517	544	538	516	571	542	683	730
2004	Swineshead	9,484	770	712	758	731	670	647	763	710	730	860	1,008	1,125
2005	Chain Bridge	11,275	1,027	961	899	798	821	738	832	820	838	1,034	1,213	1,293
2006	Wyberton Marsh	13,314	1,011	1,092	1,131	1,006	998	1,005	1,007	925	1,000	1,114	1,332	1,693
2007	Kirtan Marsh	12,777	983	962	920	1,013	996	954	940	924	1,043	1,238	1,373	1,431
2008	Ewerby	6,506	505	498	535	495	526	524	488	515	521	547	594	768
2009	Heckington	7,530	528	534	586	559	520	531	579	536	527	584	638	1,055
2010	Great / Little Hale	6,720	561	534	466	508	519	435	472	470	496	524	755	985
2011	Holland Fen	11,192	872	869	851	873	908	876	883	924	928	959	997	1,251
2012	Cooks Lock	11,117	878	847	879	834	865	852	848	843	825	958	1,057	1,383
2013	Damford	6,326	428	453	429	439	451	461	452	479	483	565	718	967
2014	South Kymie	8,475	227	221	211	287	255	225	269	278	273	262	343	623
2015	Amber Hill / Trinity College	5,122	382	375	418	377	397	388	361	376	400	425	498	724
2016	Halvingham	5,798	474	409	487	428	445	495	483	483	454	490	540	611
2017	Swaton	5,534	416	431	420	445	405	395	387	399	404	521	603	708
2018	Harbling	8,275	622	614	629	662	665	681	677	649	656	651	728	1,041
2019	Billingborough	3,709	265	256	223	266	246	273	285	267	304	331	355	639
2020	Leemingham	6,676	518	586	521	562	478	490	471	465	486	518	624	956
2021	Dowby Fen	5,058	306	315	285	302	321	376	293	342	348	500	644	1,026
2022	Gosberton	7,836	524	575	519	487	582	554	649	592	539	568	800	1,447
2023	Dowby Lodge	2,084	138	130	114	119	148	164	138	185	141	190	250	367
2024	Rippingle	3,327	193	216	238	218	238	247	232	231	250	347	428	486
2025	Dunby	3,993	291	299	284	280	256	288	305	327	298	356	450	560
2026	Pinchbeck	5,280	390	399	394	368	388	439	374	401	437	429	543	718
2027	Hacomby	5,032	424	429	423	397	386	388	380	405	391	414	443	553
2028	Black Hole	13,422	966	961	990	946	1,100	1,024	992	1,008	994	1,027	1,198	2,216
2029	Twenty	2,467	198	209	182	198	191	190	150	195	157	182	255	359
2030	Dyke Fen	16,001	1,281	1,233	1,186	1,255	1,216	1,229	1,159	1,116	1,183	1,436	1,538	2,169
2031	Quadsing Low Fen	11,408	965	893	815	844	903	910	956	938	912	886	1,043	1,344
2032	Donington North Ings	12,100	1,010	982	960	984	850	908	934	898	971	950	1,205	1,448
2033	Donington Mallard Hm	9,396	746	683	732	752	693	704	772	755	731	703	876	1,248
2034	Donington Wykes	2,776	197	211	210	172	194	170	168	165	189	221	389	492
2030	PS General	132,037	10,986	10,534	10,891	10,046	10,239	10,124	10,519	10,601	10,658	10,313	13,095	14,030
	<b>Pumping Stations</b>	<b>377,400</b>	<b>29,945</b>	<b>29,298</b>	<b>29,394</b>	<b>28,458</b>	<b>28,598</b>	<b>28,478</b>	<b>28,990</b>	<b>29,039</b>	<b>29,466</b>	<b>31,004</b>	<b>37,896</b>	<b>46,834</b>
3002	Summer Cutting	593,928	8,939	10,622	16,538	75,940	97,173	89,656	102,316	64,144	38,600			
3006	Drain Maintenance	244,904	21,961					5,200	2,600		12,756	56,603	67,418	78,366
3007	Chemical	0												0
3008	Bushing	74,724										19,312	24,908	30,504
3009	Pest Control (DD NOT USE)													
3010	Jetting	20,000				4,800					6,518			8,681
	<b>Drain Maintenance</b>	<b>849,556</b>	<b>50,900</b>	<b>10,622</b>	<b>16,538</b>	<b>80,740</b>	<b>97,173</b>	<b>94,85</b>						

## Black Sluice Internal Drainage Board 10 Year Capital Schemes Budget

Year	Type	Scheme	Total	Grant	Local Levy	Drain	PS	Dev Fund
2020/21	Pump	Wyberton Marsh PS, replace weedscreen cleaner	£ 110,000				£ 110,000	
	Drain	Graft Drain improvements	£ 60,000			£ 60,000		
	Drain	NFF Revetment (Grant received in 2019/20)	£ 350,000	£ 350,000				
	Drain	Jetting to major pipelines	£ 50,000			£ 50,000		
	Pump	Remote monitoring and control H&S scheme	£ 145,000	£ 55,000	£ 55,000		£ 35,000	
	Drain	General culvert replacement contributions	£ 5,000			£ 5,000		
			£ 720,000	£ 405,000	£ 55,000	£ 115,000	£ 145,000	£ -
2021/22	Pump	Great Hale PS refurbish weedscreen cleaner	£ 46,000				£ 46,000	
	Pump	Dunsby Fen PS, replace control panel	£ 30,000				£ 30,000	
	Drain	Jetting to major pipelines	£ 54,000			£ 54,000		
	Drain	Graft Drain improvements	£ 60,000			£ 60,000		
	Pump	Kirton Marsh PS new roof	£ 10,000				£ 10,000	
	Pump	Telemetry & Webwax Upgrade	£ 10,000				£ 10,000	
	Pump	Horbling ps new roof	£ 9,000				£ 9,000	
	Drain	Lane Dyke culvert replacement	£ 103,000	£ 102,000		£ 1,000		
	Drain	General culvert replacement contributions	£ 5,000			£ 5,000		
			£ 327,000	£ 102,000	£ -	£ 120,000	£ 105,000	£ -
2022/23	Pump	Dunsby PS, replacement weedscreen cleaner	£ 90,000				£ 90,000	
	Pump	Helpringham Fen PS, new roof	£ 10,000				£ 10,000	
	Drain	Graft Drain improvements	£ 60,000			£ 60,000		
	Drain	SFFD Desilting Guthrum to Blackhole Drove PS	£ 65,000			£ 65,000		
	Drain	General culvert replacement contributions	£ 5,000			£ 5,000		
			£ 230,000	£ -	£ -	£ 130,000	£ 100,000	£ -
2023/24	Pump	Gosberton PS, replace control panel	£ 65,000				£ 65,000	
	Drain	Quadring North Fen roadside revetment	£ 24,000			£ 24,000		
	Pump	Dunsby Fen PS Refurbish axial flow pump	£ 13,000				£ 13,000	
	Pump	Dowsby Fen PS, refurbish axial flow pumps	£ 25,000				£ 25,000	
	Drain	SFFD Desilting Guthrum to Blackhole Drove PS	£ 65,000			£ 65,000		
	Drain	Jetting to major pipelines	£ 40,000			£ 40,000		
	Drain	General culvert replacement contributions	£ 5,000			£ 5,000		
			£ 237,000	£ -	£ -	£ 134,000	£ 103,000	£ -
2024/25	Pump	Ewerby Fen PS Replace control panel	£ 45,000				£ 45,000	
			£ -					
	Pump	Dyke Fen PS Refurbish 2x axial flow pumps	£ 26,000				£ 26,000	
	Pump	Dyke Fen PS new roof	£ 15,000				£ 15,000	
	Drain	Jetting to major pipelines	£ 60,000			£ 60,000		
	Drain	Dyke Fen (New Dyke) revetments	£ 25,000			£ 25,000		
	Drain	NFF Desilting	£ 65,000			£ 65,000		
	Drain	General culvert replacement contributions	£ 5,000			£ 5,000		
			£ 241,000	£ -	£ -	£ 155,000	£ 86,000	£ -
2025/26	Drain	Claydyke desilting	£ 65,000			£ 65,000		
	Drain	NFF Desilting	£ 20,000			£ 20,000		
	Drain	Jetting to major pipelines	£ 50,000			£ 50,000		
	Pump	Kirton Marsh PS refurbish axial flow pump	£ 14,000				£ 14,000	
	Pump	Donington NI Replace control panel	£ 65,000				£ 65,000	
	Drain	Dyke Fen (New Dyke) revetments	£ 35,000			£ 35,000		
	Drain	General culvert replacement contributions	£ 5,000			£ 5,000		
			£ 254,000	£ -	£ -	£ 175,000	£ 79,000	£ -
2026/27	Drain	Jetting to major pipelines	£ 50,000			£ 50,000		
	Drain	Cleansing Wyberton Marsh PS Suction Bay	£ 60,000			£ 60,000		
			£ -					
	Pump	Gosberton Fen PS Refurbish 3 x axial flow pumps	£ 40,000				£ 40,000	
	Pump	Hacconby Fen PS Replace control panel	£ 35,000				£ 35,000	
	Drain	Claydyke desilting	£ 65,000			£ 65,000		
Drain	General culvert replacement contributions	£ 5,000			£ 5,000			
			£ 255,000	£ -	£ -	£ 180,000	£ 75,000	£ -
2027/28	Drain	Old Hammond Beck Desilting	£ 80,000			£ 80,000		
	Drain	New Hammond Beck Desilting	£ 40,000			£ 40,000		
	Drain	Jetting to major pipelines	£ 50,000			£ 50,000		
	Pump	Bicker Fen 1 x axial flow pump refurb	£ 15,000				£ 15,000	
	Pump	Bicker Fen replacement control panel	£ 33,000				£ 33,000	
	Pump	Cooks Lock p/s refurbish weedscreen cleaner	£ 50,000				£ 50,000	
	Drain	General culvert replacement contributions	£ 5,000			£ 5,000		
				£ 273,000	£ -	£ -	£ 175,000	£ 98,000
2028/29	Drain	Old Hammond Beck Desilting	£ 80,000			£ 80,000		
	Drain	Jetting to major pipelines	£ 60,000			£ 60,000		
	Pump	Donington NI refurbish 3 x axial flow pumps	£ 43,000				£ 43,000	
	Pump	Kirton Marsh p/s replace control panel	£ 37,000				£ 37,000	
	Pump	Helpringham p/s new roof	£ 11,000				£ 11,000	
	Drain	Bourne Fen 28/10 Revetment	£ 30,000			£ 30,000		
		To be allocated	£ 15,000			£ 15,000		
	Drain	General culvert replacement contributions	£ 5,000			£ 5,000		
			£ 281,000	£ -	£ -	£ 190,000	£ 91,000	£ -
2029/30	Drain	Gosberton pump drain desilting/pump inspection	£ 40,000			£ 40,000		
	Drain	Dowsby Fen pump drain desilting/pump inspection	£ 40,000			£ 40,000		
	Drain	Chain Bridge pump drain desilting/pump inspection	£ 20,000			£ 20,000		
	Drain	Jetting to major pipelines	£ 60,000			£ 60,000		
	Pump	Chain Bridge p/s refurbish 3 x axial flow pumps	£ 45,000				£ 45,000	
	Pump	Quadring Fen p/s replace control panel	£ 40,000				£ 40,000	
	Pump	Allen House p/s replace control panel	£ 32,000				£ 32,000	
		To be allocated	£ 8,000			£ 8,000		
	Drain	General culvert replacement contributions	£ 5,000			£ 5,000		
			£ 290,000			£ 173,000	£ 117,000	

## Wages Oncost Reserve 2020/21 Budget

	2018/19 Actual	2019/20 Estimate	2020/21 Budget	2020/21 Oncost Rate
Basic Pay	303,121	305,478	336,274	
Overtime	39,320	38,567	37,331	
Bonus	9			
Call Out	909	383	1,300	
Holiday Pay	1,912	620		
Ess User	24,122	24,291	25,764	
Mileage	26,162	23,811	30,000	
Arrears	1,825	2,235		
ERs NI	34,904	35,185	38,444	
ERs Superan	108,143	115,324	110,448	
<b>Wages Costs</b>	<b>540,428</b>	<b>545,892</b>	<b>579,561</b>	
Gas		71	0	
Cleaning	855	950	969	
Telephone	8,895	8,357	8,524	
Advertising	105	203	208	
Copy & Print	67	67	69	
H&S	4,088	3,037	4,098	
Prot Clothing	4,524	5,487	5,597	
Misc		32	32	
Small Tools	255	77	79	
Training	7,609	9,574	9,765	
Leg & Prof		19	19	
Labour	24,630	13,148	13,411	
Pump Eng	459	230	234	
Wages Rech	(592,257)	(647,270)	(660,216)	240
Vauxhall Movano Tipper (UN12 GUH)	306	306	312	
Nissan Navarra Visa - FX15 TUA	35	59	61	

Reserve B/F		(29,877)	29,885
Surplus/(Deficit)		59,762	37,278
Reserve C/F	(29,877)	29,885	67,163

PLANT REPLACEMENT BUDGETS 2020/21

Existing Plant/Equipment	Year Purchased	Age	Replace Year	New Plant	Cost	Trade in	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Brought Forward							£29,922	-£56,793	-£2,793	£42,007	£112,683	£234,313	£120,475	£323,250	£120,475	£323,250	£323,221
Twiga SPV2 (2015)	2015/16	9 years	2024/25	Twiga/Herder?	£200,000	£20,000						£180,000					
Twiga SPV2 (2019)	2019/20	9 years	2028/29	Twiga/Herder?	£200,000	£20,000	£97,150									£180,000	
Twiga SPV2 (2017)	2017/18	9 years	2026/27	Twiga/Herder?	£205,000	£20,000								£185,000			
Aebi & Flail	2016/17	9 years	2028/29	Rear Side Flail	£15,000		£7,500									£10,000	
Hitachi ZX 210LC-5B	2016/17	8 years	2024/25	20T Excavator	£150,000	£35,000						£115,000					
Unimog	2009/10	11 years	2020/21	???	£148,000	£36,000		£112,000									
JCB 130 Telescopic LR	2019/20	10 Years	2029/30	13T Telescopic Exc.	£105,000	£18,500											£86,500
JCB 160 Telescopic LR	2010/11	9 years	2028/29	13T LR	£130,000	£20,000	£109,850									£118,000	
JCB 145 Telescopic LR	2013/14	8 years	2021/22	16T Telescopic Exc	£120,000	£19,000			£101,000								£110,000
JCB 130 Telescopic LR	2014/15	8 years	2022/23	13T Telescopic Exc.	£110,000	£17,000				£93,000							
JCB 531 Teleporter	2012/13																
Vauxhall (Fitter)	2019/20	7 years	2026/27	Fitters Van	£17,000	£3,000	£19,755							£16,000			
Nissan (Ops Manager)	2019/20	4 years	2023/24	Pick-Up	£22,000	£5,000	£15,431				£17,000				£19,000		
Nissan (Ops Supervisor)	2019/20	4 years	2023/24	Pick-Up	£22,000	£5,000	£14,931				£17,000				£19,000		
Nissan (Pump Eng)	2019/20	4 years	2023/24	Pick-Up	£22,000	£5,000	£12,098				£17,000				£19,000		
Pick-Up (Works Manager)	2019/20	4 years	2023/24	Pick-Up	£22,000		£20,000				£22,000				£19,000		
Vauxhall Tipper	2012/13	8 years	2020/21	Tipper	£25,000	£8,000			£17,000							£19,000	
Dump Trailer 1	2006			Dump Trailer						£12,500							
Low Loader Trailer	2004	16 years	2020/21	Low Loader	£20,000	£2,000		£18,000									
Tipping Trailer									£5,000								
4m Trailer									£5,000								
100mm Self priming Pump		15 years			£15,000					£15,000							
Vibrating piling hammer	2015/16	20 years	2035/36														
150mm Portable Pump	2006	15 years	2021/22		£15,000				£15,000								
Compressor	2008	18 years	2023/24		£6,000									£6,000			
Weedbaskets								£6,000	£6,000	£6,500	£7,000	£7,000	£7,000	£7,000	£7,000	£7,000	£8,000
Lawnmower & Trailer etc	2016/17	8 Years	2024/25		£17,000	£2,000						£15,000					
Fuel Tanks												£2,500					£3,000
Net Spend from Plant Reserve							£296,715	£136,000	£149,000	£127,000	£80,000	£319,500	£7,000	£214,000	£83,000	£334,000	£207,500
Generated							£210,000	£190,000	£193,800	£197,676	£201,630	£205,662	£209,775	£213,971	£218,250	£222,615	£227,068
Balance C/F						£29,922	-£56,793	-£2,793	£42,007	£112,683	£234,313	£120,475	£323,250	£323,221	£255,725	£211,866	£342,789

## Solar Panel Analysis

Income	Period	Swineshead PS	Swineshead HQ	Donington NI	Chainbridge	Wyberton	Great Hale	Holland Fen	Cooks Lock	Gosberton & Dowsby Fen	Black Hole Drove	Heckington	Damford	Dyke Fen	TOTAL
2015 & Prior		7126.69	7614.44	119.69	111.86	111.17	0	118.45	117.34	135.74	106.1	47.08	41.71	47.08	15697.35
2016 Actual		1818.77	5140.47	996.33	1069.91	1078.49	450.17	1057.26	928.16	1176.23	891.15	534.29	429.44	389.48	15960.15
2017 Actual		1789.97	4962.22	1163.05	1041.77	1055.86	606.51	1045.23	882.03	1184.93	866.65	513.72	425.97	457.67	15995.58
2018 Actual		2044.68	5176.37	1251.79	1216.97	1213.88	691.85	1194.97	1024.3	1349.33	987.29	610.98	483.47	315.71	17561.59
2019 Actual P1-P6		1528.5	4231.33	962.12	932.76	938.54	540.9	905.21	764.33	1001.58	734.2	486.92	389.2	420.12	13835.71
Budget	7	94	275	75	75	75	89	58	52	84	48	42	36	42	1045
Budget	8	59	169	36	36	36	43	28	25	40	23	20	17	20	552
Budget	9	36	99	27	27	27	32	21	19	30	18	15	13	15	379
Budget	10	43	118	33	33	33	39	25	22	36	21	18	16	18	455
Budget	11	80	222	56	56	56	66	43	38	62	36	31	27	31	804
Budget	12	126	361	110	110	110	131	86	76	123	71	61	53	61	1479
		<b>£14,747</b>	<b>£28,369</b>	<b>£4,830</b>	<b>£4,710</b>	<b>£4,735</b>	<b>£2,689</b>	<b>£4,582</b>	<b>£3,948</b>	<b>£5,223</b>	<b>£3,802</b>	<b>£2,380</b>	<b>£1,932</b>	<b>£1,817</b>	<b>£83,764</b>
Expenditure to date		£13,937	£49,114	£11,619	£11,634	£11,619	£11,845	£10,472	£9,838	£16,253	£9,462	£8,126	£7,751	£7,854	£195,777
<b>Net Profit/(Loss) to date (Without savings from generated electricity used)</b>		<b>£809</b>	<b>(£20,745)</b>	<b>(£6,789)</b>	<b>(£6,924)</b>	<b>(£6,884)</b>	<b>(£9,156)</b>	<b>(£5,890)</b>	<b>(£5,890)</b>	<b>(£11,030)</b>	<b>(£5,659)</b>	<b>(£5,746)</b>	<b>(£5,819)</b>	<b>(£6,037)</b>	<b>(£112,012)</b>
<b>Estimated Years to break even (without savings from electricity generated used)</b>		<b>7.86</b>	<b>10.10</b>	<b>11.01</b>	<b>11.36</b>	<b>11.25</b>	<b>15.28</b>	<b>10.47</b>	<b>11.63</b>	<b>17.97</b>	<b>12.23</b>	<b>17.40</b>	<b>17.96</b>	<b>18.29</b>	<b>11.81</b>



# Representing Drainage Water Level & Flood Risk Management Authorities

Rural Innovation Centre, Avenue H,  
Stoneleigh Park, Warwickshire, CV8 2LG  
Telephone: +44 (0) 2476 992889  
Email: [admin@ada.org.uk](mailto:admin@ada.org.uk)  
Website: [www.ada.org.uk](http://www.ada.org.uk)  
Twitter: @ada\_updates

Friday 29 November 2019

Dear Clerk / Chief Executive,

## Results of the IDB Health, Safety & Welfare Survey 2018

My sincere thanks to all of you that contributed to providing answers to our Health, Safety & Welfare Survey at the end of last year and the start of this year. I am very pleased that we have had just under a 75% response rate which has allowed us to reliably pull out some key messages which we would now like to share with you all in the attached Advice Note.

It is of some concern, however, that 25% of our IDBs did not manage to reply to the survey request and you will see from the attached Advice Note that one of our actions is to try and approach all of those remaining boards for their responses. For those of you affected, I would be very grateful for your help and co-operation in this regard.

The Advice Note has been pulled together in a way that does not specifically identify any one IDB, as we originally promised, but we hope that collectively, the industry will support each other in striving for continuous improvement and best practice when it comes to health, safety and welfare.

The Advice Note has been prepared with the support of ADA's Board, Committees, and our Special Advisor on health, safety and welfare matters, Ian Benn. We would now ask you to plan that its contents are the subject of discussion at your next IDB Board meeting. As always, any feedback from you about the advice note will be welcome and if you require any clarification about any of the information contained within it, please contact either Ian Moodie or myself.

Yours faithfully,

Eur Ing J Innes Thomson BSc CEng FICE  
Chief Executive



## **ADA Advice Note:**

### Internal Drainage Boards' Health, Safety & Welfare Survey 2018

Prepared by Innes Thomson

#### **Executive Summary**

The content of this note is derived from the results of the first survey of health, safety and welfare (HS&W) across internal drainage boards (IDBs) in England and represents findings from just under 75% of all IDBs in England. Those who responded are thanked for taking the time to provide their answers.

Although the questionnaire did not require any hard evidence in the form of supporting documentation, responses were of a breadth to suggest a reasonably accurate reflection of the current situation regarding HS&W in the IDB sector.

Overall, the advice note highlights several areas where there are opportunities for improvements, some of which could be viewed as quick wins where others will require a little more investment.

Three areas highlighted for improvement have a common linkage around attitudes and behaviours where IDBs could demonstrate that they are leading their staff and employees in best practice. This includes:

1. Ensuring that HS&W is an integral part of discussions at all Board Meetings.
2. Actively showing that Board Members care about the competency and welfare of their staff and employees.
3. Implementing a no-blame, anonymous, easy-to-access incident reporting system with active reviews and actions fed back to staff/operatives.

Several excellent examples of HS&W best practice were highlighted from the questionnaire responses and all IDBs are encouraged to strive for such best practice. All IDBs should ensure that they have the capacity to undertake their functions safely and IDBs are encouraged to share and compare their Health & Safety approaches, systems and processes with other IDBs and wider ADA members to help achieve best practice outcomes.

ADA has suggested a series of recommendations for IDBs to consider and review which could support and guide them in the implementation of HS&W best practice in a consistent manner.

The conclusions also set out a series of recommended actions to help IDBs further improve their HS&W. Key to this will be the development of a series of HS&W seminars by ADA, supported by both IDB and HS&W professionals. These presentations will then be made available via the Knowledge section on ADA's website.

Finally it is essential that ADA engages with the IDBs that were unable to meet the response deadline and seek to assist them in understanding their HS&W requirements and to aim to achieve a consistent approach to the advice provided across all IDBs. ADA will be contacting all IDBs that were unable to complete the initial HS&W survey.





## Introduction

During 2018 ADA conducted a detailed survey of HS&W within IDBs.

The purpose of the survey was to identify a baseline through gathering a level of qualitative about HS&W of IDBs' board members, staff and operatives in order to:

1. act as a useful HS&W benchmark for IDBs as a community,
2. support ADA in their desire to help provide consistent industry guidance and recommendations,
3. assist IDBs seeking to identify potential areas of improvement in the way they manage HS&W within their operations to achieve best practice wherever possible.

The survey was held via an online questionnaire that IDBs could complete on the SurveyMonkey website. IDBs were first notified of the survey on 17 July 2018 and the questionnaire remained available for responses until 31 December 2018.

The questionnaire was based on a set of HS&W questions prepared by Ian Benn, PG Dip H&S and Env Law, Dip, NEBOSH, Grad IOSH, MCQI CQP (Honorary Health & Safety Advisor, ADA), in conjunction with Ian Moodie (Technical Manager, ADA) and Innes Thomson (Chief Executive, ADA), and in consultation with ADA's Committees and Board of Directors.

ADA's Board of Directors made the assurance that all responses would be handled on a confidential basis in order to ensure ADA received accurate and open data about HS&W. Therefore, no individual data is identifiable from this report, and the general ethos of its production has been to encourage improvement across all IDBs in the way that HS&W is managed.

This is the first survey of its kind to get to this stage of evaluation across IDBs as a whole. ADA intends to evaluate progress with a repeat survey to be completed by 31 December 2021.

ADA commends those who have responded in providing an assessment of HS&W within their respective IDBs. Nearly 75% of all IDBs participated in the survey and we are encouraged to hear that all IDBs that completed the survey found it a useful audit of their HS&W capacity that will enable them to focus their own improvement efforts.



## **Conclusions & Recommendations**

The key to successful approaches in delivering and maintaining effective HS&W are wide and varied. They are also indelibly linked to peoples' behaviours and attitudes to the subject. Behaviours and attitudes are influenced by what people know through experience and how they have learnt about the subject.

This advice note seeks to guide ADA members about where improvements in personal and corporate HS&W can take place. On the back of these results, ADA will consider how we can further assist our members with HS&W systems and processes. However, the ultimate responsibility for good HS&W falls uniquely upon IDB Board Members themselves.

Whilst annual accident statistics were gathered as part of the survey, the purpose of this note is not intended to examine the detail of those incidents. It is noted, however, that these figures showed a steadily increasing number of near-miss events between 2013 and 2017. It is almost certain that such an increase can be attributed to better recording of near misses by IDBs throughout the period. This is not a negative statistic and should be viewed as extremely encouraging. Any statistics that have been collected by IDBs may support future risk assessment and risk reduction projects where applicable.

ADA has concluded that the data from this survey can be summarised in the following way, with recommendations for review and necessary actions/reflections by Boards.

As a first and top priority, all Boards should check key HSE guidance on what the statutory minimum expectation would be of Boards as employers and employees. This can be found at:

[www.hse.gov.uk/workers/employers.htm](http://www.hse.gov.uk/workers/employers.htm)



### **Top Three Recommendations**

- a) **Governance and leadership** | The majority of Boards reported that their day-to-day managers had received HS&W training. However, there are still opportunities to ensure that a greater number of Board Members receive HS&W training. Behaviours around H,S&W are about leadership. It is recommended that all IDBs initially focus on this area. Virtually all IDBs reported that they have an HS&W policy, and all IDBs should review their policy to ensure that it is being fully implemented, or to see if the policy needs updating. Boards should ensure that HS&W is a standing item for discussion at every Board Meeting, including short HS&W briefings for Board Members.
  
- b) **Ensuring competence** | We are pleased to note that nearly two thirds of responding Boards reported that they carry out tests to ensure that their employees are competent to undertake their work safely. Boards should ensure that all IDB operatives are tested and licensed for their competency to operate plant and equipment in connection with their jobs.
  
- c) **Recording accidents and near misses** | Several Boards reported that they do not hold sufficient records of accidents or near miss events, and lack a proper documented process for recording accidents. It is strongly recommended that Boards have distinct policies for recording accidents, incidents and near misses. This should note that all data is reviewed by the Board and that lessons learned are fed back into the updating of risk assessments potentially as hazard mitigation measures. All staff and contractors should be duty-bound to report accidents, incidents and near misses.



### **Additional Recommendations for IDBs to Consider**

The following additional recommendations (in no particular order) are made by ADA to support IDBs with the review and potential improvement of their HS&W activities.

<b>Ref</b>	<b>Issue</b>	<b>Recommendation</b>
d)	<b>Quality of advice</b>	Review the provision of HS&W advice so that Board Members, managers and staff receive the proper and correct advice in line with their functions.
e)	<b>Welfare facilities</b>	Ensure that all staff and operatives have access to appropriate toilet & mess facilities when working away from base office /depot.
f)	<b>Routine training</b>	Plan and provide regular HS&W training updates to all staff and operatives, especially following accidents or incidents.
g)	<b>Health surveillance</b>	Implement regular health screening for all staff and operatives.
h)	<b>Capacity</b>	Ensure that the IDB has the suitably qualified resource and capacity to undertake their functions safely. In doing so, the IDB should review the opportunities for closer working with their neighbouring IDBs to achieve best practice outcomes.
i)	<b>Risk assessment</b>	Ensure that risk assessments are undertaken for the IDB's activities.
j)	<b>Toolbox Talks &amp; Training</b>	Plan and deliver programmes that provide information, instruction, training and supervision for hazardous activities highlighted in risk assessments.
k)	<b>Machinery inspection</b>	Ensure that the IDB has a documented programme of routine machinery inspection.



### **Recommended Actions for ADA in support of IDBs**

ADA is committed to supporting its members in striving to achieve best practice across all of their functions, but especially HS&W. To that end, and on the basis of the results of the survey and this note, ADA will be seeking to complete the following actions with the assistance of external experts.

No.	Action	Timescale
1.	ADA to check and review HS&W with all IDBs that were unable to respond to the survey within the allotted timeframe.	Before 31 March 2020
2.	ADA to consider how to capture and then annually compile and publish summary information about IDBs' health and safety incidents and near misses.	Annually
3.	ADA to complete second HS&W survey of IDBs, and seek a 100% response rate.	Before 31 December 2021
4.	Investigate if a series of standard HS&W Policy templates for use by IDBs may be appropriate.	Before 31 December 2020
5.	Consider the preparation of toolbox talk materials for IDBs, utilising the ADA website and ADA News Stream to communicate these to members.	To commence before 31 December 2020
6.	Prepare briefings on HS&W matters for dissemination to IDB Clerks & Chief.	To commence before 31 December 2020
7.	Hold a series of HS&W seminars supported by both IDB and HS&W professionals. These presentations will then be made available via the Knowledge section on ADA's website.	Before 31 December 2020

**ENDS**

Final Version issued – 29 November 2019